



ICAO



ICAO Regional Air Transport Conference

(Montego Bay, Jamaica, 7-9 October 2014)





ICAO Regional Air Transport Conference

(Montego Bay, Jamaica, 7—9 October 2014)

Programme

Day 1 — Tuesday, 7 October 2014

0800 – 0930

Registration of participants

(Montego Bay Convention Centre)

0930 – 1030

Opening Ceremony

Master of Ceremony:

Nari Williams Singh, Acting Director General, Jamaica Civil Aviation Authority

Opening address:

Olumuyiwa Benard Aliu, President of the Council of ICAO

Opening of Session by the host:

Omar Davies, Minister of Transport, Works and Housing, Jamaica

Presentation by *Lightning Drummers*

1030 – 1100

Coffee Break

1100 – 1215

SESSION 1 — Setting the Scene

(PRESENTATION)

Moderator: Narjess Abdennebi, Chief Economic Analysis and Policy Section, Air Transport Bureau, ICAO

Air transport plays an essential role in the global and regional economy. How to address challenges to growth, such as restrictions on traffic rights and air carrier ownership and control, as well as how to address inadequate funding of infrastructure? How to optimize the obvious contributions of air transport and tourism to world connectivity and economic development? How does efficiency and productivity of airport and air navigation services impact airline profitability?



Day 1 — Tuesday, 7 October 2014

1215 – 1230

Speakers:

Colin Granderson, Assistant Secretary-General, Foreign and Community Relations, Caribbean Community (CARICOM)

Peter Cerda, Regional Vice President for the Americas, International Air Transport Association (IATA)

Earl Richards, President, Airports Authority of Jamaica, ACI Board Member, Latin America and the Caribbean (ACI-LAC)

Eduardo Iglesias, Executive Director, Latin American and Caribbean Air Transport Association (ALTA)

Gianfranco Carassale, Inter-American Development Bank (IDB)

Question & Answer Period

1230 – 1400

Lunch Break

1400 – 1515

SESSION 2 — Air Transport and Tourism: How to Maximize Synergies

(PANEL DISCUSSION)

Moderator: Loretta Martin, ICAO Regional Director, North American, Central American and Caribbean (NACC) Office

More than half of the over one billion annual tourists arrive at their destination by air. What are the synergies the two sectors have and how can such synergies be maximized for the benefit of the traveling public? What are the challenges facing the two sectors? How to address the common issues in policy making and in industry practices? How to improve facilitation through e-passports, e-visas and other means while ensuring security?

Panelists:

Paul Pennicook, Director of Tourism, Jamaica Tourist Board

Mark O. Hatfield, Regional Director, Western Hemisphere, U.S. Department of Homeland Security

Marc-André O'Rourke, Executive Director, National Airlines Council of Canada (NACC)

Andrew O'Brian, President & Chief Executive Officer, Corporación Quiport S.A. Ecuador

Jean-Marc Bourreau, Chief Operations Officer, Director of Aviation, IOS Partners, Inc.

Christopher Persaud, Transport Specialist, IDB



Day 1 — Tuesday, 7 October 2014

1515 – 1530

Question & Answer Period

1530 – 1600

Coffee Break, *sponsored by*



1600 – 1715

SESSION 3 — Fostering Regulatory Harmonization and Compatibility

(PANEL DISCUSSION)

Moderator: Herald Wilson, Chairperson, Air Transport Licensing Board, St. Lucia

What are the operational, commercial, and legal challenges associated with having different regulatory regimes applicable to air transport, such as on consumer protection, technical standards for safety, security and facilitation? What are the common tools, policy guidance, and best practices that might foster harmonization of laws and regulations across boundaries? How to foster regulatory convergence worldwide, using tools such as the ICAO Air Services Negotiation Event (ICAN)?

Panelists:

Oscar L. Derby, Director General, Curacao Civil Aviation Authority

Keith Glatz, Vice-President, Airlines for America

John Halinski, Senior Advisor, Command Consulting Group

Filipe Reis, Regional Head, Airport, Passenger, Cargo & Security – Americas, IATA

1715 – 1730

Question & Answer Period

1730 – 1745

Summary Remarks:

Loretta Martin, ICAO Regional Director, North American, Central American and Caribbean (NACC) Office

1900 – 2100

Welcome Cocktail Reception hosted by the Jamaica Civil Aviation Authority

Hosted by the Hon. Dr. Omar Davies

Minister of Transport, Works and Housing – Jamaica
(IBEROSTAR Suites by the Activities Deck)



Day 2 — Wednesday, 8 October 2014

0845 – 0900

Introductory Remarks:

Franklin Hoyer, ICAO Regional Director, South American (SAM) Office

0900 – 1015

SESSION 4 —

International Agreements: Securing the Foundation for Balanced Liberalization (PRESENTATIONS)

Moderator: Rolando I. Mercado, General Director, Directorate General of Civil Aviation, Chile

The international air transport community now has a clear objective of working towards international agreements for the liberalization of market access and air carrier ownership and control. What are the prospects for such agreements? What has ICAO done toward facilitating the development of such agreement? How can States and aviation stakeholders cooperate and support such initiatives? How can regional/plurilateral approaches provide a foundation for global liberalization for air cargo?

Speakers:

Carlos Bonilla, Air Transport Director, Nicaragua Civil Aviation Institute (INAC)

Esta Rosenberg, Chief, Pricing and Multilateral Affairs Division, U.S. Department of Transport

David E. Short, Senior Counsel, Legal, Trade & International Affairs, FedEx Express

Andrés Ricover, Consultant, IDB

Yuan-Zheng Wang, Air Transport Regulation Panel (ATRP) Secretary, ICAO

1015 – 1030

Question & Answer Period

1030 – 1100

Coffee Break

1100 – 1215

SESSION 5 —

Regulatory Responses to Consumer Concerns

(PANEL DISCUSSION)

Moderator: Marva Gordon, General Counsel, Jamaica Civil Aviation Authority

Flight delays, cancellations, denied boarding and major traffic disruptions have drawn increased public attention to the concerns and rights of air transport end users. What are the operational, commercial, and legal challenges associated with having different regulatory regimes applicable to consumer protection? Do security and consumer protection regulations serve the public well? How can we ensure transparency for consumers and improve the provision of adequate information during all stages of travel? What rights should users have regarding assistance, care or compensation? What should governments and



Day 2 — Wednesday, 8 October 2014

1215 – 1230

industry do in the future to improve the end users' experience as air traffic, trade and tourism grow? How will ICAO's core principles on consumer protection foster regulatory convergence?

Panelists:

Fernando Barbelli Feitosa, Manager for Economic Regulation and Related Projects (GNOP), ANAC (Brazil)

Rafael Mencia, General Manager, AERIS Holding and Manager, International Airport Juan Santamaría, Costa Rica

Clive Forbes, General Manager, Caribbean Airlines

Catherine Pawluch, Aviation Lawyer – Partner, Davis LLP

Question & Answer Period

1230 – 1400

Lunch Break

1400 – 1515

SESSION 6 — The Impact of Taxation on Air Transport's Development (PRESENTATIONS)

Moderator: Ramesh Lutchmedial, Director General of Civil Aviation and Chief Executive Officer, Trinidad and Tobago Civil Aviation Authority

The terms *proliferation of taxes, charges, surcharges and fees* have been heard many times. Is there a need for a better way to communicate information on taxes and charges to users? What guidance can be offered to ensure that information provided to users is clear, precise and complete? Are security fees in excess of providing security services?

