



2019 ACI-NA Business of Airports Conference Agenda (Finance Track)

Sunday, June 9, 2019

1:00pm – 3:00pm Phoenix Sky Harbor International Airport Tour

Come see the impressive array of shops, restaurants and public art in the newly-unveiled John S. McCain III Terminal 3 at Phoenix Sky Harbor International Airport. National brands like Johnston and Murphy, Passage by Hudson and Sugarfina pair with locals like Best of the Valley and SanTan Brewing – Arizona’s largest craft brewery. The public art installations include a colorful terrazzo floor and giant sunglasses. There is also an aviation-themed children’s play area, indoor animal relief area and a state-of-the-art Delta Sky Club, plus much more!

The Tour will begin in Terminal 3, Level 5, Friends and Family Room at 1:00pm. Bus transportation will be provided to The Westin Kierland Resort & Spa. All attendees must preregister for the tour. Up to 50 people can attend and will be accommodated on a first-registered, first-served basis. All tour attendees will need to provide a Government Issued ID on the day of the tour. Please [click here](#) to sign up for the tour.

2:00pm – 5:00pm **Airport Finance Workshop - Strategic Airport Financial Management**
3 CPE Credits *(Pre-registration required - limited space, first come first served & \$75 separate charge for the workshop)*

Instructor: Dr. Luigi G. (Joe) Sulmona

Guest Speaker: Lysa Scully, General Manager, LaGuardia International Airport

The Workshop will provide an interactive opportunity to examine strategic financial management best-practices. The workshop will begin with a facilitator-led dialogue on what can be done to strengthen airport financial health and even thrive in what certainly will become a more challenging structural environment. The second half of the workshop will encourage discussions between participants on what financial challenges are becoming evident, and what can be done to create sustainable outcomes that best serves airport customers and their communities. Finally, as airports begin to attract new sources of capital, the workshop will give attention to the demands for more transparency and triple-bottom line reporting.

Monday, June 10, 2019

8:00am – 4:30pm	Registration
8:00am – 9:00am	Networking Breakfast
8:30am – 4:00pm	Finance Committee Workshop (<i>Open to all registered attendees</i>)
8:30am – 8:40am	Welcome and Opening Remarks , Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc., 2019 Chair, ACI-NA Finance Committee and Jay DeWitt, Deputy Aviation Director/CFO, Phoenix Sky Harbor International Airport
8:40am – 9:40am <i>1 CPE Credit</i>	Airport/Airline Business Working Group , Chaired by Tatiana Starostina, Assistant Director of Aviation, Oakland International Airport <ul style="list-style-type: none"> 1. Presentation of the 2019 Business Term Survey – Dafang Wu, DWU Consulting 2. Financial Sustainability Strategies <ul style="list-style-type: none"> a. ACI-NA Sustainability Council Update – Sharon Sarmiento, Principal, Unison Consulting (10 minutes)
9:40am – 10:30am <i>1 CPE Credit</i>	Financial Impacts of Federal Policy Working Group , Greg Richardson, Deputy General Manager, City of Atlanta Department of Aviation, Hartsfield-Jackson Atlanta International Airport <ul style="list-style-type: none"> 1. U.S. Policy Update – Tom Devine, General Counsel, ACI-NA 2. Canadian Policy Update – Daniel-Robert Gooch, President, The Canadian Airports Council
10:30am – 11:00am	Networking Break
11:00am – 12:15pm <i>1.5 CPE Credits</i>	Accounting and Financing Working Group , Chaired by John Schubert, CFO, Ontario International Airport <ul style="list-style-type: none"> 1. Overview of recent GASB changes and current projects as well those expected near-team. 2. A more detailed analysis on GASB 87, including regulated leases and accounting for; options, rent adjustments and NPV calculations. 3. The new MSRB disclosure requirements required by SEC Rule 15c2-12 and how they may impact your current or future non-traditional financings – David Bannard, Partner, Kaplan Kirsch Rockwell
12:15pm – 1:30pm	Networking Lunch
1:30pm – 2:45pm <i>1.5 CPE Credits</i>	Finance Committee Meeting , Chaired by Catherine Kloepfer, Senior Vice President/ Corporate Services & CFO, Winnipeg Airports Authority Inc., 2019 Chair, ACI-NA Finance Committee

