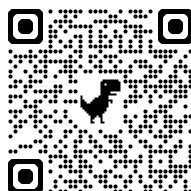


# CONTENTS

GENERAL INFORMATION .....	2
AGENDA AT-A-GLANCE .....	4
DETAILED WORKSHOP AGENDA .....	6
SPEAKERS & MODERATORS .....	15
WORKSHOP STAFF .....	26

VIEW LAST MINUTE AGENDA CHANGES, DOWNLOAD PRESENTATIONS, AND MORE AT:



[WWW.AIRPORTLAWWORKSHOP.COM](http://WWW.AIRPORTLAWWORKSHOP.COM)

# GENERAL INFORMATION

The American Association of Airport Executives (AAAE) and the International Municipal Lawyers Association (IMLA), in cooperation with Kaplan Kirsch LLP, are pleased to welcome you to the **41<sup>st</sup> Annual Airport Law Workshop**.

The Workshop has long been regarded as the premier conference for both new and experienced lawyers (and those who need to understand airport law) to learn from experts the fundamental legal principles underlying virtually all elements of airport operations and development. The Workshop is the only conference that combines a thorough review of the basics of airport law with an update on recent legal developments. Conducted in an interactive classroom format, the instructors include government attorneys as well as seasoned practitioners with decades of experience and an in-depth understanding of the federal laws, regulations, and policies that govern public-use airports.

The Workshop is taught in plain English and is not limited to lawyers. While more than half of the attendees are lawyers, participants always include those involved in airport administration, operations, planning, finance, property, environmental management, or security. Senior airport managers and commissioners or board members attend as well. Attendees often have commented that networking opportunities are one of the most valuable elements of the conference, and this year's conference incorporates more opportunities for participants to learn from each other.

One of the most valuable benefits of the Workshop is that all attendees receive the *Airport Law Desk Reference*, a comprehensive, user-friendly resource book that is annually updated for this conference. Past attendees have reported that this book is kept as a well-used reference tool. Additional copies are available for purchase from AAAE.

All presentations and the latest information regarding the workshop are available for viewing or download during the Workshop at [www.airportlawworkshop.com](http://www.airportlawworkshop.com). Wi-Fi is available during the workshop for live access to presentations and other materials.

Another benefit of this workshop is the opportunity to network with, and trade advice and experience with, your colleagues. While the agenda is jam-packed with substance, we encourage attendees to take the time to visit with colleagues and we have deliberately provided opportunities for those informal interactions. All session presenters have been encouraged to allow time for questions at the end of each session and they all have committed to being available for informal discussions during the Workshop. We encourage participants to take advantage of these opportunities.

We recognize that lawyers and senior airport executives are busy people who often don't have the luxury of being out of communication for three days. We have structured the agenda to provide breaks between sessions so attendees can catch up on e-mail and phone calls. We hope that this will make it easier to focus on sessions.

## **NAME BADGES**

Name badges must be worn at all times. Your name badge is your ticket to all sessions and meals. Please visit the registration table if your badge is misplaced.

## **WI-FI**

**Network Name:** Hyatt\_Meeting

**Password:** WashingtonDC

## **CLE ACCREDITATION**

**It is the responsibility of each participant to file the appropriate paperwork with their State Bar for continuing legal education credit for this course.** We have applied to Colorado, Pennsylvania, and Virginia, and those applications are *pending approval*. CLE forms for all approved states will be available with the workshop materials at [www.airportlawworkshop.com](http://www.airportlawworkshop.com). In the past, attendees have reported few problems with obtaining CLE credits for this workshop. To obtain such credit, participants have typically provided a copy of the course agenda and speaker biographies and a certificate of attendance. (You should note that IMLA is a certified provider of CLE programs in many states, and their support for this program will be useful in securing CLE credits.) If you have questions or need additional documents to assist with your state filing, please contact the workshop staff.

## **TRB RESOURCES**

The final chapter in the *Airport Law Desk Reference* provides a list of the legal research digests that have been prepared under the aegis of the Transportation Research Board's Airport Cooperative Research Program. TRB publications are a valuable resource on a wide range of legal and quasi-legal topics written by industry experts. All of these publications are available for download at [www.trb.org](http://www.trb.org). QR codes to these materials are printed in Chapter 31, and hyperlinks are available at [www.airportlawworkshop.com](http://www.airportlawworkshop.com) under the "TRB Publications" link. TRB allows download at no charge.

## **AIRPORT LAW ALERTS AND DIGESTS**

If you would like to stay abreast of airport law developments throughout the year, you may want to subscribe to the semi-annual *Airport Law Digest* and occasional *Airport Law Alerts* with breaking news, that Kaplan Kirsch publishes online. Each contains a summary of recent regulatory, statutory, policy, and case law developments. If you have not already subscribed, you can sign up at [www.kaplankirsch.com/subscribe](http://www.kaplankirsch.com/subscribe).

## **COURSE EVALUATION**

At the end of the workshop, you will be asked to fill out a course evaluation. Please take the time to provide us with your feedback – we review the results carefully, and each year, we make changes to the program based on the evaluation results.

## **QUESTIONS?**

If you have questions during the workshop, please contact any workshop staff listed at the end of this guide.