Speakers:

Lisa-Kaye Bryan, ACI-LAC, and General Counsel of Airports Authority of Jamaica

Pedro Heilbron, Chief Executive Officer, Copa Airlines

Albert Kluyver, Chief Executive Officer, Insel Air International

Filipe Reis, Regional Head, Airport, Passenger, Cargo & Security – Americas, IATA

Stuart Halstead, Senior Manager, Government Revenue Solutions, Deloitte LLP

1515 – 1530

Question & Answer Period



Day 2 — Wednesday, 8 October 2014

1530 – 1600	Coffee Break
1600 – 1800	Discussion of the Draft Declaration
1800 – 1815	Summary Remarks: Franklin Hoyer, ICAO Regional Director, South American (SAM) Office
1900 – 2100	Dinner at the beach hosted by Jamaica Civil Aviation Authority Hosted by: The Hon. B. St. Michael Hylton, Chairman of the JCAA (IBEROSTAR Suites in front of the Infinity Pool)



Day 3 — Thursday, 9 October 2014

0800 – 0815	Introductory Remarks: TBD
0815 – 0930	SESSION 7 — Aircraft Leasing (PRESENTATIONS) Moderator: Eduardo Iglesias, Executive Director, ALTA With orders for aircraft at high levels, how is aircraft financing contributing to improved fleet efficiency, customer satisfaction and overall development of air transport? What is the role of aircraft leasing in the region? What are the regional characteristics of aircraft leasing? How is the Cape Town Convention contributing to legal certainty and how to take advantage of its international registry? What is the region's view on the implementation of Article 83bis of the Chicago Convention? Speakers: Thomas Dunstan, Director, Bermuda Department of Civil Aviation Samuel Chacón López-Velarde, Partner, Chacón & Rodríguez, S.C., Mexico Yuan-Zheng Wang, Air Transport Regulation Panel (ATRP) Secretary, ICAO
0930 – 0945	Question & Answer Period
0945 – 1015	Coffee Break
1015 – 1215	Declaration – Discussion and Adoption
1215 – 1300	Closing Session Closing Remarks by Host Nari Williams-Singh, Acting Director General, Jamaica Civil Aviation Authority Closing Remarks by ICAO Press Conference
1300 – 1430	Lunch



Biographies



Narjess Abdennebi

CHIEF, ECONOMIC ANALYSIS AND POLICY,
INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)

Dr. Narjess Abdennebi is Chief Economic Analysis and Policy for ICAO, a specialized agency of the United Nations, located in Montréal. In this role, she is responsible for matters related to air transport regulation, economics of airports and air navigation services, aviation data and economic studies of ICAO, enabling the monitoring of the Strategic Objectives of the Organization.

Prior to this appointment, Mrs. Abdennebi has held a variety of marketing, sales and market research positions in the air transport industry, notably in a regional air carrier and in Airbus where she worked for over seven years.

She holds a PhD degree in air transport economics from the Cranfield University, a degree in Aeronautical Engineering from a French school, Ecole Nationale de l'Aviation Civile (Toulouse), as well as a Research Master's degree in transport Economics from Ecole des Ponts Paris Tech and a Master's degree in air transport management from the business school ESC (Toulouse).



Olumuyiwa Benard Aliu

PRESIDENT OF THE COUNCIL
INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)

Dr. Olumuyiwa Benard Aliu is the fifth and current President of the Council. From January 2005 to December 2013, he was Representative of Nigeria on the ICAO Council. He served as the governing body's First Vice-President and as Chairman of both its Technical Co-operation and Finance Committees. He also served as Chairman of the ICAO Council Working Group on Governance and Efficiency (WGGE) and as Chairperson of the Steering Committee of the ICAO Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan).

Dr. Aliu graduated in 1983 with a MSc. Degree in Aeronautical Engineering from the Kiev Institute of Civil Aviation Engineers. He obtained a PhD in 1987. He holds an Aircraft Maintenance Engineer's License with multiple ratings and is an ICAO certified SMS Instructor. He holds an IATA Diploma in Civil Aviation Management as well as a Graduate Certificate in Air and Space Law from McGill University, Canada.

Dr. Aliu's extensive professional experience in civil aviation spans 30 years. He has held various positions of increasing responsibility in the areas of safety oversight, economic regulation and negotiations of bilateral and multilateral agreements, including as Chief Airworthiness Surveyor, Director Air Transport Regulation and Technical Adviser to the Minister of Aviation. He played an active role in the formulation of the National Civil Aviation Policy leading to commercialization, liberalization and institution of competition and consumer protection programmes in the Nigerian air transport industry. He led the development of the African Civil Aviation Policy (AFCAP) under the auspices of the African Union Commission. Since 1998, he has participated in all sessions of the ICAO Assembly and has chaired numerous international meetings, including the ICAO Conference on Aviation and Alternative Fuels held in 2009.



Carlos Fernando Bonilla Vélchez

AIR TRANSPORT DIRECTOR, NICARAGUA CIVIL AVIATION INSTITUTE (INAC)

Carlos Fernando Bonilla Vélchez was born in Managua, Nicaragua on 24 April 1985. Mr. Bonilla obtained a degree in Economics in 2007 and a specialization in Macroeconomics; he holds postgraduate studies in Project Formulation and Evaluation and Quality Management Systems (ISO 9001, ISO 14000 and OHSAS 18001). He currently studies a Masters in Economics with a specialization in Investment Projects.

In 2007, at the age of 22, he began his aviation career as Nicaragua Aeronautical Authority Facilitation Department responsible. In 2008 he was Planning Office responsible, and Safety management system national coordinator. During these years he collaborated in the Nicaragua ICAO audits results in the framework of USOAP (2008) and USAP (2009). Since 2013, he serves as Air Transportation Director, and has actively participated in over ten negotiation processes and/or MoU signature and/or ASA.

He has participated as National Institute of Civil Aviation (INAC) advisor in various international events, such as 37th and 38th Assembly (serving as Credentials Committee member and speaker), High Level Conference on Aviation Safety (2010), Aviation Security (2012) and Air Transport (2013). Amongst his most important aviation courses are the Instructor Training Course TRAINAIR (Cuba), Aircraft Operations Management Course (Cuba), and over 20 national and international courses, mainly organized by ICAO, LACAC and ICCAE.



Jean-Marc Bourreau

COO, IOS PARTNERS, INC.

Jean-Marc Bourreau has over 18 years of professional experience in airport operations, airport and aviation strategic planning, airport development, Public Private Partnerships, market assessment and institutional reform. He has been the COO of IOS Partners Inc., a premier consulting company specializing in Aviation and Economic Development, since 2011. Mr. Bourreau has experience leading key sectorial aviation reforms and is currently working on a wide variety of aviation projects.

Mr. Bourreau provided consulting services in airport operational studies, route development, traffic demand, revenue and OPEX projections, financial analysis and economic modeling, privatization studies, master planning, and employment planning. He is currently the advisor to the Costa Rica Government for route development and aviation matters. His extensive aviation projects experience spans the world and most recently includes airport master planning in Brazil, Kenya, Haiti, Cameroon; airport privatization in Russia, Vanuatu, Chile, Puerto Rico; institutional reform in Nigeria; a variety of other aviation projects in Mexico, India, Mozambique, Tunisia, Mauritania, China (Hong Kong SAR), Singapore among other.

