

37th ANNUAL AAAE/SOUTHEAST CHAPTER AAAE

FINANCE & ADMINISTRATION

CONFERENCE

AMELIA ISLAND, FLORIDA • FEBRUARY 9–11, 2026



AGENDA

(Subject to Change)

Monday, February 9

12:30-5:30 p.m. **Conference Registration**

1-1:50 p.m. **AAAE Finance & Administration Committee Meeting**

Included in CPE credit total

Tara Summerlin, ACE (AAAE F&A Committee Chair)

Assistant Director of Airports,
City of Oklahoma City

Washington Update

Justin Barkowski

Legislative and Regulatory Counsel
AAAE

Committee Discussion Session

2-5 p.m. **Airport Finance 101**

Included in CPE credit total

Objective: To provide participants with a comprehensive overview of finance specific to airports.

Description: *This session will provide an overview of the regulatory and business framework for airport finance, including relevant federal policies; capital program funding sources and project eligibility; airport revenue bond financing; airline rates and charges methodologies; and airline and other key tenant agreements.*

Speakers:

Gisela Shanahan, Managing Director, Frasca & Associates, LLC

Nora Richardson, Director, Frasca & Associates, LLC

Matt Townsend, Director, Frasca & Associates, LLC

3-5 p.m. **Southeast Chapter AAAE Board Meeting**

5:30-6:30 p.m. **Welcome Reception**

Sponsored by Newton and Associates, and Savannah International Airport

Tuesday, February 10

7 a.m.-5 p.m.	Registration
7:15-8:15 a.m.	Networking Breakfast <i>Sponsored by Flash Parking</i>
8:15-8:30 a.m.	Welcome and Opening Remarks Holly Ackerman, Associate Vice President - Global Operations, AAAE Cameron Sidor, C.M. A.C.E. (<i>Conference Committee Chair</i>), Business Development Manager, Birmingham (Ala.) Airport Authority JAX Official
8:30-9:45 a.m.	General Session 1 - Industry Update <i>Sponsored by Paradies Lagardère</i> Objective: Equip attendees with actionable knowledge and strategies to navigate emerging challenges and capitalize on opportunities in the evolving aviation industry. Description: <i>Join us for a session outlining the latest insights from industry experts on critical trends and developments impacting airports. This session will cover key issues shaping the future of the aviation industry.</i>
Moderator:	Matt Townsend Director Frasca & Associates LLC
Speaker:	Tom Cai Director Bank of America Securities, Inc.
	Edward Shelswell-White Chief Vision and Customer Officer Signal Aviation
	Fitch (<i>speaker TBD</i>)
9:55-10:45 a.m.	General Session 2 - Public Private Partnerships in Airport Development Objective: Explore the opportunities, challenges, and best practices of leveraging public private partnerships (P3s) to advance airport infrastructure and operations. Description: <i>Public private partnerships can play a significant role in meeting the growing capital and operational needs of airports. This session will examine how P3 structures are being applied in airport development today, from terminal modernization to concessions and beyond. Industry experts will discuss the financial,</i>

legal, and operational considerations that airports must weigh when pursuing P3s, as well as lessons learned from recent projects. Attendees will gain practical insights into when P3s make sense, how to structure successful agreements, and how to maximize value for both airports and their communities.

Moderator: Cameron Sidor, C.M., ACE
Business Development Director
Birmingham Airport Authority

Speakers: Joshua Blum
CEO
CONRAC Solutions

Gisela Shanahan
Managing Director
Frasca & Associates, LLC

Morven McCrindle
Chief Commercial Officer
JET Infrastructure

10:45-11:15 a.m. **Networking Break**
Sponsored by Florence (S.C.) Regional Airport

11:15 a.m.-12:30 p.m. **Concurrent Sessions**
CS 1 - Preparing for External Audits
Objective: Strengthen airport finance leaders' ability to streamline audit preparation, reduce risk, and ensure compliance through practical, repeatable processes they can apply immediately.

