



2017 ACI-NA Business of Airports Conference Agenda (Business Diversity Track)

April 24-26, 2017 • JW Marriott Desert Springs • Palm Springs, CA

Monday, April 24, 2017

8:00am – 4:30pm **Registration**

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

9:00am – 10:30am **Business Diversity Committee Meeting**
(Open to all registered attendees)

9:00am – 9:10 am Welcome & Opening Remarks
Shannetta Griffin, P.E., Chair, Indianapolis Airport Authority
Angela Martin, Vice Chair, Maryland Aviation Administration

9:10am – 9:55am FAA Regulatory & Compliance Update
Michael Freilich, Federal Aviation Administration Office of Civil Rights

9:55am – 10:05 am Finalizing “An Orientation on Airport DBE Programs”
Ron Evans, Wayne County Airport Authority
Bob Silvas, The Silvy Group

10:05am – 10:20am Review of 2017 Committee Workplan
Shannetta Griffin, P.E., Chair, Indianapolis Airport Authority

10:20am – 10:25am Update on Inclusion Champions Awards
Debby McElroy, ACI-NA

10:25am – 10:30 am Other Business
Shannetta Griffin, P.E., Chair, Indianapolis Airport Authority

10:30am – 11:00am **Networking Break**

11:00am – 12:15pm **Joint Meeting: Business Diversity Committee and Commercial Management Committee**

Required Contract Provisions – AIP Grants and Obligated Sponsors

In January 2016 FAA released “Required Contract Provisions- AIP Grants and Obligated Sponsors”, covering the applicable provisions that airports must include in all contracts, regardless of funding sources. The provisions cover lease agreements as well as agreements with concessionaires and ground transportation providers. These obligations also extend to subcontracts. Additionally, there are training and monitoring requirements in order to be in compliance.

Speaker: Joe Manges, Federal Aviation Administration Office of Chief Counsel

12:15pm – 1:30pm

Joint Buffet Lunch

1:45pm – 3:00pm

**Joint Business Diversity Committee & Human Resources Committee Session:
Social Equity: Economic Development, Partnerships and Planning**

Many organizations have successfully deployed social equity strategies to promote fair treatment and equitable access to business, services, and employment opportunities for all members of their community. Success may require developing innovative sub-strategies and tactics in more business development, airport operations, contracts and procurement, community affairs and employee diversity. This session will examine social equity strategies and their effectiveness in integrating social equity considerations into an organization's employment goals, economic development programs, partnerships and planning.

Moderator: Bryant Francis, Director of Aviation, Oakland International Airport

Speakers: Dr. Steven Nakana, Social Equity Manager, Port of Portland
Kirstan Jewell, Vice President, Human Resources and Organizational Effectiveness, Edmonton International Airport
Arnice Lamb, Manager Supplier Diversity, Strategic Sourcing, The Walt Disney Company

3:00pm – 5:00pm

Concessions Session: Open Networking Time

On-your-own networking time where airports, concession operators, and small business owners can meet and exchange contacts for future business relationships. Airports will be able to meet with potential tenants and/or service providers.

3:00pm – 3:50pm

Human Resources Session: HR Working Group Updates

Kurt Gering, Director, Talent Culture & Capability, San Diego County Regional Airport Authority and Chair, ACI-NA Human Resources Committee

Workforce Planning – Airport Pathway Programs and Edge4Vets (20 min)

Working group created to focus on collecting and reviewing best practices for airports, regardless of size and budget, to create an effective workforce plan that will support an airport's strategic business plan and economic strategy. The working group continues to concentrate in the area of developing executive level leadership and succession planning strategies through creating predictable pipelines of trained, qualified, and motivated airport professionals. Two programs being developed and executed are the Airport Pathway Program and the Edge4Vets Program (which concentrates on returning service member talent and placing them back into the civilian job market).