Prior to his consulting assignments, Mr. Bourreau was the Director of Operations and Security with the Juan Santamaría International Airport in Costa Rica. Some particular achievements include the implementation of a Safety Management Systems and an ISO 9001 certification.

Mr. Bourreau has worked on projects in over 40 different countries. He is an instructor for ACI (ICAO Annex 9, Annex 14 and SMS).

He holds Masters Degrees in Economics and Finance – as well as a pilot's license.



Lisa-Kaye Fredrica Bryan

ACI-LAC, AND GENERAL COUNSEL OF AIRPORTS AUTHORITY OF JAMAICA

Lisa-Kaye Fredrica Bryan is a practicing Attorney-at-Law and member of the Jamaica Bar Association. She also holds the ACI-ICAO International Airport Professional (IAP) designation and is counted among the new generation of airport leaders who have been trained in all functional areas of the airport business. She currently chairs the Legal Committee of ACI-LAC (Airports Council International- Latin America and the Caribbean) and has represented Jamaica at ACI-LAC Board of Directors meetings. In her substantive role as General Counsel and Corporate Secretary for the Airports Authority of Jamaica and its wholly owned subsidiary NMA Airports Limited, she has been integral in the development of contractual arrangements with third parties and has been instrumental in the drafting of Request for Proposals and Contractual Agreements related to the airport business. In addition to advising on legislative compliance and corporate governance issues, she has assisted in the drafting of legislation for the economic regulation of airports in Jamaica. Negotiations for the long term financing arrangements with multi-lateral lending agencies together with the administrative oversight of the lease and concession agreements governing the operations of both the Sangster International Airport and the Norman Manley International Airport are under her purview. She currently provides technical support to the Government of Jamaica's Enterprise Team for the proposed Public Private Partnership arrangements for the Norman Manley International Airport. In addition to providing legal advice in the airport sector, she has experience in the utilities and banking sectors in Jamaica and currently serves as Mentor and Independent Director of a company listed on the Jamaica Junior Stock Exchange.



Gian Franco Carassale

SR. INVESTMENT OFFICER, INFRASTRUCTURE DIVISION
INTER-AMERICAN DEVELOPMENT BANK (IDB)

Gian Franco Carassale is Sr. Investment Officer at the Infrastructure Division of the Inter-American Development Bank in Washington DC. He leads multidisciplinary project teams in the identification, analysis, and execution of structured and corporate finance transactions for private sector clients in Latin America and the Caribbean. He specializes in transport and energy projects and has recently lead the IDB team in charge of the financing for the restructuring and expansion of the Juan Santamaria International Airport in Costa Rica.

A native of Argentina, Mr. Carassale has worked in the private sector in Argentina prior to joining the IDB in 2003. Mr. Carassale holds a bachelor degree in economics from the University of Buenos Aires and a Master in Finance from Torcuato Di Tella University.



Peter Cerdá

REGIONAL VICE PRESIDENT, THE AMERICAS
INTERNATIONAL AIR TRANSPORT ASSOCIATION (IATA)

Peter Cerdá is the Regional Vice President in the Americas for IATA, the trade association whose 240 member airlines transport more than 84% of total air traffic. He leads a multinational team of professionals which proactively pursue IATA's industry priorities with governmental authorities and industry stakeholders to make the air transport industry safer, more secure, efficient and profitable.

Peter possesses a wealth of senior industry experience acquired over a long and successful career in aviation. Most recently, he served as IATA Regional Director for Safety, Operations and Infrastructure for the Americas and Atlantic until 2013.

Fluent in English and Spanish, Peter was born in Spain and received his Master's Degree in Aeronautics and Aviation Management from Embry Riddle University and a Bachelor of Business Administration at Florida International University.



Samuel Chacón López-Velarde

PARTNER, CHACÓN & RODRÍGUEZ, S.C., MEXICO

Samuel Chacón, is partner at Chacón & Rodríguez, practices aviation, corporate and commercial law, international transactions, project finance, M&A and governmental processes. He holds a law degree from Instituto Tecnológico Autónomo de México (ITAM), a Master of Laws (LL.M.) from Wake Forest University, a Master in Business Administration (MBA) from ITAM and a Master of Global Management (MGM) from Tulane University.

Samuel is the author of the book "*Mexican Aviation Law and its Regulation*" published by Tirant Lo Blanch, the Mexico's chapter of the International Corporate Legal Guide to Aviation Law for 2013 and 2014 published by GLG, and co-author of the book "*China Outbound Investments*" published by CCH Hong Kong Limited (Wolters Kluwer Group). Additionally, Samuel is the author of several articles published in ITAM's business magazine and in the *North American Free Trade and Investment Report*.

Samuel Chacón was considered as a prominent lawyer specialised in Aviation Law by Who's Who Legal in 2013 and 2012 and awarded by Global Law Experts as a "Recommended Attorney" in 2011 in project finance.

Since 2010 he has also been a law professor at ITAM teaching Corporate, Mercantile Law and Aviation law.



Omar Lloyd Davies, MP

MINISTER OF TRANSPORT, WORKS & HOUSING, JAMAICA

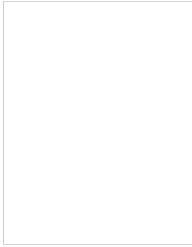
Dr. Davies currently serves as Minister of Transport, Works & Housing, Government of Jamaica and Member of Parliament, South St. Andrew.

Previously, Dr. Davies worked as Minister of Finance and Planning; Minister without Portfolio, and Member of the Senate for the Government of Jamaica.

From 1968 to 1993 he was Director General, Planning Institute of Jamaica, Senior Lecturer, Department of Economics, University of the West Indies; Senior Research Fellow, Institute of Social & Economic Research, University of the West Indies; Director, Planning Institute of Jamaica; Assistant Professor, Stanford University, California, USA; and Teacher, Glenmuir High School, Jamaica.

Dr. Davies has also been involved with the Arnett Gardens Football Club as Chairman; as Member of the Board of Governors (representing Jamaica) IMF, World Bank, IDB and the CDB; as a Weekly Columnist for the Jamaica Daily News; and as a News Analyst on Radio Jamaica.

Winner of the Frank Hill Prize for Commentary {1983, 1984, 1985} and the Archie Lindo Prize for Public Service, (1985) – all awarded by the Press Association of Jamaica (PAJ).



Lt Col (Ret'd) Oscar Derby

DIRECTOR GENERAL, CURAÇAO CIVIL AVIATION AUTHORITY

Lt Col (Ret'd) Oscar Derby, JP, MBA, has been the Director General of Civil Aviation in Curaçao for the last 14 Months. His career in aviation began in the Jamaica Defence Force where he served for 27 years as a helicopter and aeroplane pilot and instructor pilot and as head of military aviation for 10 of those years. Upon retiring from the JDF he joined the Jamaica Civil Aviation Authority as an Aviation Safety Inspector Operations.

Col Derby served as chair of the GREPECAS AVSEC Committee from its inception in 2002 to 2008 when he assumed the chairmanship of the Regional Aviation Safety Group Pan America (RASG-PA). The last 5 of his 13 years with the JCAA were spent as its Director General and as Vice Chairman of the Caribbean Aviation Safety and Security Oversight System (CASSOS). He continues to serve as the State Co-Chair of the highly successful RASG-PA.



Thomas Dunstan

DIRECTOR OF CIVIL AVIATION, BERMUDA

Mr. Dunstan holds a Bachelor of Science degree in Aviation Management and Flight Operations along with both FAA and Canadian Commercial Pilot licenses with multi-engine instrument and instructor ratings.

