



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

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

### Monday, April 24, 2017

- 8:00am – 4:30pm **Registration**  
*Foyer*
- 8:00am – 9:00am **Networking Breakfast**  
*Springs Patio*
- 8:30am – 4:00pm **Finance Committee Workshop** (*Open to all registered attendees*)  
*Salon F*
- 8:30am – 9:30am **Welcome and Opening Remarks** by Andy Rountree, Chair, ACI-NA Finance Committee; Vice President and CFO, Metropolitan Washington Airports Authority  
*1 CPE Credit*
- Airport/Airline Business Working Group**, Chaired by Tatiana Starostina, Manager, Financial Planning, Oakland International Airport
1. Business term survey, Dafang Wu, Associate Director, DWU Consulting LLC
  2. Air carrier incentive program, Randy Fiertz, Airport Regional Director, Northwest Region, FAA
- 9:30am – 9:45am **Break**
- 9:45am – 10:45am **Accounting and Financing Working Group**, Chaired by Max Underwood, Vice President, Finance, Dallas/Fort Worth International Airport  
*1 CPE Credit*
1. General Accounting Update:
    - a. Accounting for Leases – Max Underwood, Vice-President, Finance, DFW International Airport (10 minutes)
    - b. US Accounting – Ali H. Hijazi, Senior Audit Manager, Plante Moran, Detroit Michigan (10 minutes)
    - c. Canadian Accounting – Catherine Kloepfer, Sr. Vice President Corporate Services & CFO, Winnipeg Airports Authority (5 minutes)
  2. Private Placement Financing
    - a. An Overview – William Case, Director, Public Financial Management, Inc. (5 minutes)
    - b. Recent Airport Placement – Michael Phemister, Vice-President, Treasury Management, DFW International Airport (10 minutes)
    - c. A Rating Agency Perspective of Private Placement and other Credit Quality issues

– Harvey Zachem, Managing Director, Kroll Bond Ratings (20 minutes)

10:45am – 11:00am **Networking Break**

*Foyer*

11:00am – 12:00pm

*1 CPE Credit*

**Strategic Planning and Performance Management Working Group**, Chaired by Catherine Kloepfer, Senior Vice President/Corporate Services & CFO, Winnipeg Airports Authority Inc.

1. Presentation on the initial results from the 2016 ACI-NA Financial Benchmarking survey
  - a. High level overview of the major metrics, and year over year comparisons for more detailed metrics (20-25 minutes) – Ann Davis, Director of Finance & Tony Conza, Manager of Financial Reporting and Benchmarking, Tampa International Airport
  - b. Understand the correlation between passenger growth with “strength of market economy”, and forecasted results over the next 12 months (15 minutes) – Walt Matwijec, Vice President, Continuous Improvement, Nashville International Airport
  - c. Q&A (10 minutes)
2. Disclaimer language for all ACI-NA surveys – Tom Devine, General Counsel, ACI-NA

12:15pm – 1:30pm

*Springs Patio*

1:30pm – 2:30pm

*1 CPE Credit*

**Joint Buffet Lunch**

**Financial Implications of FAA Matters Working Group**, Chaired by Scott Brickner, Vice President, Finance and Asset Management/Treasurer, San Diego County Regional Airport Authority

1. FAA Update, Elliott Black, Director, Office of Airport Planning and Programming (APP-1), Federal Aviation Administration & Randy Fiertz, Airport Regional Director, Northwest Region, FAA

2:30pm – 2:45pm

**Break**

2:45pm – 4:00pm

*1.5 CPE Credits*

**Finance Committee Meeting**, chaired by Andy Rountree, Vice President for Finance and Chief Financial Officer, Metropolitan Washington Airports Authority

1. Welcome and Opening Remarks (5 minutes)
2. ACI-NA Legislative Update – Annie Russo, Vice President, Government and Political Affairs, ACI-NA (20 minutes)
3. Capital Market Overview – DJ Mehigan, Managing Director, Raymond James (20 minutes)
4. Canadian Update – Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc. (15 minutes)
5. ACI World Economics Committee Update – Cindy Nichol, CFO, Port of Portland, Chair, ACI World Economics Committee (10 minutes)
6. Open Discussion and Announcement of 2017 Event Schedule (remaining time)