# AGENDA AT-A-GLANCE

## SUNDAY | OCTOBER 5

Breakout

	1:00 PM	Welcome	Tracy A. Davis Justin Barkowski
Session 1	1:15 – 2:15 PM	Session 1: History of Airport Law	Catherine M. van Heuven
Session 2	2:30 – 3:30 PM	Session 2: Federal Laws Affecting Airports (and a Short Survey of State Laws)	Tracy A. Davis
Session 3	3:45 – 4:45 PM	Session 3: Basics of Grant Assurances (Beginners)	Steven L. Osit
Session 4	3:45 – 4:45 PM	Session 4: Latest Regulatory and Case Law Developments (Advanced)	Peter J. Kirsch John E. Putnam Subash S. Iyer
	5:30 PM	Welcome Reception	Hosted by AAEE

## MONDAY | OCTOBER 6

Breakout

8:15 AM		Welcome	Tracy A. Davis Justin Barkowski
Session 5	8:30 – 9:30 AM	Session 5: Transactions with Airport Developers (Development Procurements and P3s)	Tracy A. Davis Stephanie Griffin Mateo
Session 6	9:45 – 10:45 AM	Session 6: Transactions with Airlines	Sarah E. Wilbanks Anusheh Yasin
Session 7	9:45 – 10:45 AM	Session 7: Transactions with General Aviation Airport Service Providers (FBOs, Fuel Farms, and Other GA Users)	Nicholas M. Clabbers Hector Huezo
Session 8	11:00 AM – 12:00 PM	Session 8: Airport Finance for Lawyers (Funding Sources, Federal Requirements, Revenue Use, and Diversion)	Steven L. Osit Nicholas M. Clabbers
Session 9	12:00 – 1:30 PM	Lunch Panel Discussion Session 9: New DOT Regulations on DBE and ACDBE – What Lawyers Need to Know Now	Allison Ishihara Fultz Justin Barkowski John E. Putnam Subash S. Iyer Tracy A. Davis
Session 10	1:30 – 2:30 PM	Session 10: Transactions with Non-aeronautical Airport Enterprises (Rental Cars and Concessionaires and Others)	Slone P. Isselhard Eric T. Smith
Session 11	1:30–2:30 PM	Session 11: Advising Airport Clients on Preparing for, and Responding to, Cybersecurity Attacks	Pete Ramels Jessica Nadelman
Session 12	2:45 – 3:45 PM	Session 12: Legal Requirements for Assessing and Reporting the Environmental Impacts of Airports	Catherine M. van Heuven
Session 13	4:00 – 5:00 PM	Session 13: Dealings with Local Governments (Zoning, Intergovernmental Relations, and Airspace Protection)	W. Eric Pilsk Amy Gonzalez
	5:30 PM	Evening Reception	Hosted by Kaplan Kirsch

## TUESDAY | OCTOBER 7

Breakout

Session 14	8:30 – 9:30 AM	Session 14: Understanding Federal Grants (Procurement, Funding Process, and Grant Oversight)	Tracy A. Davis Justin Barkowski
Session 15	8:30 – 9:30 AM	Session 15: Land Development and Planning	Peter J. Kirsch
Session 16	9:45 AM – 10:45 AM	Session 16: Enforcement of Federal Obligations: The Airport Compliance Program	W. Eric Pilsk
Session 17	11:00 AM – 12:00 PM	Session 17: Ethics	Caroline G. Jaschke Sara V. Mogharabi
Session 18	12:00 – 1:00 PM	Session 18: Fireside luncheon chat – Preparing Airports for Huge Public Events: Olympics, FIFA, College Sports, Political Events	John E. Putnam Subash S. Iyer Laura K. Kilgarriff
Session 19	1:15 – 2:15 PM	Session 19: Airport Security: Relations with Homeland Security Agencies (TSA, CBP, ICE)	Slone P. Isselhard Laura K. Kilgarriff
Session 20	2:30 – 3:30 PM	Session 20: Preparing for Potential Insolvencies and Financial Distress of Airport Tenants	Eric T. Smith Stephanie Griffin Mateo

# DETAILED WORKSHOP AGENDA

---

## SUNDAY, OCTOBER 5

1:00 PM

### WELCOME

Tracy A. Davis | Kaplan Kirsch  
Justin Barkowski | AAE

---

1:15 – 2:15 PM

### SESSION 1: HISTORY OF AIRPORT LAW

Catherine M. van Heuven | Kaplan Kirsch

---

This session provides an introduction both to the workshop and to airport law generally. It will then explore the evolution of airports and airport law in the United States, and the changing role of local, state, and federal governments in the airport system. It is designed to provide a historical context for why legal authority is divided among different agencies and why the United States' airport law scheme is unique among other industrialized nations. This session will also introduce common terms and legal relationships among the various stakeholders and will provide background for those needing a refresher – or those who are new to the field of airport law.

2:30 – 3:30 PM

### SESSION 2: FEDERAL LAWS AFFECTING AIRPORTS (AND A SHORT SURVEY OF STATE LAWS)

Tracy A. Davis | Kaplan Kirsch

---

To continue with the introduction to airport law, this session provides a survey of federal, and some state, law that governs or affects airports. This session will discuss the wide range of statutes, regulations, and case law interpretations, to provide a basic grounding in the law. This session will be relatively high level and some of this law will be the subject of later sessions, where it will be discussed in more depth.