Mr. Dunstan spent 10 years at the Department of Airport Operations, which runs the Bermuda International Airport, holding various positions related to airport operations. He played a key part in the airport's certification process and was instrumental in the development of the airport's Quality Assurance (QA) and Safety Management Systems (SMS).

Mr. Dunstan joined the Bermuda Department of Civil Aviation (BDCA) in November 2006 as the Director. He has been instrumental in ensuring that Bermuda DCA continues to meet its safety oversight obligations with a large expansion of the Aircraft Register, particularly with aircraft operating through 83bis agreements. He has also implemented an organization wide Safety Oversight Management System focusing risk and performance based regulatory oversight.

Mr. Dunstan also served on the Board of Directors for Air Safety Support International (a wholly owned subsidiary of the UK CAA) as a Non-Executive Member from 2009 to 2013.



Fernando Barbelli Feitosa

MANAGER FOR ECONOMIC REGULATION AND RELATED PROJECTS (GNOP), ANAC

Surface Transport Regulation Expert. Graduate degree in Law (Catholic University of Sao Paulo - PUC/SP - 2002). LLM on Tax (Instituto Brasileiro de Estudos Tributarios - IBET - 2005) and Surface Transport (Universidade Federal do Rio de Janeiro - NCE/UFRJ - 2005). Master on Regulation (Faculdade de Economia/Universidade de Brasilia - CERME/CIEF/UnB). Working with public transport regulation since 2005. From 2005 to 2011 - National Agency of Land Transportation - ANTT, with Mergers and Acquisitions control and consumer protection. Since 2012, in the National Civil Aviation Agency - ANAC, with airport concessions and consumer protection.



Clive Forbes

GENERAL MANAGER OF CARIBBEAN AIRLINES JAMAICA OPERATIONS

Mr. Clive Forbes is the General Manager of Caribbean Airlines Jamaica Operations and in addition provides Management Oversight of Caribbean Airlines Cargo Operations system wide.

Mr. Forbes has an extensive background in general management, business development, sales, marketing, project management and operations having worked for many years at several large Jamaican and Caribbean based corporations in the fields of telecommunications, food & beverage, transportation (maritime) and including his current post as General Manager of Caribbean Airlines.

He has been a speaker/panelist at major industry conferences such as Caribbean Central American Action (CCAA), Organization of American States Inter-American Committee on Ports (OAS-CIP) and Association of Caribbean States (ACS).

With a BSc (Hons) in Electrical & Computer Engineering from the University of the West Indies, St Augustine, Trinidad and Project Management certification from the University of New Orleans, Mr. Forbes' management skills and diverse experience are the right mix to accelerate the growth and development of the airline.



Keith Glatz

VICE-PRESIDENT, AIRLINES FOR JAMAICA

Keith Glatz brings vast international policy experience to A4A, having successfully negotiated agreements on behalf of the U.S. aviation industry, resulting in unparalleled market access for U.S. carriers worldwide.

Before joining A4A, Glatz served as Senior Negotiator for Air Services at the Department of Transportation. Prior to 2004, Glatz held three Presidential Management Fellow positions, during which he worked at the Department of State in the Office of Aviation Negotiations and the Office of the U.S. Trade Representative as Deputy Director for Russia and newly independent states.

Glatz holds a Bachelor of Arts degree in political science from Texas Tech University and a Juris Doctor and Master of Public Policy from the University of Akron.



Marva K. D. Gordon

GENERAL COUNSEL, JAMAICA CIVIL AVIATION AUTHORITY

Marva is the General Counsel and Corporate Secretary of the Jamaica Civil Aviation Authority—a statutory agency of the Government. She heads the Legal Department and her work integrally supports regulatory oversight (safety, security and economic), air navigation service delivery, corporate governance as well as international affairs.

She is a Member of the ICAO ATRP which provided the ICAO Council with the current principles on consumer protection in 2014. She continues to sit on that Panel and currently acts as rapporteur of the working group on fair competition.

She contributed to the development of model law for protection of safety sensitive information and its sources in 2009; she sat as a member of the ICAO Legal Committee in 2013 when it finalised the draft Protocol for the modernization of the Tokyo Convention. And chaired the Legal Commission at ICAO 38th Assembly in 2013.

She is an active Member of the Regulation Standing Committee of the Caribbean Aviation Safety and Security Oversight System offering assistance in policy development and harmonization of laws in the region.

She holds an Executive Masters in Business Administration from the University of the West Indies, Jamaica 2011; Certificate in Legal Education (Jamaica) 1990 and a Diploma in Civil Aviation Management (IATA) 2009.

Her professional affiliations comprise memberships in the Jamaican Bar Association with contribution to the Continuous Legal Education committee; and in the Lawyers' Christian Fellowship.



Ambassador Colin Granderson

ASSISTANT SECRETARY-GENERAL, FOREIGN AND COMMUNITY RELATIONS
CARIBBEAN COMMUNITY (CARICOM)

Ambassador Colin Granderson assumed the position of Assistant Secretary-General, Foreign and Community Relations, at the Caribbean Community (CARICOM) Secretariat on 1 May 2002. In this position, he is responsible for facilitating the Caribbean Community's foreign policy coordination in order to promote and protect its interests.

He has also headed human rights and election observation missions for the United Nations, the Organisations of American States and the Caribbean Community. Prior to the above assignments, Ambassador Granderson was Director of Political Affairs at the Ministry of Foreign Affairs of Trinidad and Tobago and served on his country's Air Services Committee. He also served at diplomatic posts in London, Geneva, and the United Nations in New York.



John Halinski

DEPUTY ADMINISTRATOR, TRANSPORTATION SECURITY ADMINISTRATION'S, UNITED STATES

John Halinski became the Transportation Security Administration's deputy administrator in July 2012. As deputy administrator, he is responsible for helping TSA grow as a high-performance counterterrorism agency. Halinski joined TSA in July 2004, serving in the Office of Global Strategies before assuming his role as deputy administrator. In his capacity Halinski serves as the chief operating officer for TSA's 62,000 employees. He has spearheaded an operational and cultural change that stresses a risk-based approach to security, the professional development of the TSA workforce, enhancing integrity standards and increasing stakeholder outreach.

As assistant administrator for OGS from 2010 to 2012, Halinski was responsible for enhancing international transportation security through compliance, outreach and engagement, and capacity development. Key accomplishments included the advancement of measures to prevent and suppress all acts of unlawful interference against civil aviation and the savings of more than \$4 million through efficiencies within the department. As OGS deputy assistant administrator and, prior to that, as the Europe area manager for OGS, Halinski was responsible for all TSA operations and administrative activities in Europe. Previously, he was the TSA representative for Italy and Africa, covering 38 countries.

Additional accomplishments since joining TSA include serving as the TSA/DHS lead for the 2006 Winter Olympics and acting as the TSA representative for the evacuation of Americans from Lebanon in 2006. He also developed and implemented a successful Africa engagement strategy for TSA, as well as the Safe Skies for Africa program. In addition, Halinski directed the TSA response to international incidents including the international cargo plot of 2010, rebuilding of Haiti's transportation security infrastructure following the 2010 earthquake, and the December 25, 2009 attempted attack on Northwest Flight 253.

Previously, Halinski served 25 years in the Marine Corps in a variety of positions. Highlights of this period include several successful tours involving counterterrorism, counter-drugs operations and counter-proliferation operations.