Description: *External audits are a critical component of maintaining financial integrity and transparency. This session will walk through practical steps for preparing effectively, from organizing documentation and coordinating with auditors to addressing common challenges and findings. Attendees will learn how to build stronger internal processes that not only support a smooth audit but also enhance long-term financial management and accountability.*

Moderator: Pam Hill, CPA
Partner
Plante Moran

Speakers: Jose Lopez
Director of Accounting
Jacksonville Aviation Authority

Emily Lesnau, CPA
Assurance Manager
Plante Moran

CS 2 - Strategic Airport Marketing and Public Outreach

Objective: Highlight effective strategies for engaging communities, stakeholders, and travelers through impactful marketing and outreach efforts.

Description: *Airports of all sizes face the challenge of strengthening their brand, connecting with their communities, and communicating effectively with the traveling public. This panel will showcase innovative approaches to airport marketing and public outreach from large hubs to GA airports, emphasizing both traditional and digital strategies. Hear from marketing leaders on how to build trust, manage messaging during times of change, and create campaigns that resonate with diverse audiences. Attendees will leave with practical ideas to enhance visibility, promote their airport's value, and foster stronger community support.*

Moderator: Megan McLellan, C.M., MBA
Strategic Funding Manager
Garver

Speakers: Ken Warriner
Senior Director, Finance and Administration
Naples Airport Authority

Greg Willis
Marketing and Public Relations Manager
Jacksonville Aviation Authority

12:30-2 p.m. **Lunch with Exhibitors**
Sponsored by Plante Moran

2-2:50 p.m. **Concurrent Sessions**
CS 3 - Unlocking Airport Revenue: Business Development and Real Estate Strategies

Objective: Explore innovative approaches to diversifying and maximizing airport revenue through business development and real estate initiatives.

Description: *As airports look beyond traditional aeronautical revenues, opportunities in commercial development, concessions, land use, and real estate partnerships have become increasingly important. This session will examine strategies for identifying and pursuing new revenue streams, structuring successful agreements, and balancing long-term financial goals with community needs. Industry experts will share lessons learned, emerging trends, and practical tools to help airports of all sizes strengthen their business development and real estate portfolios.*

Moderator: Gisela Shanahan
Managing Director
Frasca & Associates, LLC

Jay Cunio
Chief Development Officer
Jacksonville Aviation Authority

Jay Cassens, Vice President
Aviation Real Estate & Commercial Properties
Orlando International Airport & Orlando Executive Airport

CS 4 - Best Practices in Airport Budgeting and Forecasting

Objective: Share proven methods and innovative tools for building accurate, flexible, and transparent airport budgets and forecasts.

Description: *Effective budgeting and forecasting are critical for navigating uncertainty, aligning resources with strategic priorities, and ensuring long-term financial health. This session will highlight best practices airports are using to improve accuracy, enhance collaboration across departments, and incorporate scenario planning into their financial models. Attendees will gain insights into tools, techniques, and real-world examples that can strengthen their airport's budgeting and forecasting processes, whether managing steady operations or responding to unexpected challenges.*

Moderator: James Thomas
Administrative Assistant to the Executive Director
Montgomery Airport Authority

Speakers: Kristen Deuben, C.M., CPA
Vice President, Deputy Chief Financial Officer
Nashville International Airport

Matt Ruffa
Associate Vice President
Landrum & Brown

2:55-3:45 p.m. **General Session 3 - Airport Capital Planning: Building for the Future**
Objective: Provide insights into effective capital planning strategies that balance operational needs, financial realities, and long-term growth.

Description: *With infrastructure demands increasing and funding sources often constrained, airports must carefully plan and prioritize capital projects to meet both current and future needs. This session will explore how airports of different sizes approach capital planning, from aligning projects with strategic goals to securing funding and managing stakeholder expectations. Experts will share best practices, lessons learned, and innovative approaches to ensuring that capital planning supports sustainable growth, operational efficiency, and financial stability.*

Moderator: Brian Drake
Assistant Vice President
Unison Consulting

Speakers: Eleni Elling, A.A.E.
Airport Director - Treasury
Hartsfield-Jackson Atlanta International Airport

Toni Broom, C.M.
Deputy Director, Finance & Administration
Rapid City Regional Airport

Sheneice Hughes, M.A.P., C.M.
Deputy Director - Airport Finance, People & Culture
Dallas Love Field

3:45-4:15 p.m. **Networking Break**
Sponsored by Garver

4:15-5:30 p.m. **General Session 4 - Beyond the Basics: Navigating Today's Bond Market**

Objective: Provide airport finance leaders with practical strategies to structure, time, and market bond deals in a shifting environment, so they can manage risk effectively and capture new financing opportunities.