3:45 – 4:45 PM

### **SESSION 3: BASICS OF GRANT ASSURANCES (BEGINNERS)**

Steven L. Osit | Kaplan Kirsch

---

Unlike some federal regulatory programs, FAA regulation of airports is accomplished primarily through contract. Each airport sponsor signs an annual grant agreement to receive Airport Improvement Program (AIP) grants. The grant agreements contain 40 Sponsor Assurances (as well as special conditions) which regulate virtually every aspect of airport governance, finance, and operations and are the primary means for FAA regulation of airports. It is critical for airport lawyers to understand the scope and interpretation of these contractual obligations and how the FAA enforces them. This session focuses on some of the most important – and most frequently litigated – grant assurances, including those that prohibit economic discrimination and exclusive rights, and those that regulate rights and powers, revenue use, self-sustainability, operations, and airport development. The session will also briefly explore the new special grant conditions which were recently added to grant agreements to fulfill policy objectives of the current Administration.

3:45 – 4:45 PM

### **SESSION 4: LATEST REGULATORY AND CASE LAW DEVELOPMENTS (ADVANCED)**

Peter J. Kirsch | Kaplan Kirsch

John E. Putnam | Kaplan Kirsch

Subash S. Iyer | Kaplan Kirsch

---

This advanced session is intended for attendees who already know the basics of airport law and need updates on the latest legal, regulatory, and policy developments affecting airports. Any new administration brings policy changes but this Administration has been particularly active not just in putting forth new policy initiatives but in efforts to implement the FAA Reauthorization Act of 2024. This roundtable discussion will be a fast-paced introduction to and discussion of the many new Washington developments, with some time devoted to prognosis for new initiatives expected in 2025.

5:30 PM

### **WELCOME RECEPTION (HOSTED BY AAAE)**

## MONDAY, OCTOBER 6

8:15 AM

### WELCOME

Tracy A. Davis | Kaplan Kirsch  
Justin Barkowski | AAAE

---

8:30 – 9:30 AM

### SESSION 5: TRANSACTIONS WITH AIRPORT DEVELOPERS (DEVELOPMENT PROCUREMENTS AND P3S)

Tracy A. Davis | Kaplan Kirsch  
Stephanie Griffin Mateo | Kaplan Kirsch

---

This session will discuss the various ways that airport sponsors can contract with private entities for airport development projects. A survey of a variety of project delivery methods will be provided, including ground leases, concessions arrangements, development agreements, and public-private partnership agreements. In addition, the procurement of these sometimes complicated transactions will be considered, along with state laws that might impact the procurement or contract terms.

9:45 – 10:45 AM

### SESSION 6: TRANSACTIONS WITH AIRLINES

Sarah E. Wilbanks | Kaplan Kirsch  
Anusheh Yasin | Ricondo & Associates

---

Airline use and lease agreements (AULAs) between the sponsor and the airlines operating at the airport are complex transactions that often require considerable preparation and can impact nearly all of the airport's operations and stakeholders. While there is no one-size-fits-all AULA, airport lawyers should know what the key components are in these important agreements and understand the backdrop of federal law and other considerations under which they are negotiated. This session will provide an overview of the basic elements of an AULA and the legal, financial, and strategic considerations for airports that are entering into transactions with airlines. We will also examine current industry trends and best practices, and discuss how airport lawyers can best prepare for a successful airport-airline negotiation.

9:45 -10:45 AM

**SESSION 7: TRANSACTIONS WITH GENERAL AVIATION AIRPORT SERVICE PROVIDERS (FBOS, FUEL FARMS, AND OTHER GA USERS)**

Nicholas M. Clabbers | Kaplan Kirsch

Hector Huevo | National Air Transportation Association (NATA)

---

While airlines play a large role at commercial service airports, other aeronautical users, such as aircraft maintenance operators, fixed base operators, flight schools, and various other service providers, serve critical functions at commercial service and general aviation airports around the country, and contribute significantly to airport revenues and the local economy. This session addresses key considerations for airport sponsors when negotiating agreements with non-airline aeronautical users, including: the length of an agreement, establishing rates and charges, managing development and associated financing, and ensuring compliance with a sponsor's federal grant assurance obligations. This session will assist airport practitioners in understanding and balancing the private interests of aeronautical users with the public interests of the sponsor and the FAA, as well as share strategies for resolving some of the most frequently contested negotiating issues.

11:00 - 12:00 PM

**SESSION 8: AIRPORT FINANCE FOR LAWYERS (FUNDING SOURCES, FEDERAL REQUIREMENTS, REVENUE USE, AND DIVERSION)**

Steven L. Osit | Kaplan Kirsch

Nicholas M. Clabbers | Kaplan Kirsch

---

Lawyers with experience in municipal law are often surprised to learn of the fundamentally different legal structure for the regulation of airport finances than for other government functions. This session will provide an overview of available sources of funds for airport operating and capital expenditures and the different legal issues that arise from accessing each discrete funding source; legal, practical, and financial considerations for establish a system of airport rates and charges in compliance with federal obligations; and, the unique legal requirements and contractual obligations that define how airports can use funds generated by activities at their airport.