Halinski earned a Bachelor of Arts degree from the University of Florida and a Master of Science degree in strategic intelligence from the National Intelligence University in Washington, D.C. He has attended a wide variety of security, intelligence and professional schools. He is a graduate of TSA's Senior Leadership Development Program and a graduate of the Federal Executive Institute in Charlottesville, Va.



Stuart Halstead

SENIOR MANAGER, GOVERNMENT REVENUE SOLUTIONS, DELOITTE LLP

Stuart is an indirect tax specialist at Deloitte LLP (Middle East). In 2013 he established their Aviation Tax Services team in the region in order to address a clear and growing need for a group of specialist advisors capable of working with leading full service and low cost carriers based in the region and help address a range of tax issues arising as a consequence of their growing global presence. An economics graduate, Stuart has a keen interest in tax policy matters affecting the industry. He works hard to elevate practical tax issues identified onto the ground to the attention of policy makers in order that more permanent and effective solutions be embedded into the fiscal landscape.

Separate from his work in the aviation sector, Stuart works extensively with Government agencies responsible for revenue enhancement with national tax policy development and its integration into revenue management systems. This work provides him with key insights across a range of policy initiatives and provides the opportunity to develop and implement preferred or most appropriate practices.

Stuart holds a Masters degree from the University of Glasgow in Economics and Economic History, a post-graduate diploma in Economic History, and holds a professional indirect tax qualification.



Mark Hatfield Jr.

REGIONAL DIRECTOR, WESTERN HEMISPHERE
OFFICE OF GLOBAL STRATEGIES

Mark Hatfield Jr. joined the Transportation Security Administration (TSA) just before its national rollout in 2002 and held the post of Assistant Administrator for Communications before being named Federal Security Director (FSD) at Newark Liberty and Miami International Airports. Today, Hatfield provides executive leadership and strategic direction to TSA's international field operations responsible for intergovernmental relations and oversight of 144 last-points-of-departure (LPD) in 54 countries throughout the Western Hemisphere.

As TSA's principal spokesman in its early years, Hatfield was tasked with explaining the new federal agency's role to an anxious American public and with preparing travelers for the inevitable changes that would become the hallmarks of the post-9/11 world. He has appeared on virtually every network and cable news channel and has generated print reporting in most major daily newspapers.

In November 2012 Hatfield was named acting FSD for John F. Kennedy International Airport where he served through the spring of 2013, making him the only FSD who has directed three of TSA's top five field operations. In Miami he led a security and regulatory force of over 1600 men and women who protect one of America's busiest Category X airports and earned TSA's 2008 Airport of the Year award.

Before joining the TSA, Hatfield served as a senior director of the Port Authority of New York and New Jersey where he was the chief architect of the agency's corporate communications division. There, Hatfield led the marketing campaigns for the revitalized World Trade Center, the introduction of E-Z Pass electronic toll collection system, and the launch of the JFK AirTrain. He managed the agency's public positioning on the New York harbor dredging controversy and during major organized labor disputes. Hatfield also managed the Port Authority's external communications during the protracted aftermath of the crash of TWA flight 800.

Hatfield has counseled aviation and technology clients as a managing director for Burson Marsteller and as an independent consultant. His projects have included work with American Airlines, Raytheon, Thompson CSF, Intel, Altria and others. Hatfield served in the administrations of President Ronald Reagan and President George H.W. Bush as a senior logistics coordinator and as director of legislative affairs for the U.S. Technology Administration. Mark Hatfield Jr. was TSA's 2013 John W. Magaw Leadership Values Award recipient.



Pedro Heilbron

CHIEF EXECUTIVE OFFICER, COPA HOLDINGS AND COPA AIRLINES

Pedro Heilbron is CEO of Copa Holdings and of Copa Airlines, which offers service to 69 destinations in 30 countries in North, Central and South America and the Caribbean from its Hub of the Americas at Tocumen International Airport in Panama City, Panama.

Heilbron joined Copa Airlines in 1988. Under his leadership, Copa established the Hub of the Americas, which has become the most successful and efficient hub in Latin America. Heilbron also spearheaded Copa's partnership and strategic alliance with Continental Airlines (now United) in 1998.

Other achievements during Heilbron's term of office include the acquisition in April 2005 of Aero República (now Copa Airlines Colombia), the second-largest airline in Colombia, and Copa Holdings' IPO on the New York Stock Exchange in December 2005.

Latin Trade Magazine awarded Heilbron a BRAVO Award for CEO of the Year in November 2006. In July 2008 the Panamanian Association of Corporate Executives (APEDE) presented him its Executive of the Year award, given to corporate executives who have distinguished themselves in their professional duties, their social responsibility and their personal lives. In July 2009, Heilbron accepted the Airline Business Lifetime Achievement Award from the internationally renowned magazine, Airline Business. The award is one of the two top recognitions presented every year by the magazine. In 2012, the same magazine selected Heilbron and Copa Airlines as winners in the Regional Leadership Category of the Airline Business Strategy Awards.

Heilbron is currently a member of the advisory board of the Smithsonian Tropical Research Institute of Panama and chairman of the Panama Smithsonian Foundation.

He is a graduate of the College of the Holy Cross in Worcester, Mass., with a bachelor's degree in economics, and earned an M.B.A. from George Washington University in Washington, D.C.



Franklin Hoyer

REGIONAL DIRECTOR, INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)
SOUTH AMERICA OFFICE

Franklin Hoyer is a retired officer of the Brazilian Air Force (FAB) with more than 36 years of service. Has a post-graduate degree in High Studies on Policy and Strategy. Since 1985 he has worked in the fields of air navigation and air transport, representing his country in several events of ICAO ITU and OAS/CITEL. In the ICAO, he was Alternate Representative of Brazil on the Council, Member of the Air Navigation Commission (ANC) and Member of the Aeronautical Mobile Communications Panel (AMCP). After his retirement from the Air Force, he joined in the National Civil Aviation Agency (ANAC) of Brazil, where he was in charge of negotiations on Air Services Agreements and the liaison with international organizations. He left ANAC as Superintendent on International Affairs to assume the current position in September 2009.



Eduardo Iglesias

EXECUTIVE DIRECTOR OF LATIN AMERICAN & CARIBBEAN AIR TRANSPORT ASSOCIATION (ALTA)

Eduardo Iglesias is Executive Director of ALTA since September 18, 2013. He leads the 30 year old non-profit association in a gamut of efforts and initiatives to make Latin American and Caribbean aviation safer, more efficient and more environmentally friendly.

Eduardo possesses a wealth of senior industry experience acquired over a long and successful career in aviation. Most recently, he was Legal Vice President of Avianca. Prior to that, he was TACA International Airlines General Counsel and Legal Vice President, where he was responsible for contract negotiations, consumer protection claims, the representation in various legal and regulatory affairs committees and symposiums, and corporate and governmental affairs.

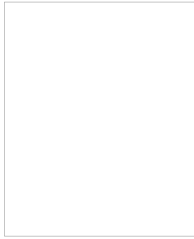
Iglesias holds Law Degrees from Spain and Puerto Rico, a Master's Degree in Aeronautical Law from McGill's Institute of Air and Space Law in Montreal, Canada and also holds a B.A. in Political Science. He was born in Puerto Rico and has lived in Spain, USA, Canada, and El Salvador.