4:15pm – 5:00pm

**Finance Committee Steering Group Meeting**

5:00pm – 6:30pm

*Salon 1-7*

**Networking Lounge Grand Opening and Welcome Reception**

**Tuesday, April 25, 2017**

8:00am – 4:30pm

*Foyer*

**Registration**

8:00am – 9:15am

*Salon 1-7*

**Breakfast in Networking Lounge**

9:15am – 9:30am

*Salon 8-14*

**Welcome and Opening Remarks**

Speakers: 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  
Salon 8-14  
1.5 CPE Credit

**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, performance management, philanthropy and facilitation training.

10:45am – 11:15am  
Desert 1-7

**Networking Break**

11:15am – 12:30pm  
Salon F  
1.5 CPE Credits

**Session 1C: Disruptive Business Trends: Implications for Airport Operations and Finance**

Transportation Network Companies (TNCs), other ridesharing businesses, self-service airline technological trends, sensing technologies (beacons, Bluetooth, and Wi-Fi), and airport apps have created both opportunities and challenges for airports in managing finances, facilities, and operations. Future trends that could be disruptive to airports might include drone package deliveries, personal airborne transportation systems (PATS), and autonomous vehicles. How can airports best address and capitalize on these trends? Learn from a panel that's lived through these changes and continues to seek the best solutions posed by these game changing market dynamics.

Moderator: Sheri Ernico, Director, LeighFisher

Speakers: Dale Kirby, Vice President Sales, North America, SITA  
Tyler Maheu, C.M., Aviation Superintendent, Operations – Ground Transportation, Phoenix Sky Harbor International Airport  
Steve Willer, Business Development Manager, AirMap

12:30pm – 2:00pm  
Salon 1-7  
2:00pm – 3:15pm  
Salon F  
1.5 CPE Credits

**Lunch in Networking Lounge**

**Session 2C: Strategic Capital Investment Decisions**

As existing airport infrastructure continues to age and traffic volumes continue to rise, airport operators face decisions about how much to invest in maintaining physical assets, renovating facilities, and/or building new facilities. This session will look at ways to make those decisions strategically, provide approaches to getting stakeholder buy-in, and explore tools to help you get there. Questions to be addressed include:

- How can you sell your capital improvement program to the airlines and your community in tough economic times?
- How do you go through the decision-making process? What are the parameters to consider? Are hurdle rate policies effective? How do you evaluate capital projects?
- How do you programmatically maintain your physical assets?
- What financing tools do you use for different projects?

Moderator: Sylvia Ambrogio, Airport Chief Administrative Officer, Finance & Administration, Department of Airports, Sacramento County Airport System

Speakers: Elliott Black, Director, Office of Airport Planning and Programming (APP-1), Federal Aviation Administration  
Roy Block, President, RW Block Consulting, Inc.  
Sharon Sarmiento, Ph.D., Principal, Unison Consulting, Inc.

3:15pm – 3:45pm  
Salon 1-7

**Networking Break**

3:45pm – 5:00pm  
Salon F  
1.5 CPE Credits

**Session 3C: The Importance of Investor Outreach: Benefits of Directly Engaging with the Investor Community**

In the current airport finance landscape, the value of proactively engaging with investors is greater than ever. This session will explore tips and strategies for an effective investor relations program and discuss best practices for providing information to investors.

Moderator: Nadine Mentor, Managing Director, Samuel A. Ramirez & Co., Inc.

Speakers: Marshall Kitain, Executive Director, Head of Credit Analysis & Investor Marketing, J.P. Morgan Securities LLC  
Kevin Kone, Managing Director, Finance, San Francisco International Airport  
Kathleen Sharman, Chief Financial Officer, Greater Orlando Aviation Authority  
Michael Shepard, Vice President & Senior Transportation Credit Analyst, Franklin Funds  
Anna Tenaglia, Director of Treasury, Massachusetts Port Authority

**Wednesday, April 26, 2017**

8:00am – 1:00pm  
Foyer

**Registration**

8:00am – 8:45am  
Salon 1-7

**Breakfast in Networking Lounge**

8:45am – 10:00am  
Salon 8-14  
1.5 CPE Credits

**General Session: Roundtable with Airlines**

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

Panelists: 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

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.