12:00 - 1:30 PM

**LUNCH PANEL DISCUSSION  
SESSION 9: NEW DOT REGULATIONS ON DBE AND ACDBE - WHAT LAWYERS NEED TO KNOW NOW**

Allison Ishihara Fultz | Kaplan Kirsch

Justin Barkowski | AAE

John E. Putnam | Kaplan Kirsch

Subash S. Iyer | Kaplan Kirsch

Tracy A. Davis | Kaplan Kirsch

---

1:30 – 2:30 PM

**SESSION 10: TRANSACTIONS WITH NON-AERONAUTICAL AIRPORT ENTERPRISES (RENTAL CARS AND CONCESSIONAIRES AND OTHERS)**

Slone P. Isselhard | Kaplan Kirsch

Eric T. Smith | Kaplan Kirsch

---

Airport operators increasingly rely on revenue from non-aeronautical enterprises in order to diversify income streams and enhance the passenger experience. This session will explore best practices, legal considerations, and common pitfalls in structuring transactions with rental car companies, concessionaires, and other non-aeronautical enterprises that frequently do business at airports. We will address compliance with FAA revenue use and grant assurance requirements, negotiation of key business terms, and strategies for balancing commercial flexibility with regulatory obligations.

1:30 – 2:30 PM

**SESSION 11: ADVISING AIRPORT CLIENTS ON PREPARING FOR, AND RESPONDING TO, CYBERSECURITY ATTACKS**

Pete Ramels | Port of Seattle

Jessica Nadelman | Port of Seattle

---

This session will prepare airport legal advisors to guide their clients through preparing for and responding to cyber-attacks. We will share our experience at the Port of Seattle by breaking down the anatomy of the attack and response and will detail the legal advisor's role at each stage from prevention, to preparation, to response, and recovery with a focus on building resiliency.

2:45 – 3:45 PM

**SESSION 12: LEGAL REQUIREMENTS FOR ASSESSING AND REPORTING THE ENVIRONMENTAL IMPACTS OF AIRPORTS**

Catherine M. van Heuven | Kaplan Kirsch

---

This panel will explore the breadth of federal environmental regulation of the impacts of airports. The panel will focus on the National Environmental Policy Act, which typically operates as an umbrella under which the federal government assesses the impacts of many airport development projects. The panel will also delve into other key federal environmental statutes and regulatory programs, including Section 4(f) of the Department of Transportation Act, the National Historic Preservation Act, and the Clean Air Act General Conformity Rule.

4:00 – 5:00 PM

**SESSION 13: DEALINGS WITH LOCAL GOVERNMENTS  
(ZONING, INTERGOVERNMENTAL RELATIONS, AND  
AIRSPACE PROTECTION)**

W. Eric Pilsk | Kaplan Kirsch

Amy Gonzalez | San Diego County Regional Airport Authority

---

Airport managers and lawyers often have to deal with neighboring jurisdictions, and even their own sponsors, on a range of community relations issues relating to noise, expansion, land use, and development goals. These interactions are often fraught and pose difficult legal and political issues. This session identifies the key legal obligations and constraints that frame how airport sponsors can interact with other local governments and provides practical guidance on how to deal with those interactions.

5:30 PM

**EVENING RECEPTION (HOSTED BY KAPLAN KIRSCH)**

## TUESDAY, OCTOBER 7

8:30 – 9:30 AM

### **SESSION 14: UNDERSTANDING FEDERAL GRANTS (PROCUREMENT, FUNDING PROCESS, AND GRANT OVERSIGHT)**

Tracy A. Davis | Kaplan Kirsch  
Justin Barkowski | AAAE

In this session, a grant expert from the FAA will discuss procurement and performance requirements that apply to airport sponsors when they conduct projects that are funded by federal grants, including grants from the FAA. This session also will cover the FAA's grant process, including Notices of Funding Opportunity (NOFOs), discretionary grant decisions, and when to confer with the FAA. Finally, this session will cover the FAA's process for managing grants and compliance by airport sponsors.

8:30 – 9:30 AM

### **SESSION 15: LAND DEVELOPMENT AND PLANNING**

Peter J. Kirsch | Kaplan Kirsch

The legal requirements for planning and developing airport facilities are complex and call upon numerous legal disciplines – from real estate to land use and airspace regulation to environmental law. Airport lawyers need to understand the process of planning and development so they can identify potential compliance pitfalls before they occur. This session will explore the basics of how airports and aeronautical facilities are planned, the types and scope of required approvals, and the environmental review process under the National Environmental Policy Act (and counterpart state laws).

This session walks participants through understanding the ALP, the master planning and development process from initial concept to completion of a project, and the environmental approval process which affects the timing (and scope) of almost all airport capital projects. It also addresses compliance obligations for aeronautical facilities and will introduce the relevant principles from the recent FAA Policy Regarding Land Use Changes.

9:45 – 10:45 AM

**SESSION 16: ENFORCEMENT OF FEDERAL OBLIGATIONS: THE AIRPORT COMPLIANCE PROGRAM**

W. Eric Pilsk | Kaplan Kirsch

---

The process for enforcing airport sponsor’s federal obligations is unique, and differs from typical civil litigation in a number of critical ways, including the remedy of denying grant eligibility for violations of grant obligations. This session walks through the grant assurance enforcement process, including 14 C.F.R. Parts 13 and 16 and the so-called “rocket docket” for challenging airport rates and charges, and provides practical tips on navigating these processes.