Albert Kluyver

CHIEF EXECUTIVE OFFICER, INSELAIR INTERNATIONAL

Kluyver is co founder and CEO of InselAir Curacao which started operations 2006 and President of InselAir Aruba which started operations in 2013. Together with his brother and business partner Niko Kluyver he founded Willemstad Private Equity Fund, which invests in a variety Caribbean based companies involved in trade, financial services, transportation and real estate. He started its career with Ernst & Young and as commercial director of ABN AMRO Bank. He is a supervisory board member of several companies and a member of the executive committee of ALTA. Albert Kluyver holds a Master degree in business economics of Erasmus University in Rotterdam, the Netherlands.



Ramesh Lutchmedial

DIRECTOR GENERAL OF CIVIL AVIATION AND CHIEF EXECUTIVE OFFICER
TRINIDAD AND TOBAGO CIVIL AVIATION AUTHORITY

Since 2001, Ramesh Lutchmedial has been the Director General of Civil Aviation and the Chief Executive Officer of the Trinidad and Tobago Civil Aviation Authority.

He led the transformation of the Trinidad and Tobago Civil Aviation System to meet the safety standards of ICAO resulting in Trinidad and Tobago attaining FAA Category One Status.

He pioneered the modernisation of the Air Navigation infrastructure with state of the art equipment and the construction of an ultra modern civil aviation complex including a Control Tower and Area Control Centre.

Mr. Lutchmedial is a Licenced Aircraft Engineer (UK Standard) with extensive technical and managerial training. He holds a Certificate in Aviation Safety Management from the University of Southern California.

He currently serves as a member on the Board of the Caribbean Air Navigation and Advisory Services Limited and he is the Chairman of the Board of the Caribbean Aviation Safety and Security Oversight System (CASSOS) of CARICOM and a member of the Cabinet Standing Negotiating Committee on Air Service Agreements. He served as a member on the Boards of Air Transport Licensing Authority, the Airports Authority of Trinidad and Tobago and Seafood Industry Development Company Limited.



Loretta Martin

REGIONAL DIRECTOR, ICAO NORTH AMERICAN, CENTRAL AMERICAN AND CARIBBEAN REGIONAL OFFICE

As the first woman in ICAO's history to hold the position of ICAO Regional Director, Mrs. Martin is responsible for the safe, secure, and sustainable development of civil aviation through cooperation among 21 contracting states and 19 territories. She founded and serves as Secretary of the ICAO Regional Aviation Safety Group – Pan America (RASG-PA).

With a Bachelor of Science degree in Aeronautics, she was a flight instructor and commercial airline pilot before joining the Federal Aviation Administration (FAA) where she spent 25 years in diverse positions as an Air Traffic Controller, OEP Senior Operations Advisor; Chief – NY Terminal Radar Approach Control; Deputy Air Traffic Division Manager and Chief of Staff; Air Traffic Airspace Branch Manager; International Aviation Operations and Planning Specialist; Air Traffic Control Tower Supervisor and Manger.

She was U.S. Delegate to the Informal Pacific ATC Coordinating Group and North Atlantic System Planning Group, U.S. policy advisor to the Informal South Pacific ATC Coordinating Group, RTCA member, Regional Airlines Association, Air Transport Association, National Air Carrier Association (NACA), Airports Council International – North America (ACI-NA), Professional Women Controllers, Federal Managers Association and International Aviation Women's Association.

She has received awards from the Colegio de Pilotos Aviadores de México, the Flight Safety Foundation and Boeing, the Central American Intergovernmental Air Navigation Services Corporation (COCESNA); the Trinidad and Tobago Civil Aviation Authority and the Bolivian Civil Aviation General Directorate.



Rolando I. Mercado

DIRECTOR GENERAL, DIRECTORATE GENERAL OF CIVIL AVIATION, CHILE

Air Brigade General (A) Rolando I. Mercado entered to the Aviation Academy of the Air Force “Capitan Manuel Avalos Prado” and graduated from that group on December of 1980. On 1981 he was assigned to the Aviation Group N°1 in Iquique where he made his tactical course. He stayed there until 1984. Afterwards, he returned to the Aviation Academy until 1988. From 1989 to 1995 he achieved professional duties in the Aviation Group N°8 in Antofagasta, one of the most important of Chile.

On 1997 he travelled to Israel to accomplish United Nations Truce Supervision Organization mission on that country, UNTSO. On 1998 he returned to Chile to the First Air Brigade where he stayed until 1999. Between 2000 and 2001 he majored in some areas in the Air War Academy in Santiago. On 2002 he was assigned to the north of Chile to join the Fifth Air Brigade until 2004. Between 2006 and 2013 he was part of the Combat Command and the Air War Academy, and from 2008 to 2009 he assumed the responsibility as an Air Attaché to the Embassy of Chile in Argentina.

Among his most important posts, appear the Joint General Staff of Chile where he performed as an Operations and Strategic Plan Director.

In his academic curriculum, it can be mentioned tactical and flight courses in different airplanes such as T-34, T-37, Hawker Hunter, Mirage Elkan and Lear Jet. Additionally, he has the General Staff's Course in the Air War Academy and the Specialization on Planning Techniques and Flight Operations Control in France. He has the titles of General Staff, Engineering Execution on Aeronautical Systems, Military Academy Teacher, Operations Specialist and Master on Human Resources Management by the Universidad Gabriela Mistral.

Starting December 16th 2013, he was appointed as Director General of the Civil Aviation Authority of Chile.



Andrew O'Brian

CHIEF EXECUTIVE OFFICER AND PRESIDENT CORPORACIÓN QUIPORT SA, ECUADOR

Mr. O'Brian is a Canadian Executive with over 10 years of experience in airport management and the aeronautical industry, whose professional life demonstrates his conviction to generate growth and efficiency in airport construction and transformation projects that have required significant capital investments.

He is currently the President and CEO of Corporación Quiport SA, the concessionaire in charge of the construction, administration, operation and maintenance of the New Mariscal Sucre International Airport in Quito, which successfully opened in February 2013 and serves more than 5.5 million passengers. Mr. O'Brian started his tenure with Quiport as Vice President and COO in April 2012.

Before joining Quiport, Mr. O'Brian was CEO of AERODOM in the Dominican Republic, where he operated and modernized six of the country's international airports. He also worked for Vancouver Airport Services (YVRAS) as Director of Operations for almost four years. Previously, he was involved in several international projects including revitalizing the operation of COPA Airlines in Costa Rica.

Mr. O'Brian was formerly a Board Member of Airport Council International (ACI), is a member of the American Association of Aviation Executives (AAAE) and is First Vice President of the Canadian-Ecuadorian Chamber of Commerce in Quito. He is also a frequent speaker in several industry conferences and forums.



Marc-André O'Rourke

EXECUTIVE DIRECTOR, NATIONAL AIRLINES COUNCIL OF CANADA (NACC)

Marc-André O'Rourke is Executive Director of the National Airlines Council of Canada (NACC), the trade association that represents Canada's major air carriers: Air Canada, Air Transat, Jazz Aviation and WestJet. In this role, he advocates for safe, secure, environmentally responsible and cost competitive air travel by engaging with government, industry stakeholders and the media.

Prior to joining the NACC in 2012, Marc-André worked in the Law and Strategy group of the Canadian Air Transport Security Authority (CATSA), the federal agency responsible for passenger and personnel screening. As Assistant General Counsel with CATSA, he provided legal and strategic advice to support the agency's operations.