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.
 - Chris Bergstrom, Executive Director, UBS Financial Services Inc. | Public Finance
3. Canadian Update – Catherine Kloefer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc. (10 minutes)
4. ACI World Economics Committee Update – Liying Gu, Vice President, Economic Affairs and Research (10 minutes)
5. Open Discussion and Announcement of 2019 Event Schedule (remaining time)

2:45pm – 3:15pm **Networking Break**

3:15pm – 4:15pm **Strategic Planning and Performance Management Working Group**, chaired by Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport
1 CPE Credit

1. The Annual ACI-NA Financial Benchmarking Survey – Hill
2. Benchmarking Efforts at Canadian Airports – Rob Palmer, Vice President, Finance & CFO, The Calgary Airport Authority

4:15pm – 5:00pm **Finance Committee Steering Group Meeting**

5:00pm – 6:30pm **Networking Lounge Grand Opening and Welcome Reception**

Tuesday, June 11, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 9:30am **Welcome and Opening Remarks**

Speakers: Kevin M. Burke, President & CEO, ACI-NA
James E. Bennett, Director of Aviation Services, City of Phoenix Aviation Department
Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and Chair, ACI-NA Board of Directors

9:30am – 10:45am **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 S. McGraw, CEO, Cincinnati/Northern Kentucky International Airport and Chair, ACI-NA Board of Directors

Speakers: Kimberly J. Becker, President/CEO, San Diego County Regional Airport Authority
Bryant L. Francis, Director of Aviation, Oakland International Airport

Monica Lombraña, Managing Director of Aviation and International Bridges, City of El Paso
Bob Sartor, President and CEO, Calgary Airport Authority

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

11:15am – 12:30pm **Session 1C: The Next Generation in Airport Parking Business Models - Variable Rate Parking**
1.5 CPE credits

Parking revenue remains the largest non-airline revenue source at North American airports. With the evolution of the ground transportation revenue model over the past several years which has seen TNC's increasingly impact parking revenues, it is imperative that airports understand the next evolution in parking which is to move from a fixed rate parking model, to a variable rate model. The future airport commercial parking model will utilize many of the same revenue management techniques utilized by both airlines and hotels for decades. This session will provide an overview of the efforts currently underway at multiple North American airports to move towards a variable rate model, the expected benefits as well as the challenges which those airports expect to face.

Moderator: Damian Brooke, Executive Vice President of Finance and Procurement, Tampa International Airport

Speakers: John Ackerman, Executive Vice President, Global Strategy & Development, Dallas/Fort Worth International Airport
Jenna Buckner, CEO, InnovAT International
Ted Kaplan, Director of Business and Revenue, Charlotte International Airport
Laurie Noyes, Vice-President of Concessions, Tampa International Airport

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

2:00pm – 3:15pm **Session 2A: Incorporating Urban and Commercial Development in and around the Airport**
1.5 CPE credits
[Joint Finance & Concessions Session](#)

Many airports have vacant land acquired for noise abatement or other purposes. This land can be developed for compatible purposes resulting in significant revenue to the airport. Different dynamics on mixed commercial land use and land development are key drivers in delivering local economy benefits. The recent FAA Reauthorization Bill included regulatory reform of eliminating the requirement for FAA approval in order for airports to dispose, use, or lease non-airfields property purchased without federal funding, thus allowing airports greater flexibility for developing and disposing of land. This session will provide examples of development ideas and strategies that airports can use.