11:00 AM – 12:00 PM

**SESSION 17: ETHICS**

Sara V. Mogharabi | Kaplan Kirsch

Caroline G. Jaschke | Kaplan Kirsch

---

Lawyers for public entities face unique challenges in fulfilling their professional ethical obligations. State open records and open meeting laws mean much of an airport lawyer’s work is conducted under the glare of public scrutiny. Inter-agency disputes and competing political interests place additional pressures on airport lawyers. This ethics session explores ethics obligations within this context and considers strategies airport lawyers can deploy to comply with their ethical obligations in the pursuit of their client’s objectives.

12:00 – 1:00 PM

**SESSION 18: FIRESIDE LUNCHEON CHAT: PREPARING AIRPORTS FOR HUGE PUBLIC EVENTS: OLYMPICS, FIFA, COLLEGE SPORTS, POLITICAL EVENTS**

John E. Putnam | Kaplan Kirsch

Subash S. Iyer | Kaplan Kirsch

Laura K. Kilgarriff | Kaplan Kirsch

---

Large public spectacles – think the Olympics, forthcoming FIFA games, college football and basketball events and unusually large political events – can have significant operational impacts on airports. This fireside chat will address the legal issues that airport lawyers have to consider in preparing for such events, from access issues, security and coordination with TSA and law enforcement, publicity, advertising, and liability concerns, among others.

1:15 – 2:15 PM

**SESSION 19: AIRPORT SECURITY: RELATIONS WITH  
HOMELAND SECURITY AGENCIES (TSA, CBP, ICE)**

Slone P. Isselhard | Kaplan Kirsch

Laura K. Kilgarriff | Kaplan Kirsch

---

Effective collaboration with federal security and enforcement agencies is critical to airport operations. This session will examine the legal frameworks, operational challenges, and best practices for maintaining productive relationships with the three Homeland Security agencies at airports: Transportation Security Administration (TSA), U.S. Customs and Border Protection (CBP), and U.S. Immigration and Customs Enforcement (ICE). Discussion will cover jurisdictional authority, intergovernmental agreements, compliance with federal mandates, and conflict resolution strategies when operational or policy priorities diverge.

2:30 – 3:30 PM

**SESSION 20: PREPARING FOR POTENTIAL INSOLVENCIES  
AND FINANCIAL DISTRESS OF AIRPORT TENANTS**

Eric T. Smith | Kaplan Kirsch

Stephanie Griffin Mateo | Kaplan Kirsch

---

While most airport tenants work in good faith to comply with their contractual obligations and to be good citizens of the airport, that is not always the case. This session will discuss issues many airport sponsors face with tenants, potential tenants, and other airport users who create operational, compliance, and other legal issues by their conduct. We will discuss the legal framework for dealing with problem tenants, the tools airport sponsors often employ to address those issues, and the legal risks of those tools. We will also explore the issues that arise when an airport tenant is facing insolvency or bankruptcy proceedings, including how to anticipate bankruptcy in leases and contracts and how to respond when a tenant files for bankruptcy protection.

# SPEAKERS & MODERATORS

---



## **JUSTIN BARKOWSKI**

Vice President, Regulatory Affairs | American Association of Airport Executives  
Justin.Barkowski@aaae.org

---

Justin Barkowski is Vice President, Regulatory Affairs for the American Association of Airport Executives. In his role, Justin represents and advocates for AAAE's members before the U.S. Department of Transportation, Federal Aviation Administration, Environmental Protection Agency, and other agencies overseeing the U.S. aviation industry.



## **NICHOLAS M. CLABBERS**

Partner | Kaplan Kirsch  
NClabbers@kaplankirsch.com

---

Nick Clabbers focuses his practice on the representation of public and private entities on a wide range of airport matters. Nick regularly counsels airport sponsors on matters concerning compliance with federal regulations and grant obligations, including issues of airport revenue use, real estate and land use, unjust economic discrimination, and exclusive rights. He has represented numerous airport sponsors in proceedings before the FAA and courts on matters of grant compliance, environmental reviews, and airport development. Nick assists airports with the development and implementation of airport governance documents and has significant experience drafting and negotiating use and lease agreements and airport development agreements. Nick is also heavily involved in industry education and counseling of airports on the issues surrounding the use of aircraft firefighting foam containing per- and poly-fluoroalkyl substances (PFAS), and frequently speaks and writes on other topics of importance to airports. Previously, Nick served in two different legal positions at the United States Environmental Protection Agency, where he worked on several different matters concerning the Clean Air Act and renewable fuel standards and worked for more than two years as a wilderness therapy instructor.



### **TRACY A. DAVIS**

**Partner | Kaplan Kirsch**

[TDavis@kaplankirsch.com](mailto:TDavis@kaplankirsch.com)

---

Tracy Davis' extensive experience spanning over three decades, coupled with her diverse portfolio of both private- and public-sector clients, uniquely positions her to help airports, transit agencies, and other clients bring their projects to reality and to ensure they are complying with federal and other legal requirements. Tracy's airport law practice focuses on advising airport sponsors on compliance with federal, state, and local laws; governance; and, major transactions. Tracy brings a wealth of knowledge with her specialized focus on procurement, construction, financing, operations, and maintenance of infrastructure. She regularly advises clients on the planning and execution of capital programs using the wide variety of delivery methods and public-private partnership structures available to public owners, Tracy serves on the Airports Council International – North America Legal Affairs Steering Group. Prior to joining the firm, Tracy was an Assistant City Attorney at the City and County of Denver, Assistant General Counsel at Denver International Airport, and was in private practice focusing on construction and real estate development.



