

# PUBLIC-PRIVATE PARTNERSHIP (P3) implemented complex financing while optimizing cash balances

Employing multiple types of debt to finance the JFK Terminal 6 project, JFK Millennium Partners needed a service provider with robust capabilities and proven expertise to assist with this large-scale effort.

## CHALLENGE

JFK Millennium Partners (JMP) – a consortium comprised of JetBlue Airways, Vantage Airport Group, American Triple I and RXR Realty – were selected by the Port Authority of New York and New Jersey to form a \$4.2B public-private partnership (P3) to develop and operate a new, world-class Terminal 6 at John F. Kennedy International Airport (JFK).

### They were challenged to:

- Implement and manage multifaceted financing structures spanning
  - P3 project financing
  - Tax-exempt debt
  - Corporate debt
  - Bank loans
- Protect bondholder and lender interests to maintain investor confidence.
- Reduce carrying costs.
- Share a collateral pool among different groups of creditors.

## SOLUTION

Our unique set of **Public Finance, Conventional Debt and Loan Solutions** facilitated the deal.

Delivered from our **Conventional Trust** and **Structured Debt** platforms, **trustee and agency** services formed the operational foundation across JMP's financing structures.

Additionally, where the New York Transportation Development Corporation (NYTDC) acted as the conduit issuer for the JFK bonds, we supported them with our **trustee and agency services** along with acting as **registrar and securities intermediary**.

Augmenting our Corporate Trust solutions:

- Our **Global Payments & Trade** platform supported the operating account for daily **cash management** needs.
- Our **Liquidity & Financing** platform was engaged to purchase treasury securities to invest funds held in sponsor's collateral account.
- Our **Dreyfus** money market funds were utilized to invest account balances, delivering greater yield than cash balances.

## IMPACT

### Established strong bondholder confidence

Intercreditor and collateral agent holders and lenders gained assurance that a GSIB institution was safeguarding their interests in the collateral.

### Drove efficiency

Enabled clients to meet target funding dates while reducing costs, driving timely and efficient financial outcomes.

### Eased doing business

Bundling a broad range of solutions through the enterprise resulted in streamlined client service, high client satisfaction and improved commercial outcomes.