Description: *Bond financing plays a critical role in funding airport capital projects, yet the details of structuring, issuing, and managing bonds can often feel complex and daunting. This session takes a creative approach by turning bond knowledge into a lively game-show experience. Three airport volunteers will team up to answer questions that cover essential topics such as financing structures, timing, regulatory requirements, investor relations, and common pitfalls. Along the way, attendees will gain valuable insights into the mechanics of bond issuance while enjoying a dynamic and engaging session.*

Facilitators: Eleni Elling, A.A.E.
Airport Director - Treasury
Hartsfield-Jackson Atlanta International Airport

Matt Townsend
Director
Frasca & Associates LLC

6-9 p.m. **Evening Event**
Sponsored by Jacksonville International Airport

Wednesday, February 11

8-8:30 a.m. **Breakfast with Exhibitors**
Sponsored by Greenville-Spartanburg International Airport and Fort Lauderdale Executive Airport

8:30-9:45 a.m.

General Session 5 - FAA Update

Objective: Provide airports with the most up-to-date information on FAA priorities, funding opportunities, and regulatory initiatives in the context of recent legislative and policy actions in Washington, D.C.

Description: *With FAA reauthorization shaping the agency's direction and federal policymakers focused on aviation's future, staying informed has never been more important. In this session, FAA officials will share the latest updates on funding programs, regulatory changes, and key initiatives impacting airports nationwide. Attendees will gain practical insights into how federal decisions in Washington influence local operations, capital planning, and compliance, equipping them to anticipate challenges and leverage opportunities for their airports.*

Moderator:

Barry Molar

Director

Unison Consulting

Speaker:

FAA Representative TBD

9:55-10:45 a.m.

Concurrent Sessions

CS 5 – Emergency Planning - Unexpected Decision Making - Jacksonville Aviation Authority Case Study

This case study session explores how organizations can prepare for the financial, operational, and legal realities of emergencies before they happen, and how decision-makers can navigate unexpected financial trade-offs during a crisis. Participants will examine real-world scenarios where standard budgeting, procurement, and approval processes break down, requiring adaptive thinking, risk tolerance, and coordination across departments and external partners.

Moderator:

Richard Rushing, A.A.E.

Director of Operations

Savannah Airport Commission

Speakers:

Terry Drugos

Vice President of Operations

Jacksonville Aviation Authority

Tony Cugno, A.A.E.

Chief Operating Officer

Jacksonville Aviation Authority

Devin Reed

Chief Compliance Officer

Jacksonville Aviation Authority

CS 6 – Adapting HR for a Changing Aviation Industry

Objective: Explore how airports can modernize HR practices to address workforce challenges, strengthen organizational culture, and enhance employee engagement.

Description: Airports are navigating a rapidly shifting HR landscape shaped by evolving employee expectations, competitive labor markets, and the integration of new technologies. This session will focus on the broader HR function—examining strategies for attracting and retaining staff, adapting policies to support flexibility, advancing diversity and inclusion, and leveraging technology to streamline workforce management. Attendees will gain actionable insights on how to update HR practices to build a resilient, engaged workforce that supports airport operations and growth.

Moderator: James Thomas
Assistant to the Executive Director
Montgomery Regional Airport

Speakers: Jeanetta Williams
HR Consultant
Region HR Consulting Firm

Krystel Davis, MBA, SHRM-CP
Deputy General Manager-Admin & People Strategy
Hartsfield-Jackson Atlanta International Airport

10:45-11:15 a.m. Networking Break with Exhibitors
Sponsored by Talbert & Bright

11:15 a.m.-12:30 p.m. General Session 6 - CFO and Airline Roundtable

Objective: Facilitate an open dialogue between airport CFOs and airline financial leaders on the challenges and opportunities shaping the aviation industry's financial future.