### **AMY GONZALEZ**

**General Counsel | San Diego County Regional Airport Authority**

[agonzale@san.org](mailto:agonzale@san.org)

---

Amy Gonzalez serves as the General Counsel for the San Diego County Regional Airport Authority, owner and operator of San Diego International Airport. She has represented the Airport Authority since 2003. Prior to joining the Airport Authority, she served as a Deputy City Attorney for Los Angeles World Airports, operator of Los Angeles International Airport, Van Nuys and Palmdale Airports. Amy has over 30 years of experience representing public entities and for the past 25 years her practice has specialized in airport matters. She received a Juris Doctor from Pepperdine University School of Law. Amy is an adjunct professor of law at the University of San Diego School of Law. She is admitted to practice law in the State of California.



### **STEPHANIE GRIFFIN MATEO**

**Senior Counsel | Kaplan Kirsch**

[SGriffin@kaplankirsch.com](mailto:SGriffin@kaplankirsch.com)

---

Stephanie Griffin Mateo is a seasoned attorney specializing in transportation and airport law. With a comprehensive practice focusing on the development, operation, and legal aspects of public transportation and infrastructure projects, she brings extensive expertise to the field. Her work in airport law is focused on emphasizing airport development, including through public-private partnerships (P3s), and regulatory compliance.



## **HECTOR HUEZO**

**Chief Operating Officer | National Air Transportation Association**

hhuezo@nata.aero

---

Hector Huezo serves as the Chief Operating Officer of NATA (the National Air Transportation Association), where he leads a team serving and advocating for the aviation business community. He brings more than three decades of experience across federal, state, and local government, with a career rooted in aviation, transportation, legal affairs, and public administration. Hector spent fifteen years in the Office of the Secretary of Transportation, Office of the General Counsel, where he led legal and executive teams on transportation matters spanning several administrations. He holds a bachelor's degree in aviation administration from California State University, Los Angeles, a master's degree in public administration from the University of Southern California, and a law degree from the University of California, Berkeley School of Law. Hector resides in Washington, DC, with his wife, where they are active in the local community.



## **SLONE P. ISSELHARD**

**Associate | Kaplan Kirsch**

SIssselhard@kaplankirsch.com

---

Slone Issselhard advises airport operators throughout the United States on complex commercial transactions, regulatory compliance, and policy issues, including those arising from recent revisions to FAA grant assurances, grant agreements, and U.S. Department of Transportation policy. Her experience includes guiding airport operators through the planning, procurement, and contracting of airport development projects (both P3 and bond-funded) and concession agreements, including significant experience with the development of ConRACs and aviation fuel facilities and the negotiation of nonaeronautical concessions agreements. In addition to her transactional work, Slone counsels airports on their relationships with federal security and enforcement agencies, including the Transportation Security Administration (TSA), U.S. Customs and Border Protection (CBP), and U.S. Immigration and Customs Enforcement (ICE). She regularly advises on jurisdictional authority, operational coordination, and strategies for navigating conflicts between local priorities and federal mandates. A former in-house attorney for the Chicago Department of Law, Slone brings practical, insider experience from O'Hare and Midway to help clients navigate federal grant requirements, security protocols, and the unique commercial and regulatory environment of airports.



**SUBASH S. IYER**

Partner | Kaplan Kirsch  
Slyer@kaplankirsch.com

---

Subash Iyer represents airports, cities, transit agencies, and others in order to advance their major projects and resolve high-stakes regulatory and litigation matters. Subash previously served as Acting General Counsel of the U.S. Department of Transportation, where he acted as Secretary Pete Buttigieg’s top legal advisor, led the Department’s rulemaking agenda, streamlined processes to expedite project delivery, and defended landmark transportation and environmental policies. As Chief Counsel at the Federal Transit Administration (FTA), Subash worked to implement the historic Infrastructure Investment and Jobs Act and oversaw all FTA legal matters. Subash began his legal career in private practice in Washington, DC, where he helped deliver multiple Supreme Court and court of appeals victories for his clients, and served as law clerk to three federal judges, including Justice Ruth Bader Ginsburg of the U.S. Supreme Court.



**CAROLINE G. JASCHKE**

Associate | Kaplan Kirsch  
CJaschke@kaplankirsch.com

---

Caroline Jaschke is a litigator focusing on environmental, transit, and energy matters before state and federal courts as well as administrative bodies. She has represented federal agencies, environmental nonprofits, and state, local, and tribal governments. Caroline also advises clients on regulatory compliance and pre-litigation matters. Before joining Kaplan Kirsch, Caroline was an honors attorney with the U.S. Department of Justice in the Environment and Natural Resources Division, where she litigated enforcement actions under a wide array of federal environmental statutes.



**LAURA K. KILGARRIFF**

Associate | Kaplan Kirsch  
LKilgarriff@kaplankirsch.com

---

Laura Kilgarriff advises clients in all modes of transportation and other highly regulated industries as they navigate the regulatory process. Prior to joining Kaplan Kirsch, Laura served as Assistant Chief Counsel for Security Policy and Acting Assistant Chief Counsel for Regulations and Security Standards for the Transportation Security Administration (TSA) Chief Counsel Office. During her ten years at TSA, Laura oversaw legal issues related to the agency’s issuance of regulations, security programs, security directives, and guidance across all modes of transportation, including aviation, freight railroads, public transportation systems, passenger railroads, motor carriers, pipelines, and maritime.