Speakers: Rosa Beckett, Chief Administrative Officer, Jacksonville Aviation Authority, Chair, Workforce Planning Working Group
Tom Murphy, Edge4Vets
Paula Adams, Human Resources Director, Los Angeles World Airports

Compensation and Benefits Benchmarking Survey (30 min)

Inaugurated in 2008, the ACI-NA survey was a response to requests from Airport Directors for a credible, reliable, and legally compliant source of market compensation data. 2016 represents the eighth annual survey conducted by Western Management Group (WGMG - a consulting firm exclusively oriented to the development and conduct of third party, specialized compensation surveys since 1972). This year the survey had a record total of 139 ACI-NA member airports (124 U.S. and 15 Canadian airports) contributing information which encompassed data on over 12,700 employees in 111 different industry specific jobs.

Speakers: Mark Faubert, Director, Human Resources, Ottawa International Airport Authority

4:00pm – 5:00pm

Driving Performance Through Neuroscience

Research is demonstrating that the human brain is a social organ. Its physiological and

neurological reactions are directly and profoundly shaped by social interactions. This poses a unique challenge for leaders. Leaders who understand this can more effectively engage employees, support collaborative teams, and create an environment that fosters productive change. The ability to address the social brain in the service of optimal performance will be a distinguishing leadership capability in the future. Through implementing a Performance Management practice grounded in neuroscience, SAN aims to cultivate better connections and raise the quality of conversations that inspire all employees to learn, grow and achieve results faster. This case study presentation will share key concepts embedded in the practice, implementation challenges and ongoing learning from the change initiative.

Speakers: Kurt Gering, Director, Talent Culture & Capability, San Diego County Regional Airport Authority
Stephanie Alexander, Manager, Talent & Rewards, San Diego County Regional Airport Authority
Cynthia Lewis, Manager, Culture & Learning, San Diego County Regional Airport Authority

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

Tuesday, April 25, 2017

8:00am – 4:30 pm **Registration**

8:00am – 9:15am **Breakfast in Networking Lounge**

9:15am – 9:30am **Welcome and Opening Remarks**

Thomas P. Nolan, Executive Director, Palm Springs International Airport
William R. Vanecek, Chair, ACI-NA and Director of Aviation, Buffalo Niagara International Airport

9:30am – 10:45am **Keynote Speaker: Jim Knight, Business Culture Catalyst and Former Hard Rock International Executive & Author of *Culture That Rocks!***

Learn from the acclaimed author of *Culture That Rocks!* how people-oriented businesses can achieve rock star status. Sharing lessons from his more than 30-year career in hospitality training, Jim Knight will provide thought-provoking and refreshingly candid advice on organizational culture, customer service, employee branding, building teams, and performance management.

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

11:15am – 12:30pm **Business Diversity Session 1B:
Revising The RFP Process To Increase Small and Disadvantaged Business Participation**

It's not your imagination - airport proposals and the resulting contracts are receiving more public scrutiny. Do your RFPs measure up in terms of maximizing opportunities for small and disadvantaged businesses? What are the keys to success from draft to final selection? Learn from the experts how to modernize RFPs for more competition and inclusion.

Moderator: Angela Martin, Director, Office of Fair Practices, Maryland Aviation Administration

Speakers: Neil Maxfield, Senior Vice President - Concessions, Denver International Airport
Valerie Churchwell, Small Business Outreach Manager, City of Phoenix Aviation Department
Mario Trevino, President, Innovative Strategies
Alan Gluck, Senior Manager, ICF

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

2:00pm – 3:15pm **Business Diversity Session 2B:**

Joint Ventures- Ensuring Commercial and Regulatory Success

Joint ventures provide the opportunity for increasing disadvantaged business participation at airports. But success requires airports and their partners to establish practices that ensure commercial success and regulatory compliance throughout the contract.