10:00am – 10:30am  
Salon 1-7

**Networking Break**

10:30am – 12:30pm  
2 CPE Credits  
Directors 1

**Airport Roundtable by Hub Size**

**Large Hub Roundtable**

Facilitators: Greg Richardson, Assistant General Manager, City of Atlanta Department of Aviation Hartsfield-Jackson Atlanta International Airport  
Max Underwood, Vice President, Finance, Dallas/Fort Worth International Airport

This roundtable will discuss the following questions:

1. Given recent history with interest rate environment what strategies are you employing to hedge or mitigate expected increase in interest rates?
2. What recent strategies have been successful in getting PFC applications through the FAA process?
3. Does today's outlook/complexity for the AMT, non-AMT, Taxable bond market change the characteristics of your future bond issuances?
4. Are you prepared for the next economic downturn? How have you attempted to

- mitigate your exposure?
- 5. How have you seen your airport/airport industry respond/react to airline mergers over the past 10 years?
- 6. Time permitting, discuss the impact of TNCs are your airport (this topic will be discussed in earlier Finance Session)
- 7. Other pertinent topics as directed by participants

*Directors 2*      **Medium Hub Airport Roundtable**

Facilitators: Sylvia Ambrogio, Airport Chief Administrative Officer, Finance & Administration, Department of Airports, Sacramento County Airport System  
 Brian McGonagle, Department Director of Finance, Lee County Port Authority Southwest Florida

This roundtable will focus on the following issues:

1. Now that passengers are growing, what's working for your Airport?
2. Are there new trends to grow nonairline revenues?
3. TNC's – How are they impacting your airport?
4. Preparing for the GASB Exposure Draft: Leases. What should we expect?
5. Preparing the CIP is an ongoing effort. What works and what doesn't?
6. How many cost centers are enough? What is the best way to amortize costs to airlines?
7. Sustainability – How are you grooming the next generation of leaders.
8. What is your airport doing to grow air service development? Does a marketing incentive program really work?

*Directors 3*      **Small/Non Hub Airport Roundtable**

Facilitators: Dave Armstrong, Finance Director, Spokane International Airport  
 John Schubert, CPA, Senior Director of Finance and IT, Tucson Airport Authority

Given the staffing constraints and different organization models at the small and non-hub airport, how are you handling these specific topics?

1. What does your Capital Improvement Plan (CIP) process look like including grant and PFC applications? Do you have an annual process?
2. What do you report to your board or governing body? And in what format do you report?
3. Where are you in terms of PCI Compliance, Network Security issues, and Cyber Insurance or other risk management techniques?
4. What is YOUR key issue this year?
5. Please be prepared to discuss these, and any other, topics presented by your colleagues.

*Directors 4*      **Canadian Airport Roundtable**

Facilitator: Rob Malli, Chief Financial Officer & Vice President, Strategy and Corporate Services, Edmonton Regional Airports Authority

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 – 2:00pm  
*Springs Patio*

**Lunch in Networking Lounge**

2:00pm - 5:00pm  
Salon F  
3 CPE Credits

### **Airport Financial 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

Directors 1  
Directors 2  
Directors 3

- Large hub airports
- Medium hub airports
- Small airports

5:30pm – 6:00pm  
Springs Patio  
6:00pm – 9:00pm  
Dessert 8-14

Awards Gala Reception (business or cocktail attire suggested)

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 gain an understanding of various airport business practices and learn techniques to monitor and audit various activities. Workshops will focus on tips to improve practices and will discuss approaches used by various airports.

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

**Prerequisite:** No prerequisites and/or advance preparation is required.

**Conference participants are eligible to receive up to 18 hours of Finance CPE credits.**



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