



2018 ACI-NA Business of Airports Conference Agenda (Finance Track)

Sunday, June 10, 2018

Portland International Airport Tour (Pre-registration required)

Portland International Airport is hosting a Concessions Tour for attendees of the Business of Airports Conference. The tour will take place on Sunday, June 10, 2018 starting at 2:00pm (PT). The tour will provide an overview of Portland International Airport's food & beverage and retail concessions programs. The pre-security and post-security tour includes visits to food & beverage and retail concessionaires.

Monday, June 11, 2018

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| 8:00am – 4:30pm | Registration |
| 8:00am – 9:00am | Networking Breakfast
<i>Salons ABE</i> |
| 8:30am – 4:00pm | Finance Committee Workshop (<i>Open to all registered attendees</i>)
<i>Salons GHI</i> |
| 8:30am-8:40am | Welcome and Opening Remarks , Randy Bush, CFO, Columbus Regional Airport Authority, Chair, ACI-NA Finance Committee 2018 Chair and Cindy Nichol, CFO, Port of Portland, Portland International Airport |

- 8:40am – 9:30am **Airport/Airline Business Working Group** (1 CPE Credit), chaired by Tatiana Starostina, Manager, Financial Planning, Oakland International Airport
1. 2017/18 Business term survey results – Dafang Wu, Director, DWU Consulting
 2. Analysis of declining trend in PFC-paying passengers - Jason A. Snowden, LeighFisher
- 9:30am – 10:30am **Accounting and Financing Working Group** (1 CPE Credit), chaired by John Schubert, Senior Director of Finance, Tucson Airport Authority
1. Implementation of GASB 87 Lessor Lease Accounting – Ali Hijazi, Senior Manager, Assurance, Plante Moran
This is a guided approach to establishing accounting and financial reporting for Airport Lessors under GASB 87. The presentation will include:
 - a. Identification of financing leases and options; factors to consider
 - b. Calculation of the NPV for financing leases including determination of interest rates used
 - c. Differentiation and presentation of required disclosures for financing vs. non-financing leases
 2. US and Canadian Accounting Standards update and the implications for Airports – John Schubert, Senior Director of Finance, Tucson Airport Authority, and Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc.
 - a. Summary of new standards, effective dates and possible impacts on airport business, financing and financial reporting.
 - b. Review of recent and current exposure drafts – Overview of projects recently completed or underway at standard setting bodies, e.g. GASB and IFRS. Work of AFWG, ACI-NA and member airports to provide comments and positions on these projects.
- 10:30am – 11:00am **Networking Break**
Ballroom Foyer
- 11:00am – 12:15pm **Financial Impacts of Federal Policy Working Group**, (1.5 CPE Credits), chaired by Greg Richardson, Assistant General Manager, City of Atlanta Department of Aviation, Hartsfield-Jackson Atlanta International Airport
1. ACI-NA Legislative Update – Annie Russo, Vice President, Government and Political Affairs, ACI-NA
 2. FAA Update – Randy Fiertz, Airport Regional Director, Northwest Region, FAA
 3. TIFIA for Airport Projects - Danielle J. Rinsler, AICP, Outreach and Project Development, Build America Bureau, U.S. Department of Transportation
- 12:15pm – 1:30pm **Networking Lunch**
Salons ABE
- 1:30pm – 2:45pm **Finance Committee Meeting**, (1.5 CPE Credits), chaired by Randy Bush, CFO, Columbus Regional Airport Authority
1. Welcome and Opening Remarks (5 minutes)
 2. Capital Market Overview – (45 minutes)
Attendees will be updated on current trends in capital financing markets and bonding

structures. There will also be update on current finance trends in Canadian and international airports. Attendees should have a basic level of finance knowledge.

- Capital Markets Update - Kevin Carney, Wells Fargo (15 minutes)
- Trends in Debt Structures - Camille M. Evans, Shareholder – Public Finance, Greenberg Traurig, P.A. (15 minutes)
- Rating Agency Update – Seth Lehman, Fitch (15 minutes)

3. Canadian Update – Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc. (10 minutes)
4. ACI World Economics Committee Update - Philippe Villard, Head, Policy & Economics, Airports Council International (ACI) World (10 minutes)
5. Open Discussion and Announcement of 2018 Event Schedule (remaining time)

2:45pm – 3:15pm
Ballroom Foyer

Networking Break

3:15pm – 4:15pm

Strategic Planning and Performance Management Working Group, (1 CPE Credits)
chaired by Damian Brooke, Vice President of Finance/IT, Tampa International Airport

1. An overview of initial FY2017 Benchmarking Survey results with year over year comparisons of key metrics
2. Update on efforts to streamline the survey