Moderator: Eric Podnieks, Program Manager, Real Estate and Concessions, San Diego County Regional Airport Authority

Speakers: Paul Blue, Principal, Paslay Management Group
Andrew Cohn, Director of Real Estate, Levine Investments Limited Partnership
Marsha Stone, Senior Director of Commercial Enterprise, Indianapolis Airport Authority
Coleman Swartz, Director, Commercial Development, Ottawa International Airport Authority

2:00pm – 3:15pm **Session 2C: Getting Airport Analytics off the Ground**
1.5 CPE credits

We live in a data-driven society, and with the sheer volume of data growing each year, managing and gaining insight from it becomes increasingly vital. But how do you get started, how do you determine what to measure, and what are some of the hidden barriers to

success? Join us for an exploration of best practices and a practical look at the strategies, milestones and hurdles of an airport getting analytics off the ground.

Moderator: Dave Armstrong, Finance Director, Spokane International Airport

Speakers: Rami Hindieh, Associate Director, Enterprise Data Management, Greater Toronto Airports Authority
Katie McCoy, Business Intelligence Manager, Charlotte-Douglas International Airport
Mark Richards, Partner, IT Consulting, Plante Moran

3:15pm – 3:45pm **Networking Break**

3:45pm – 5:00pm **Session 3A: Ground Transportation: Airport Challenges and Opportunities for Evolving Business Models**
[1.5 CPE Credits](#)
[Joint Finance & Concessions Session](#)

Transportation Network Companies (TNCs), peer-to-peer ridesharing or rental car companies businesses have created both opportunities and challenges for airports in managing operations, revenue, and passenger experience. The evolution of technology and passenger culture 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, revenue, and increase the passenger experience.

Moderator: Ingrid Hairston, Director of Business Development, Raleigh-Durham Airport Authority

Speakers: Sam ElGord, Principal Property Manager, San Francisco International Airport
Scott Goldstein, Director of Facility Planning & Programming, Enterprise Holdings
Craig Leiner, Associate Director, Ricondo
Rob Mitchell, Airport Business Development Lead, Uber

3:45pm – 5:00pm **Session 3C: Rates and Charges: Current Trends and Case Studies**
[1.5 CPE Credits](#)

North American airports are trying to address congested facilities resulting from increases in traffic and the need to replace or upgrade aging facilities in the context of stagnant AIP funding levels, tapped out PFC capacity for the foreseeable future, and increasingly leveraged balance sheets. Meanwhile, airlines claim a PFC increase is not needed because they have “committed to pay for airport bonds through their own rents and fees rather than impose higher taxes on passengers.” Yet airlines resist increases in airport rates and charges. This session will explore how different airports addressed this challenge through their negotiations with airlines and selection of ratemaking regimes. We will explore the different ways to approach the business relationship (airline agreements vs. rates by resolution) and emerging hot topics in negotiations (common use bag formulas, turn fees, equalized holdroom fees, assignment and access to gates, terminal-wide common use systems, low cost terminals, etc.) Bring your questions for our expert panel of airport managers, consultants, and lawyers who have recent first-hand experience.

Moderators: Sheri Ernico, Director, LeighFisher
Bonnie Ossege, Vice President, Ricondo
Eric Smith, Partner, Kaplan Kirsch Rockwell

Speakers: Lew Bleiweis, A.A.E., Executive Director, Greater Ashville Regional Airport Authority
Scott Brickner, Vice President, Chief Financial Officer, San Diego County Regional Airport Authority
David Graham Long, Deputy Director, Properties & Commercial Development, Kansas City Aviation Department,

Wednesday, June 12, 2019

8:00am – 4:00pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 10:00am **General Session 2: Level It Up! – How ‘Non-Cyber’ Business Executives Can Protect Today’s Airports from Cyber Threats**

This keynote session, specifically crafted for the Business of Airports audience, will provide "non-cyber" airport professionals an exciting, informative and entertaining look at real world cyber threats, cases and solutions. This includes threats from employees and physical attacks, as well as interruptions in IT services from organized crime, cyber terrorists and nation states. Industry leaders in commercial management, finance, human resources, and vendor oversight at large and small organizations will learn about actions they can take today to innovate and protect their airports and the ecosystems of their partners.