Description: Financial leaders from both airports and airlines face complex and interconnected challenges—from managing costs and capital planning to navigating regulatory requirements and evolving market dynamics. This interactive roundtable will bring together CFOs from airports and airlines to share perspectives on key financial issues, explore areas of alignment and tension, and discuss strategies for building sustainable partnerships. Attendees will gain a deeper understanding of how financial decision-makers across the industry are approaching today's pressures and preparing for long-term resilience.

Moderator: Andrea Goodpasture
Financial/Business Planning Leader
Garver

Speaker: Ross Jones, CPA, CIA
Chief Financial Officer
Jacksonville Aviation Authority

Monica Del Rio
Senior Manager - Airport Affairs
Southwest Airlines

Reshma Soni
Airport Affairs
American Airlines

12:30-2 p.m.

Luncheon

Sponsored by Richmond International Airport

2-3:15 p.m.

Concurrent Sessions

CS 7 - Reporting Sustainability: ESG Strategies for Airports

Objective: Help airport leaders understand the role of ESG reporting in advancing sustainability initiatives, meeting stakeholder expectations, and strengthening financial and community trust.

Description: *As sustainability becomes a top priority for the aviation industry, airports are increasingly expected to measure, track, and communicate their environmental, social, and governance (ESG) performance. This session will examine how airports are developing ESG frameworks, gathering meaningful data, and reporting progress to regulators, investors, airlines, and local communities. Experts will share lessons learned, highlight emerging standards, and explore how effective ESG reporting can support funding opportunities, operational improvements, and long-term resilience.*

Moderator:

Eleni Elling, A.A.E.
Airport Director - Treasury
Hartsfield-Jackson Atlanta International Airport

Speakers:

Melissa Sabatine
CEO
Capital Runway Advisory

Katherine Shabb
Airport Sustainability Program Manager
Hartsfield-Jackson Atlanta International Airport

CS 8 - From Passenger Experience to Airport Profitability

Objective: Equip finance and administration leaders to actively shape operational and customer service decisions in order to protect revenue, retain passengers, and manage risk more effectively.

Description: *This session will explore the critical connections between day-to-day operational decisions and an airport's financial health. Using real-world examples such as deicing procedures that protect on-time performance and rental car coordination that supports arriving passengers, speakers will demonstrate how finance and administration professionals can add value by engaging beyond budgets and audits. Attendees will gain practical insights on collaborating with operations and customer service teams to improve reliability, enhance the passenger experience, and support informed budgeting, staffing, and cost-benefit analysis.*

Moderator:	<p>Elliott Black, C.M. Director of Finance & Administration Capital Region Airport Authority</p>
Speakers:	<p>Shawn Schroeder, A.A.E. Director, Properties & Facilities Savannah Airport Commission</p>
	<p>Rhona DiCamillo Principal DKMG Consulting</p>
	<p>Tara Summerlin, ACE, C.M. Assistant Director of Airports Oklahoma City Airport Trust</p>
3:15-3:45 p.m.	<p>Networking Break with Exhibitors <i>Sponsored by Birmingham-Shuttlesworth International Airport</i></p>
3:45-4:15 p.m.	<p>Breakout Discussions Objective: Facilitate focused, collaborative discussions among industry professionals to share insights, address challenges, and explore actionable solutions</p>
	<p>Table 1 - Administrative Issues <i>This discussion will focus on key administrative challenges and strategies in airport operations, including staffing, regulatory compliance, and effective management practices.</i></p>
	<p>Table 2 - Current Issues <i>This table will explore pressing issues impacting airports today. Topics may include emerging trends, operational challenges, and opportunities for innovation in the aviation industry.</i></p>
	<p>Table 3 - Finance and Accounting <i>This conversation will delve into finance and accounting topics, including GASB updates, budgeting, financial reporting, cost management, and best practices for ensuring fiscal responsibility in airport operations.</i></p>
4:15-4:30	<p>Closing Remarks</p> <p>Cameron Sidor, C.M., A.C.E. (<i>Conference Committee Chair</i>), Business Development Manager, Birmingham (Ala.) Airport Authority</p>