Marc-André started his career as an associate lawyer with the full service law firm of Cox & Palmer from 1999 to 2003, focusing on civil litigation, insurance and employment matters.

Marc-André holds a law degree from the Université de Moncton and a Bachelor of Commerce from the University of Ottawa. He is a member of the Law Society of Upper Canada.



Catherine Pawluch

AVIATION LAWYER, PARTNER, DAVIS LLP

Catherine Pawluch is co-chair of the transportation law group and a partner in the competition (antitrust) law group at Davis LLP.

Catherine holds a J.D. from Osgoode Hall Law School in Toronto and has a master's degree in economics from McGill University in Montreal.

Catherine has extensive experience in aviation law. She has advised some of the world's leading global airlines in connection with the start-up of scheduled international air services (passengers and cargo) and charter operations. Catherine advises airlines on the new all-inclusive air price regulations as they affect online booking systems and advertising, compliance with Website/ sales, tariffs, consumer protection and passenger rights issues. She also advises on bilateral air agreements and carrier liability issues under international conventions.

Catherine has experience in competition law and counsels airlines on strategic alliances, pricing and distribution matters, price fixing & bid-rigging investigations and pre-merger approvals under competition and foreign investment laws.

Catherine has earned rankings in leading international guides to top lawyers including: Chambers Global, Who's Who Guide to the World's Leading Aviation Lawyers and Best Lawyers in Canada - Aviation and Transportation Law. She is a frequent speaker at industry and legal conferences, including the 2014 IATA Legal Symposium, the McGill University Air & Space Law Institute/ PEOPIL Conference on International Aviation Law & Insurance and the International Bar Association Annual Conference to be held in Tokyo, Japan.



Paul Pennicook

DIRECTOR OF TOURISM, JAMAICA TOURIST BOARD

Appointed director of tourism in July 2014, Paul Pennicook brings 36 years of tourism experience to this key leadership position with the Jamaica Tourist Board (JTB).

A seasoned tourism leader, Mr. Pennicook is no stranger to the post of Director of Tourism having served in that capacity from 2003 – 2006. His tenure with the JTB dates from October 2001 when he became a board member, serving as chairman of the Marketing Subcommittee.

Previous appointments have included senior positions with prominent hospitality organizations. Mr. Pennicook served as president and chief executive officer with Couples Resorts, and has also held the positions of senior vice president, sales and marketing, for SuperClubs and executive vice president with Unique Vacations, the marketing arm of the Sandals hotel chain.

In addition, he spent several years as Executive Vice President of Sandals Resorts, and First Vice President of the Jamaica Hotel and Tourist Association. Mr. Pennicook was also Air Jamaica's Senior Vice President of Sales and Marketing from 2006 to 2008.

Known as an innovator and strategist, Pennicook recognizes the power of forging strong industry partnerships to position Jamaica for growth as a leading tourist destination.

Paul Pennicook is a graduate of the Cornell School of Hotel Administration in Ithaca, New York.



Filipe Pereira dos Reis

HEAD AIRPORT, PASSENGER, CARGO AND SECURITY, THE AMERICAS, IATA

Filipe joined IATA in 2003 as Country Manager for Brazil. Filipe has a bachelor degree in economics and concluded his Masters in Administration at Fundação Getúlio Vargas in São Paulo, Brazil, in 2010.

With more than 20 years' experience in the civil aviation sector, Filipe started his career as a trainee at Lufthansa. After heading IATA's operations in Brazil for over 10 years, Filipe recently took over his new role as Head of Airport, Passenger, Cargo and Security, The Americas, based in Miami.

Amongst his objectives are the promotion of IATA's Passenger and Cargos Agendas, which include projects on revolutionizing the travel experience for passengers and the elimination of paper from the Cargo processes through the implementation of e-freight. On the airport side, Filipe coordinates IATA initiatives on improving security and facilitation, as well as engagements on airport expansion and modernization. Lastly, Filipe leads IATA engagements with airports and regulatory bodies in regards to development in the charges and taxation areas.



Christopher S. Persaud

TRANSPORT SENIOR SPECIALIST, SURINAME COUNTRY OFFICE
INTER-AMERICAN DEVELOPMENT BANK

Christopher Persaud is a Transport Senior Specialist with the Inter-American Development Bank (IDB) where he leads and supports the preparation and execution of Bank funded projects in the Caribbean region. A Civil Engineer by training, Christopher has over fifteen years' of experience working in the design and execution of transport and infrastructural projects. In his present designation, his focus is on the institutional strengthening of transport and works institutions, modernization of road infrastructure, project procurement, road maintenance and sustainability, road safety, and air transport. Christopher is part of an IDB team that is currently engaged in examining air transport and connectivity issues within the Caribbean and also working with individual countries in order to improve sector governance, infrastructure, operation and safety.

Prior to joining the IDB, Christopher was one of the directors of an engineering consultancy firm in Guyana where he provided leadership on the design, construction and supervision of infrastructural projects for both government and donor agencies in the transport, housing, water supply and education sectors. Christopher holds a Masters' Degree, in Maritime Civil Engineering from the University of Liverpool, UK.



Earl Anthony Richards

PRESIDENT, AIRPORTS AUTHORITY OF JAMAICA

Earl Anthony Richards is President of the Airports Authority of Jamaica, a position he has held since 1998. The Airports Authority of Jamaica is a statutory body that was established to manage and operate the Sangster International Airport in Montego Bay and the Norman Manley International Airport in Kingston.

The mission of this organization that Mr. Richards leads is “to develop a modern, safe and profitable airport system that is environmentally responsible, provides world-class service, and contributes substantially to the national economy while promoting the expansion of air transportation”.

Mr. Richards’ educational background includes a Bachelor of Applied Science degree in Civil Engineering from the University of Toronto, and a Masters in Business Administration (MBA) from the Mona School of Business, University of the West Indies, Jamaica.

Mr. Richards is a member and Past President of the Jamaica Institution of Engineers and a professional engineer accredited by the Professional Engineering Registration Board in Jamaica.

He has served on many Boards within the public and private sectors. His current appointments include serving as Chairman of the Board of Management of Shortwood Teachers’ College. He serves as Director on the Boards of the Airports Authority of Jamaica, NMIA Airports Limited, Port Security Corps Limited and Airports Council International – Latin American and Caribbean (ACI-LAC).

In 2002, he was honoured by the Jamaican Government with the award of the Order of Distinction - Commander Class (CD), for Public Service.



Andres Ricover

AIR TRANSPORT INTERNATIONAL SPECIALIST

Andres Ricover is an air transport specialist with experience in the areas of airports, airline and air traffic control, aviation sector institutional reforms and aviation policies. He has participated in numerous PSP processes in the air transport sector at all the different stages: from design (institutional, strategic and regulatory setting) through implementation, both from the public and the private sector. He has also participated in post reform re-negotiations and arbitration, providing expert testimony.

Mr. Ricover's experiences have ranged from projects dealing with domestic and regional airports to international gateways, in both developing and industrialized nations, working on both sell and buy sides of transactions. He took part in the airline privatization processes and institutional strengthening reforms within the air transport sector in over a dozen countries. He has also advised policy makers providing assistance in defining privatization strategy during the early stages of the reform process, transaction design, and its subsequent implementation. Additionally, he has worked extensively in regulatory matters, with antitrust commissions and policy makers in the various economic aspects, including tariff settings, renegotiations and litigation cases, where he had to assess reforms and their consequences. Mr. Ricover is a regular consultant to governments, airport operators, airlines, bid consortiums, financial investors, law firms and the main multilateral agencies.