4:15pm – 5:00pm

Finance Committee Steering Group Meeting

4:00pm – 5:00pm

VIP Networking Session (Invitation only)

5:00pm – 6:30pm
Exhibit Hall

Networking Lounge Grand Opening and Welcome Reception

Tuesday, June 12, 2018

8:00am – 4:30pm

Registration

8:00am – 9:00am
Exhibit Hall

Breakfast in Networking Lounge

9:00am – 9:30am
Salons A-E

Welcome and Opening Remarks

Speakers:

Kevin M. Burke, President & CEO, ACI-NA
Vince Granato, Chief Operating Officer, Port of Portland
Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and
Chair, ACI-NA Board of Directors

9:30am – 10:45am
Salons A-E

General Session 1: Insight From the Airport C-Suite (1.5 CPE Credits)

Managing airports can be a challenging job, especially with a more concentrated airline industry and the difficulty of adding air service. Airports must continue to creatively reinvent their passenger services to improve the travel experience and remain competitive. There is also a need to manage their infrastructure and community expectations, while addressing new business models and exploring additional revenue streams. This session explores the

successes and challenges airport CEOs face in developing strategies, which create economic benefits and increase passenger satisfaction.

Moderator: Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and Chair, ACI-NA Board of Directors

Speakers: Lew Bleiweis, Executive Director, The Greater Asheville Regional Airport Authority
Chellie Cameron, Chief Executive Officer, Philadelphia International Airport
Vince Granato, Chief Operating Officer, Port of Portland
RJ Steenstra, President and CEO, Fort McMurray Airport Authority

10:45am – 11:15am **Networking Break**
Exhibit Hall

11:15am – 12:30pm **Session 1C: Alternative Project Delivery Methods** (1.5 CPE credits)
Salon F

Many of the airport facilities in North America were built decades ago, and after years of insufficient spending on infrastructure, require renovation, expansion, or complete replacement. We are witnessing an explosion in capital development across the country to address these issues. Facing increasing amounts of debt to provide these upgrades, airports are looking for ways to provide more predictability on future capital charges and to diversify their debt portfolios. This session will explore ways airports have employed alternative project delivery methods for capital projects to manage debt and capital expenditures. Airport representatives from Denver, Orlando, and others will describe their approaches, including Construction Manager at Risk and public-private partnerships.

Moderators: Ken Cushine, Principal, Frasca & Associates, LLC
Sheri Ernico, Director, LeighFisher

Speakers: Gisela Shanahan, Chief Financial Officer, Denver International Airport
Justin Meyer, Deputy Director of Aviation, Marketing and Air Service Development, Kansas City International Airport
Kathleen M. Sharman, Chief Financial Officer, Greater Orlando Aviation Authority

12:30pm – 2:00pm **Lunch in Networking Lounge**
Exhibit Hall

2:00pm – 3:15pm **Session 2A: Ground Transportation: Airport Challenges and Opportunities for Evolving Business Models** (1.5 CPE credits)
Salons A-E

[Joint Finance & Concessions Session](#)

Transportation Network Companies (TNCs), peer-to-peer ridesharing businesses have created both opportunities and challenges for airports in managing operations, revenue, and passenger experience. The evolution of technology will continue to put pressures on Ground Transportation with autonomous vehicles, peer to peer car rentals, and more. Learn how airports can navigate through these changes and continue to effectively maximize their operations and revenue.

Moderator: Laurie Noyes, Vice President of Airport Concessions, Tampa International Airport

Speakers: Bakari Brock, Head of Business Development for Airports and Venues, Lyft
Chris Poinsatte, CFO and Executive Vice President, Dallas Fort Worth International Airport
Mark Taylor, Vice President, Ricondo & Associates, Inc.
Marcus Womack, Director of Product, Uber

3:15pm – 3:45pm
Exhibit Hall

Networking Break

3:45pm – 5:00pm
Salon GHI

Session 3B: Increasing Diversity in Bond Placement (1.5 CPE Credits)
[Joint Business Diversity & Finance Session](#)

While the percentage of airport bonds underwritten, at least in part, by minority-owned firms, is increasing, it is still very low. Many airports are committed to not only increasing participation but ensuring meaningful participation to help level the playing field so minority underwriting firms can grow, benefiting the industry and the community. These successful programs can also assist airports in meeting increased DBE goals. Join us to discuss lessons learned by airports that have successfully increased diversity among the financial firms that help them sell debt.