**PETER J. KIRSCH**

Partner | Kaplan Kirsch  
PKirsch@kaplankirsch.com

---

Peter Kirsch’s practice focuses on the regulation and development of transportation infrastructure and other public sector projects. Peter represents clients ranging from local governments to the private sector and public interest groups in negotiations and litigation over land use entitlements, the environmental impacts of infrastructure projects, and compliance with federal transportation law and regulations. He litigates cases before administrative agencies, numerous state and federal trial and appellate courts, and the U.S. Supreme Court. He represents airport sponsors and local governments before Congress and federal administrative agencies.

For 35 years, Peter has been involved in the development of airport infrastructure – including many of the new commercial airports in the United States as well as dozens of airport expansions, redevelopment projects, and development of land for non-aeronautical projects. He advises airports on financial matters, regulatory compliance, leasing, land use issues, environmental impacts, and relations with their host communities. He has litigated all of these issues in federal and state trial and appellate courts, as well as in Part 16 proceedings before the FAA.

Increasingly, Peter provides counsel to airports on creative and precedent-setting revenue-generating projects in the development of land and in concession arrangements. Public-private partnerships have become a focus on his practice in recent years, and he has represented both airports and private sector investors in airport management and development projects.

For a wide range of infrastructure projects, Peter advises clients on compliance with federal environmental laws, with a particular focus on the National Environmental Policy Act and on the regulatory strings that come attached to federal funding of transportation infrastructure or use of federal lands.



**SARA V. MOGHARABI**

Associate | Kaplan Kirsch  
SMogharabi@kaplankirsch.com

---

Sara Mogharabi is an environmental attorney who represents public and private clients nationwide on matters related to project development, site contamination, site remediation, and brownfields. She regularly provides regulatory compliance counseling under a broad array of federal and state environmental statutes and has specific expertise with CERCLA, RCRA, SDWA, and emerging contaminants, including PFAS. Sara has represented clients in the transportation, utilities, mining, waste, recycling, energy, and product stewardship sectors. She also litigates environmental cases in federal and state courts and represents clients before federal and state agencies.



**JESSICA NADELMAN**  
Senior Port Counsel | Port of Seattle  
Nadelman.j@portseattle.org

---

Jessica Nadelman joined the Port of Seattle in 2023 where she serves as Senior Port Counsel. She is an experienced public sector attorney who has held numerous roles in Washington state and local government including serving as the Civil Chief of the Seattle City Attorney’s Office.

At the Port, she provides advice to clients and represents the Port in litigation in matters related to Port compliance and governance including: open public meetings, public records, ethics, elections, police practices, first amendment, statutory and constitutional powers, audits, and commission initiatives. Additionally, she has extensive experience advising, litigating, and speaking on information technology, innovation, cybersecurity, and data privacy matters – which came in handy during the Port’s cyber-attack and recovery efforts over the past year.



**STEVEN L. OSIT**  
Partner | Kaplan Kirsch  
SOsit@kaplankirsch.com

---

Steven Osit represents public entities throughout the United States with respect to the development and operation of airports and rail transit systems. Having previously served multiple posts within the U.S. Department of Transportation, Steven counsels clients on a wide range of federal regulatory matters and the negotiation of complex airport transactions. He frequently represents clients in administrative and judicial litigation arising from regulatory compliance, contract disputes, accident investigations, and the review of federal agency actions and rulemakings. Steven recently served as the Chair of the Federal Bar Association’s Transportation Section and is Vice Chair of the Florida Airports Council Legal Committee.



**W. ERIC PILSK**  
Partner | Kaplan Kirsch  
EPilsk@kaplankirsch.com

---

For more than 20 years, Eric Pilsk has represented clients in disputes involving public entities, with a particular emphasis on litigating airport, transit, and land use issues. Eric handles cases involving federal aviation laws and regulations, federal preemption, the ICC Termination Act, the National Trails System Act, NEPA, the APA, Native American trust claims, and a wide range of issues regarding land use and constitutional law at the state and federal levels. He has acted as lead trial counsel in trials in state and federal courts and administrative agencies, including contested evidentiary hearings before the FAA in FAR Part 16 proceedings.

Eric’s appellate experience includes drafting numerous briefs to state and federal Courts of Appeals and the U.S. Supreme Court, as well as arguing cases in federal Courts of Appeals. In addition to litigation, Eric counsels clients on a range of regulatory and pre-litigation issues, including FAA AIP grant compliance matters, airport expansion projects, and rail corridor access issues.



### **JOHN E. PUTNAM**

**Partner | Kaplan Kirsch**  
JPutnam@kaplankirsch.com

---

John Putnam is a seasoned attorney and policymaker with extensive experience in airport, as well as other transportation, environmental, and energy law. Over his career, he has led in federal and state agencies, serving as the General Counsel for the United States Department of Transportation, Senior Advisor to the Governor of Colorado including chief negotiator for the Moffat Tunnel, and representing Colorado DOT on rail matters. His practice has focused on navigating complex federal and state regulations to deliver innovative solutions for infrastructure, sustainability, and safety challenges. Known for his strategic counsel, John has played a pivotal role in advancing policies and projects that balance development, environmental stewardship, and community needs. His work includes implementation of the Federal Infrastructure Investment and Jobs Act of 2021 (Bipartisan Infrastructure Law), Airport and Airspace Development, as well as efforts to develop and implement legislation to fund Colorado rail initiatives and preserve rail lines affected by coal plant and mine shutdowns.