Mr. Ricover holds a BA degree in economics and an MBA in Finance. He speaks fluent English, Spanish, and Portuguese, and is conversant in French.



Esta Rosenberg

CHIEF, PRICING AND MULTILATERAL AFFAIRS DIVISION, U.S. DEPARTMENT OF TRANSPORT

Esta Rosenberg has recently been named Chief of the Pricing and Multilateral Affairs Division in the Department of Transportation's Office of International Aviation. Her appointment follows her nine-year tenure as Chief of U.S. Air Carrier Licensing during which she played a transformative role in streamlining regulatory processes affecting bilateral aviation rights and in awarding aviation authority to U.S. carriers. Prior to joining the Office of International Aviation, she was a senior regulatory attorney in the Department's Office of General Counsel and FAA's Office of Chief Counsel, specializing in administrative practice and outer space law. She was senior program counsel to the Department's Office of Commercial Transportation and FAA Associate Administrator for Commercial Space Transportation from 1991 – 2005, and was responsible for designing regulations governing financial responsibility and risk allocation as well as licensing of commercial launch vehicles. Prior to joining the DOT Office of General Counsel, Ms. Rosenberg was a regulatory and enforcement attorney for the Research and Special Programs Administration (RSPA) of the U.S. Department of Transportation. Ms. Rosenberg began her career in government service specializing in regulatory work at the U.S. Department of Agriculture following several years of civil litigation and commercial law practice. She received a Bachelor of Arts degree from the University of Rochester and a Juris Doctor degree from the Georgetown University Law Center.



David E. Short

SENIOR COUNSEL, TRADE AND INTERNATIONAL AFFAIRS, FEDEX

David E. Short serves as Senior Counsel, Trade & International Affairs, for FedEx Express, based in Washington, D.C. His responsibilities focus on building and enhancing the company's relationships with the governments of the more than 220 countries and territories around the world served by FedEx.

During his career with FedEx, Mr. Short was appointed by the Obama Administration to serve on the U.S. – Iraq Business Dialogue. He also served on the U.S. Delegation to the United Nations Commission on International Trade Law (UNCITRAL) negotiations which produced the new “Rotterdam Rules” maritime liability treaty. Mr. Short serves on the Boards of the Business Council for International Understanding, U.S. – Cote d’Ivoire Business Council, and as Chairman of the U.S. – Colombia Business Partnership.

Before joining FedEx in 2003, Mr. Short served as Director of the International Air Transport Association (IATA) Legal Department in Geneva, Switzerland, and before joining IATA, he was in private law practice in Washington, D.C.

Mr. Short is a summa cum laude graduate of Cornell University, and received his law degree from the University of Southern California, where he served as an Editor of the Law Review. He is a Member of the District of Columbia Bar.



Yuanzheng Wang

AIR TRANSPORT BUREAU, ICAO

Mr. Wang is a senior officer in the Air Transport Bureau of ICAO, responsible mainly for the work programme relating to international air transport policy and regulation. He has 38 years of extensive working experience in civil aviation, including the past 23 years with ICAO.

In ICAO, he has been actively involved in the development and updating of ICAO's policies and guidance material, and in organizing ICAO's air transport meetings, including the past three air transport conferences and ICAO Air Services Negotiation events. He has been the Secretary of the Air Transport Regulation Panel (ATRP) since 2002, and is currently working on the implementation of the recommendations produced by the Sixth Worldwide Air Transport Conference (ATConf/6). He has also done several important studies on major regulatory issues, including one on air carrier ownership and control and another on the safety and security implications of economic liberalization.



Herald Alexander Wilson

DIRECTOR GENERAL OF CIVIL AVIATION,
EASTERN CARIBBEAN CIVIL AVIATION AUTHORITY, ST. JOHN'S, ANTIGUA

Herald Alexander Wilson, a citizen of Saint Lucia, has completed 45 years in the field of Civil Aviation first as an Air Traffic Controller and progressively rising to the positions of Chief Controller, Airport Director and Director General of Civil Aviation at the Eastern Caribbean Civil Aviation Authority based in St. John's, Antigua.

Mr. Wilson holds a BSC (Hon.) degree in Aviation Management from Embry-Riddle Aeronautic University in Florida and a post-graduate diploma in Professional Aviation Business Management from McGill University in Montreal, Canada. His aviation training has taken him to the United Kingdom, Lebanon, USA, Canada and Singapore covering a wide range of subjects, i.e. aviation security, aircraft accident investigation, airport management, air-worthiness administration, air transport and aviation safety oversight to name a few.

Mr. Wilson, who holds a private pilot's licence, has represented Saint Lucia at many regional and international meetings including bilateral and multilateral air services negotiations.

Mr. Wilson is one of the co-founders of the Regional Aviation Safety Oversight System (RASOS), which was later inaugurated as an institution of the Caribbean Community (CARICOM) and renamed Caribbean Safety and Security Oversight System (CASSOS). This new organization formalised arrangements for the sharing of technical expertise and other resources in the aviation sector within the CARICOM region as well as to meeting the responsibilities for all nineteen ICAO Annexes.

Mr. Wilson was the Representative of Saint Lucia on the Council of ICAO between 2004 to 2007. He is currently the Representative of Saint Lucia to ICAO, the Chairman of the St. Lucia Air Transport Licensing Board and a Member of the Board of Directors of the Eastern Caribbean Civil Aviation Authority.



Supporting Organizations



ACI Latin America and Caribbean is a regional office of ACI, which represents the interests of airports operators for the Latin-American and Caribbean. Founded in 1991, its primary objective is to promote cooperation among airport members and other air transport and civil aviation industry stakeholders. Through, this cooperation, the goal of ACI-LAC is to provide support for a secure, stable, efficient and environmentally compatible airport system. Currently, ACI-LAC has over 65 members operating more than 250 airports in 37 countries from the Latin-American and Caribbean region.

ACI Latin America and Caribbean

WEBSITE: WWW.ACI-LAC.AERO

Airlines for America (A4A), formerly known as Air Transport Association of America, Inc. (ATA), was the first and remains the only trade organization of the principal U.S. airlines.



The fundamental purpose of the association is to foster a business environment that drives our nation's economy and global competitiveness. By working with members in the technical, legal and political arenas, A4A supports measures that enhance aviation safety, security and industry well-being.

Airlines for America (A4A)

WEBSITE: WWW.AIRLINES.ORG



ALTA (Latin American and Caribbean Air Transport Association) is a private, non-profit organization, whose more than 30 member airlines represent over 90 percent of the region's commercial air traffic. ALTA coordinates the collaborative efforts of its members in order to facilitate the development of safer, more efficient and environmentally friendly air transport in the Latin America and Caribbean region for the mutual benefit of the association's members, their customers and the industry. Founded in 1980, ALTA is currently celebrating its 30th anniversary.

ALTA (Latin American and Caribbean Air Transport Association)

WEBSITE: WWW.ALTA.AERO



The International Air Transport Association (IATA) is its global trade organisation. Over 60 years, IATA has developed the commercial standards that built a global industry. Today, IATA's mission is to represent, lead and serve the airline industry. Its members comprise some 230 airlines – the world's leading passenger and cargo airlines among them – representing 93 percent of scheduled international air traffic.

IATA HQ

WEBSITE: WWW.IATA.ORG



Floor Plan