Moderator: Shannetta Griffin, P.E., Chief Development Officer, Columbus Regional Airport Authority

Speakers: Kenneth Cushine, Principal, Frasca & Associates, LLC
Nadine Mentor, Senior Vice President, Samuel A. Ramirez & Co., Inc.
Michael Phemister, Vice President Treasury Management, Dallas Fort Worth International Airport

3:45pm – 5:00pm
Salon F

Session 3C: Using Big Data to Increase Revenue (1.5 CPE Credits)

Harness big data to drive strategies for increasing airport revenues. Big data is not new to airports. Attend this session and learn about big data on passenger traffic, flight bookings, and airline schedules and how they are used to drive strategies for air service development for increasing airline revenue. Airports have also been amassing big data on various aspects of operations. Learn how airports can harness internal big data to drive strategies for increasing nonairline revenue from concessions, parking, ground transportation, and other sources.

Moderator: Max Underwood, Vice President, Finance, Dallas Fort Worth International Airport

Speakers: Jeremy Black, Chief Commercial Officer, iinside
Yovette Drake, President, Unison Consulting, Inc.
Kirk Lovell, Director of Air Service and Business Development, Myrtle Beach International Airport
Mike Nakornkhet, Director, Financial Planning and Analysis, Business and Finance, San Francisco International Airport

Wednesday, June 13, 2018

8:00am – 4:00pm

Registration

8:00am – 9:00am
Exhibit Hall

Breakfast in Networking Lounge

9:00am – 10:00am
Salons A-E

General Session 2: Embracing Disruption: Moving Beyond Innovation in the Age of Sustainability

Introduction: Lew Bleiweis, Executive Director, The Greater Asheville Regional Airport Authority and Vice Chair, ACI-NA

Speaker: John Picard, Founder & CEO, John Picard & Associates

Learn how to create and apply sustainable business solutions at your airport, translating cutting-edge ideas into success.

10:00am – 10:30am **Networking Break**
Exhibit Hall

10:30am – 12:30pm **Finance Airport Roundtable by Hub Size** (*Open to all registered attendees*)
(2 CPE Credits)

Salon I **Large Hub Airport Roundtable**
Facilitators: Jay DeWitt, Deputy Aviation Director/CFO, Phoenix Sky Harbor International Airport
Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport

This roundtable will discuss the following questions:

1. Are you seeing any financial implications on existing or anticipated bond issues related to the new tax law?
2. What funding strategies is your airport using during this period of uncertainty related to lack of long-term FAA Reauthorization, PFC limbo, and uncertainty in the capital markets related to AMT debt.
3. How does your airport use hurdle rates in its capital and operating decisions, and how do you calculate your cost of capital?
4. What are you doing about Turo car rentals at your airport?
5. How has your airport been affected by local minimum wage laws, and what strategies are you using to hedge against the increases?
6. How has your airport been affected by rising pension costs, and what strategies are you using to hedge against the increases?
7. How do you measure the economic value of sustainability projects, and do you treat them the same as other projects as you make budget decisions?
8. Data is great, but at what cost? (General discussion related to how large hub airports are leveraging business intelligence to help make decisions)
9. Is your airport using consultants, in-house resources, or a combination in its business intelligence gathering and use?

Salon G **Medium Hub Airport Roundtable**
Facilitators: Sylvia Ambrogio, Airport Chief Administrative Officer, Finance & Administration, Department of Airports, Sacramento County Airport System
Tatiana Starostina, Manager, Financial Planning, Oakland International Airport

This roundtable will focus on the following topics:

1. TNC's: how are they impacting your airport today?
2. Benchmarking: What tools work best and how are you using the data?
3. Are new local minimum wage laws impacting your airport?
4. What financial implications (i.e. advance refunding) will you expect from the new tax law?
5. How are PFCs trending at your airport?
6. What good things are happening at your airport?

Portland **Small/Non Hub Airport Roundtable**
Facilitators: Dave Armstrong, Finance Director, Spokane International Airport
Robin Strasser, Director of Administration & Finance, Fort Wayne-Allen County Airport Authority

This roundtable will focus on the following issues:

1. ACI-NA Business Terms Survey – We will discuss this survey and the ways it can be

used. Completion of the survey by small / non hub airports has not reached the desired level yet, so we will offer assistance to those who would like to complete the survey at the conference.

2. ACI-NA Benchmarking Survey – Kill two birds with one stone. See how this tool can help you complete the annual FAA Form 127 Report and provide some easy benchmarking information.
3. Financing Capital Projects with Limited Capital – discussions on how to maximize the AIP and PFC dollars at smaller airports.
4. Other topics – Use this opportunity to ask your peers about other topics that are important to you and your airport.

Salon H **Canadian Airport Roundtable**

Facilitator: Derrick B. Thue, Vice President Administration & CFO, Regina Airport Authority Inc.