Speaker: Bryan Hurd, Vice President, Head of Office, Seattle, Aon Cyber Solutions

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

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

Large Hub Airport Roundtable

Facilitators: Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport
Kathleen M. Sharman, Chief Financial Officer, Greater Orlando Aviation Authority

This roundtable will focus on the following issues:

- 1) Navigating the next economic downturn in the midst of major large hub expansions
 - Alternative Financing Mechanisms
 - Maintaining your bond ratings in an environment of economic uncertainty, lack of increases in AIP funding or increase in the PFC
- 2) Trends in Airline Agreements vs Rates by Ordinance
- 3) Big data: Critical or Cliché? How is your airport using data to make decisions.

Medium Hub Airport Roundtable

Facilitator: Randy Bush, CFO, Columbus Regional Airports Authority

This session is an opportunity to discuss with your peers current trends in airport accounting and finance, human resources or other topics that the Medium Hub Airport group would like to discuss. There will be a "light" agenda for the session, but please come with questions for your peers. Topics may include:

- Current trends in airline rates and charges
- Employee benefits
- Recruiting in a period of low unemployment
- Transportation Network Companies

- Parking Operations
- Planning for the next recession
- Concessions and retail
- Commercial development
- . . . and anything else you would like to discuss.

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

The session is an opportunity to discuss with counterparts at small or non-hub airports. The successes and challenges at smaller airports are similar to, but at the same time different from, larger airports. The session will be in a casual discussion format with no topic off limit, and will include these topics for example:

- Your most recent Airline Agreement Negotiation / Consultation
- Rates and Charges including Capital Planning
- Transportation Network Companies and the effect on Parking
- Staffing and Organization
- GASB Pronouncements
- Please come with ANY questions or topics you want to discuss.

Canadian Airport Roundtable

Facilitator: Robert Palmer, Vice President & CFO, The Calgary Airport Authority

This roundtable will focus on the following issues:

1. AIF MOA and airline consultative process – update
2. Canadian airports privatization & CTA review – update and discussion
3. CAIS reporting feedback and input – discussion
4. Data and Performance Monitoring Working Group (DPMWG)
5. IFRS update
6. Roundtable – updates at the respective airports

12:30pm – 1:30pm

Lunch in Networking Lounge

1:30pm – 2:45pm
1.5 CPE Credits

General Session 3: Roundtable with Airlines

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.

Moderator: Thomas Jewsbury, Executive Director, St. Pete-Clearwater International Airport

Speakers: Julie Boston McGrath, Senior Manager of Hospitality, Southwest Airlines
Randall Fiertz, Director, Airport Affairs, Alaska Airlines
Matthew Glover, Director, Finance, Spirit Airlines
Mike McNaney, VP Industry and Airport Affairs, WestJet

2:45pm – 3:15pm

Networking Break

3:15pm – 4:30pm
1.5 CPE Credits

Session 6C: Talent Review/Succession Planning
Joint Finance & HR Session

A process to understand our team members (particularly managers and up), reviewing their backgrounds, performance, strengths, and opportunities, and determining development opportunities and next career steps for each of them. This process naturally leads to succession planning discussions, as well as identifying High-Performers and High-Potential employees and having a plan for each of them.

Moderator: Janice Avery-Walthall, Director of Human Resources, Memphis International Airport

Speaker: Dominic Macrone, Vice President of Human Resources & Administration, Tampa International Airport

5:30pm – 6:00pm

Awards Gala Reception (*business or cocktail attire suggested*)

6:00pm – 9:00pm

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 20 hours of Finance CPE credits.



ACI-NA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

For more information regarding administrative policies such as refunds, cancellation and complaints, please contact Liying Gu at lgu@airportsCouncil.org.