Moderator: Ron Evans, Deputy Procurement Director for Outreach/DBELO, Wayne County Airport Authority

Speakers: Dolores P. Leyva, Compliance Specialist, FAA Office of Civil Rights
Robin Gibson, Executive Assistant, Property Management/Business Development, Philadelphia International Airport
Tamela Lee, Vice President, Business Diversity and Development Department, Dallas Fort Worth International Airport
Ron Gomes, Vice President, Strategic Alliances, HMS Host
Robert Nix, President, Pleasant News

3:15pm – 3:45pm **Networking Break**

3:45pm – 5:00pm **Business Diversity Session 3B:**

Car Rental Companies & Disadvantaged Business Enterprises – The Path For Shared Success

Increasing DBE and ACDBE participation in the car rental business at airports has been a challenge. Last year FAA updated their guidance to assist airports in meeting their goals for car rental concession operations. Hear from industry leaders who are changing the paradigm and working together for the benefit of airports, car rental companies and disadvantaged businesses.

Moderator: Krystal J. Brumfield , President and CEO, Airport Minority Advisory Council

Speakers: Dolores P. Leyva, Compliance Specialist, FAA Office of Civil Rights
Anne Morrison, Regional Director, Avis Budget
Sean Fitzgerald, Vice President of Airport Property, Construction and Environmental, Enterprise Holdings
Cindy Olivares, Principal, Airport Concession Consultants, Inc.

Wednesday, April 26, 2016

8:00am – 1:00pm **Registration**

8:00am – 8:45am **Breakfast in Networking Lounge**

8:45am – 10:00am **General Session: 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.

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

Speakers: DJ Anderson, Director, Properties, American Airlines
Donnell Harvey, Regional Director, Corporate Real Estate, Delta Air Lines
Mike McNaney, Vice President - Industry, Corporate & Airport Affairs, WestJet

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

10:30am – 11:30am **Concessions Roundtable** *(The roundtables provide a forum to engage in candid discussions with your peers regarding three hot issues in airport concessions.)*

Topic 4A: Latest Trends in the Airport Concessions Solicitation Process

Airports need to make an informed decision with the information presented to them. However, what do airports really want to know? How much information to include in proposals? On the other side of the coin, what are the costs and resources of putting together a proposal associated to the concessionaire?

What are the Best Practices in today's environment? One debate is "Digital vs. Printed Proposals" – adopting a digital approach can streamline the process and led to lower operational expenditure for the concessionaire, however does this come at a disadvantage to the airport?

Facilitators: John Reeb, Senior Principal Property Manager, San Francisco International Airport
Adeline Moya, Vice President, Business Development, Be Relax
Amy Snyder, Property/Contract Administrator, Boise Airport
Joe Waller, President & CEO, Pacific Gateway

10:30am – 12:30pm **Topic 4C: Airport Finance Roundtables**
Large Hub Airport Roundtable **Small/Non Hub Airport Roundtable**
Medium Hub Airport Roundtable **Canadian Airport Roundtable**

10:30am – 11:45am **Human Resources Session 4D:**
Human Resources Response to Crisis and Crisis Recovery

Regardless of the organization size, HR leaders today have a strategic role and responsibility to ensure their organizations are aware of the human side of a crisis and plan ahead to help minimize its effects. To be most effective, HR leaders work collaboratively with top-down commitment to develop enterprise-wide solutions. Learn how HR professionals have been involved in recent crisis events at their respective organizations and ensuring business continuity, e.g., the wildfires the affected the Fort McMurray Airport community earlier this year.

Introduction: Nikki Harland, Senior Vice President, Human Resources, Paradies Lagardère
Speakers: Kirstan Jewell, Vice President, Human Resources and Organizational Effectiveness, Edmonton International Airport - Fires
Harleen Smith, Chief Human Resources Officer, Houston Airport System – Floods
Paula Adams, Director of Human Resources, Los Angeles World Airports – Aircraft incident and/or Shooter

11:30am – 12:30pm **Concessions Roundtable**
Topic 5A: Advertising Policies and Guidelines

Facilitators: Faith Roland Quilling, Senior Director, Development, Clear Channel Airports
Shauna Forsythe, Director of Business Development, Lamar Alliance Airport Advertising
Eric Friedman, Concessions Manager, Louis Armstrong New Orleans International Airport
Amy Gonzalez, General Counsel, San Diego County Regional Airport Authority

11:45am – 12:45 pm **Human Resources Session 5D:**
Strategic Capacity and Skillsets Needed For the Future

Airports need to ensure they are prepared for the challenges ahead. Having robust skills

today and for tomorrow in multiple areas that are clearly linked to the airport's strategy open up a whole new world of possibilities for success; Talent exchange and retention, HR Management Practices – direct and subcontracted, etc., Employee engagement, etc.