This roundtable will focus on the following issues:

1. Canadian airports privatization & CTA review – update and discussion
2. AIF MOA and airline consultative process – roundtable
3. Fort McMurray update – lessons learned regarding insurance and operations
4. ACI world Economics and Finance conference / committee update

12:30pm – 1:30pm
Exhibit Hall

Lunch in Networking Lounge

1:30pm – 2:45pm
Salons A-E

General Session 3: Roundtable with Airlines (1.5 CPE Credits)

This session features representatives from airlines who will share their perspectives on many issues including industry growth projections, airport privatization and public/private partnerships, new trends in airport-airline agreements, airline input into airport capital programs and much more. And, of course, we'll look to airports in the audience for their questions and discussion with our airline panelists.

Moderators: Randy Bush, CFO, Columbus Regional Airport Authority
Tatiana Starostina, Manager, Financial Planning, Oakland International Airport

Speakers: David J. (DJ) Anderson, Director, Properties, American Airlines, Inc.
Brent Cagle, Aviation Director, Charlotte Douglas International Airport
Randy Gillespie, Director - Airport Affairs, Southwest Airlines,
Chip Sandifer, Senior Director of Corporate Real Estate and Airport Administration, Spirit Airlines
Matt Shelby, Managing Director, Airport Affairs, Alaska Airlines

2:45pm – 3:15pm
Ballroom Foyer

Networking Break

3:15pm – 4:30pm
Salon F

Session 6A: Concession Trends: True Trends or Traps (1.5 CPE Credits)
[Joint Concessions, Business Diversity & Finance Session](#)

Airport concessions programs continue to mature and develop, and are an increasingly important element of non-aeronautical revenue for airports. However, the key issue is how to seize new trends without getting caught up in short-lived fads. Join us to learn from stories about past successes and failures, and learn what airports and concessionaires do to test the staying power of a concept. Additionally, The session will also address additional challenges faced by ACDBEs in evaluating these opportunities.

Moderator: Eric Johnson, Director, Commercial Management & Airline Affairs, Metropolitan Airports Commission

Speakers: Susan Gray, Managing Director, Concessions Planning International
Ihab Ibrahim, Director Operations & Control, DFS North America
Pady Regnier, CEO & Founder, Croix Airport Retail, Inc.
Joe Waller, Chief Executive Officer, Pacific Gateway

3:15pm – 4:30pm
Mt. Hood

Session 6D: Workforce Efficiency Study and the Bottom Line (1.5 CPE Credits)
Joint Human Resources & Finance Session

This session will dive into the topic of workforce efficiency model and tools to identify operational solutions to the challenges associated with Human Capital. Today, Airport Industry Leaders are challenged to deliver higher customer service levels, create revenue generating opportunities, and reduce airport rates and charges specific to OPEX. A case study is shared by Human Resources and Finance Leaders as they partner together to lead and drive efficiencies solutions from the BOTTOM LINE perspective in their organization. How do you increase productivity, eliminate redundancies, work with outdated technology while operating in government or quasi-governmental agency. HR and Finance TEAM UP for Workforce Optimization!

Moderator: Jeffery Oboy, M2P Consulting

Speakers: Richard Batty, Principal, ICF
Dale Cottrill, Chief Financial Officer, Pittsburgh International Airport
Lisa Naylor, Senior Vice President, Human Resources, Pittsburgh International Airport
Michael Nonnemacher, Aviation Chief Operating Officer, Ft. Lauderdale-Hollywood International Airport
Linda Yeung, Director of People, Performance & Development, San Francisco Airport Commission

5:30pm – 6:00pm
Ballroom Foyer

Awards Gala Reception (business or cocktail attire suggested)

6:00pm – 9:00pm
Salons A-E

Awards Gala Dinner (business or cocktail attire suggested)

Continuing Professional Education (CPE) Information

Conference workshops are all Group-Live.

Not all of the sessions at this conference are eligible for CPE credits. Please check the individual session you wish to attend to ascertain the number of credits available.

Conference Learning Objectives:

Participants will be able to:

- Determine business practices favorable to an airport's business relationships with airlines.
- Identify potential accounting rule changes and implications to financial reporting.
- Identify financial impacts of existing and proposed federal policies.
- Determine potential impacts due to capital market changes.
- Apply global best practices in airport management.
- Apply strategic planning methods and identify performance management improvements.

Course Level: The course level is intermediate. Conference workshops are designed for individuals with a basic understanding of airport industry concepts and issues.

Prerequisite: Basic knowledge about airport business and financial management.

Advance Preparation: None

Conference participants are eligible to receive up to 17 hours of Finance CPE credits.



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