### **PETER RAMELS**

**General Counsel | Port of Seattle**  
Ramels.p@portseattle.org

---

Pete Ramels joined the Port of Seattle in 2019. As General Counsel and Chief Compliance Officer, he advises the Port on legal matters and leads an experienced legal and public records team. Pete previously served for more than 20 years as a Senior Deputy Prosecuting Attorney in the Civil Division of the King County Prosecutor's Office, where his practice focused on real estate, land use, and general municipal law.



### **ERIC T. SMITH**

**Partner | Kaplan Kirsch**  
ESmith@kaplankirsch.com

---

Eric Smith concentrates his practice in the aviation, airport, and aviation-based labor, airport concessions, and bankruptcy arenas. He represents airport owners and operators of all sizes across the U.S., providing legal and practical counsel on a full spectrum of issues that range from drafting large-scale operating agreements to acquiring federal assistance for obtaining and maintaining air carrier service, to securing federal grants for physical improvements to the airport. Eric is also experienced in labor and employment matters and assists airports in navigating the myriad of issues involving on-airport employment matters.

As an experienced litigator, Eric is well-equipped to handle airport-based litigation, whether it is suits brought by airlines, tenants, or property owners. His practice covers regulatory and litigation matters proceedings before the U.S. Department of Transportation, Federal Aviation Administration, and in cases filed in both the state and federal courts. Additionally, Eric has extensive experience structuring and negotiating complex business arrangements, both in the distressed and non-distressed business contexts. He has particular expertise in representing airport operators and aircraft owners and lessees in airline bankruptcies. In recent years, Eric has been deeply involved in many airline bankruptcy cases.



## **CATHERINE M. VAN HEUVEN**

**Partner | Kaplan Kirsch**

[CvanHeuven@kaplankirsch.com](mailto:CvanHeuven@kaplankirsch.com)

---

Katie van Heuven is an expert on a broad range of environmental and land use issues who specializes in airport and transportation projects. She frequently advises clients on projects involving federal environmental reviews under the National Environmental Policy Act (NEPA) and related local land use regulations.

Katie has extensive experience advising airport sponsors on matters involving compliance with Federal Aviation Administration rules and regulations applicable to planning and environmental review for major airport projects. She provides strategic counsel to numerous airport sponsors on matters related to compliance with federal grant assurances, drafting minimum standards and rules and regulations, and securing FAA approvals related to land acquisition and development. Katie has litigated airport cases in multiple federal courts of appeal.

In addition, Katie has broad experience with projects concerning CERCLA, the Brownfields law, and state voluntary cleanup provisions. She represents and advises clients before various federal agencies and courts, including rulemaking comments and litigation matters, and lobbies members of Congress and senior officials at various federal agencies on behalf of clients regarding land use and natural resources issues.

Katie also has broad public policy experience. She previously served as the senior legislative assistant on environment, energy, and natural resource issues for former U.S. Senator Paul Simon; as a policy analyst for the U.S. Senate Judiciary Committee Constitution Subcommittee; and as a special assistant in the U.S. Department of Justice Office of Legislative Affairs. Katie serves on the Airports Council International – North America Environmental Committee Steering Group.



## **SARAH E. WILBANKS**

**Associate | Kaplan Kirsch**

[SWilbanks@kaplankirsch.com](mailto:SWilbanks@kaplankirsch.com)

---

Sarah Wilbanks concentrates her practice on representing airport clients, which involves advising public and private entities on a wide range of issues arising under federal law that touch on the firm's regulatory, transactional, and litigation practices. She has particular experience with prelitigation dispute resolution, negotiating use and lease agreements with airlines and other airport users, and counseling clients in connection with their federal regulatory obligations. Sarah has also been involved in litigation concerning airport operations.



## **ANUSHEH YASIN**

**Director | Ricondo & Associates**

ayasin@ricondo.com

---

Anusheh Yasin has over 15 years of airport finance experience. Her diverse career includes six years working for Dallas Fort Worth International Airport focusing on capital planning, two years at FAA Headquarters managing grant programs under the Infrastructure Investment and Jobs Act (IIJA), and six years with Ricondo & Associates, where she currently serves as a Director.

Anusheh specializes in airline rates and charges, airline negotiations, and capital planning. Her experience includes the development of long-range capital plans, negotiation support for airline use agreements, preparation of feasibility reports and business advisory services. Throughout her tenure at Ricondo, Anusheh has provided financial consulting services to a wide array of airports, including large-hub, medium-hub airports, and numerous small- and non-hub airports.

# WORKSHOP STAFF

---



**JUSTIN BARKOWSKI**

Vice President, Regulatory Affairs | American Association of Airport Executives

[Justin.Barkowski@aaae.org](mailto:Justin.Barkowski@aaae.org)

---



**HEATHER BAKER**

Marketing Director | Kaplan Kirsch

[HBaker@kaplankirsch.com](mailto:HBaker@kaplankirsch.com)

---



**SAMANTHA WITTIE**

Director, Meetings | American Association of Airport Executives

[Samantha.Wittie@aaae.org](mailto:Samantha.Wittie@aaae.org)

---