Moderator: Christine Santiago, Assistant Director, Clark County Department of Aviation, Past Chair, HR Committee

Speakers: Gale Laroche, Ph.D., J.D., Associate, ADK Consulting & Executive Search
Kim Bilcowski, CPHR, Director of People & Culture, Winnipeg Airports Authority

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

2:00pm – 3:15pm **Concessions Roundtable**
Session 6A: Beyond the Lease: True Partnerships Between Airports and Concessionaires

Discover the next generation of partnerships between airports and concessionaires. This session will look beyond the lease by identifying practical solutions and opportunities that can benefit both stakeholders. Airports and concessionaires operate in a complex environment and there are unique strategies that can be deployed to leverage and expand the stakeholder relationship. Pulling together new partnership visions can help both the airport and concessionaire grow successfully and meet new demands.

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

Speakers: Elizabeth Grzechowiak, Assistant Director of Concessions and Business Development, Metropolitan Airports Commission
Michael Mullaney, Executive Vice President, Hudson Group
Pady Regnier, CEO & Founder, St. Croix Airport Retail, Inc.

2:00pm – 5:00 pm **Session 6C: Finance Benchmarking Workshop**

Benchmarking, and understanding an airport's results in the context of its peers are key to identifying strengths and weaknesses in an airport's performance. This session will allow airports who have completed the ACI-NA Benchmarking survey or the FAA's annual Form-127 Survey for FY2016 results to understand where they rank across multiple commercial metrics with their airport peers through airport-specific analysis provided by Walt Matwijec and Lisa Lankford from Nashville International Airport.

Airports that have not completed either of the surveys and non-airport conference attendees are also welcome to participate in the interactive discussion. After a brief introductory presentation, session attendees will break up into three groups: large hub airports, medium hub airports, and small airports. The individual discussions will revolve around each group's results and factors driving best-in-class performance across the major metrics.

1. Summary presentation on the latest 12-month results of the Financial Benchmarking Survey – Ann Davis, Director of Finance & Tony Conza, Manager of Financial Reporting and Benchmarking, Tampa International Airport
2. Airport roundtable breakout facilitated by Walt Matwijec, Assistant Vice-President – Continuous Improvement, Nashville International Airport; and Lisa Langford, Project Manager – Continuous Improvement, Nashville International Airport
 - Large hub airports
 - Medium hub airports
 - Small airports

2:00pm – 3:15 pm **Human Resources Session 6D:**
Big Data in Human Resources

There's a quiet revolution taking place in human resources and talent development departments around the world. Faced with a growing need for meaningful insights into the workforce, companies are beginning to recognize the enormous, untapped potential in what they already know, and what they could know, about their own people. People analytics is

changing the way companies think about everything from attracting and developing talent to employee engagement and retaining talent.

Moderator: Peter Gargiulo, Director, Strategy Management Wayne County Airport Authority

Speakers: Kurt Gering, Director, Talent Culture & Capability, San Diego County Regional Airport Authority

Jeff Higgins, CEO, Human Capital Management Institute

John Schubert, Senior Director of Finance, Tucson Airport Authority

Nikki Harland, Senior Vice President, Human Resources, Paradies Lagardère

5:30pm – 6:00pm **Awards Gala Reception** (*business or cocktail attire suggested*)

6:00pm – 9:00pm **Awards Gala Dinner** (*business or cocktail attire suggested*)

See you at next year's Business of Airports Conference, June 11-13, 2018 at the Portland Marriott Downtown Waterfront Hotel in Portland, Oregon.