

ACI-NA Finance Committee Participation Plan
(Updated April 2018)

- 1) **Committee Name:**
 - a) ACI-NA Finance Committee

- 2) **Definition:**
 - a) Airport Employee - For purposes of this document, Airport Employee means a person employed by an airport authority, or by a governmental body (e.g., city, county, port) or an airport third-party operator (e.g. BAA) that is responsible for airport management.

- 3) **Committee Purpose:**

To create a platform of information sharing among airports to improve the economic health of the airport industry.

 - i) Initiate and complete an annual work plan on financial and business matters that will benefit the airport industry
 - ii) Actively provide the ACI-NA Board and other ACI-NA committees with input to key financial and business legislative and/or policy matters, and to coordinate selected initiatives.
 - iii) Assist ACI-NA with the coordination of the Business of Airports Conference each year.
 - iv) Plan and hold an Airport CFO Summit each year to share ideas and best practices.
 - v) Actively support financial benchmarking initiatives so that airports can measure and improve performance
 - vi) Actively support ACRP finance initiatives and report progress to the Committee.

- 4) **Committee Officers/Leadership Team:**
 - a) **Chair** – One-year term; should have a minimum of three years on the Steering Group, and must be an Airport Employee.
 - b) **Vice-Chair** – One-year term; should have a minimum of two years on the Steering Group and must be an Airport Employee. The Vice-Chair normally becomes the Chair in the following year subject to an affirmative vote of the majority of Steering Group members at the Annual Meeting.
 - c) **Second Vice-Chair** – One-year term; should have a minimum of one year on the Steering Group and must be an Airport Employee. The Second Vice-Chair normally becomes the Vice-Chair in the following year subject to an affirmative vote of the majority of Steering Group members at the Annual Meeting.
 - d) **Associate Member Officer Representative** – One-year term; should have a minimum of one year on the Steering Group and must be elected at the Annual Meeting by an affirmative vote of the majority of Steering Group members at the Annual Meeting.
 - e) **Board Liaison Representative** – Appointed by the ACI-NA Chairman each year.

ACI-NA Finance Committee Participation Plan
(Updated April 2018)

- 5) **Committee Membership:**
 - a) Any employee of an Airport Member or Associate Member of ACI-NA can join the Finance Committee by notifying the appropriate ACI-NA support person who will place them on the distribution list.

- 6) **Committee Meetings:**
 - a) The Finance Committee shall meet at least two times per year at the Annual Conference and the Business of Airports Conference and may meet more frequently as determined by the Committee Officers/Leadership Team.

- 7) **Nomination and Election Process:**
 - a) By August 15 of each year, an ad-hoc Nomination Committee, chaired by the Past Finance Committee Chair, shall request ACI-NA to circulate a request for nominations for the open Steering Group and Officer/Leadership positions.
 - b) The Nomination Committee shall be chaired by the Past Chair of the Finance Committee and shall include the Finance Committee Chair, Vice-Chair, Second Vice -Chair, Associate Member Representative, and up to 2 other Airport Steering Group Members and 1 Associate Member Representative.
 - c) Any Finance Committee member may self-nominate for any open position(s) on the Steering Group or for consideration to be an Officer or Associate Member Representative subject to the leadership requirements mentioned above.
 - d) The Nomination Committee shall review the candidates and make recommendations to the Steering Group attending the Annual Meeting. If more nominations are received than there are spots available, then the Nomination Committee shall make recommendations based on the person's experience, size of airport, type of business, diversity, etc.
 - e) An election of Officers, Associate Member Representative and open Steering Group positions will be held at the Finance Committee Steering Group Meeting at the ACI-NA Annual Meeting. The nominees for each Officer and Associate Member Representative shall be voted collectively through a voice vote. The nominees for new Steering Group members shall be voted collectively through a second voice vote.
 - f) Terms shall run from January 1 through December 31 each year.
 - g) If the Chair resigns during the year, then the Vice Chair will assume the Chair position for the remainder of that term, and may serve in this position for an additional year.
 - h) If the Vice Chair resigns during the year, then the Second Vice Chair will assume the Vice Chair position for the remainder of that term, and may serve in this position for an additional year.
 - i) If the Second Vice Chair resigns during the year, then a special election may be held for that position. The Nomination Committee shall handle this process as discussed above. The vote may be handled through email or conference call.

- 8) **Finance Committee Steering Group:**
 - a) The Finance Committee Steering Group shall consist of up to 22 members, with a minimum of 16 (or 70%) from Airport Members, including:
 - i) 5 Finance Committee Officers/Leadership Team
 - ii) 1 Finance Committee Past Chair
 - iii) 10-13 Airport Representatives
 - (1) Should include chairs of any Working Group
 - (2) Only one representative from each airport

ACI-NA Finance Committee Participation Plan

(Updated April 2018)

- (3) Up to 2 Canadian airports, if interested
 - iv) 2-5 Associate Member representatives
 - v) 1 ex-officio representative from the FAA (not part of 22)
 - vi) Ex-officio representatives from past Committee Chairs (not part of 22) for up to 3 years following the end of the year in which they held the Immediate Past Chair position.
- 9) **Steering Group Terms:**
- a) Steering Group members may serve a term of up to 4 consecutive 1 year terms, after which, the member must take one year off, subject to the following exceptions:
 - b) Time served as an Officer, Associate Member Representative or Past Chair is not included as part of the 4 one-year terms.
 - c) The Finance Committee desires that the Steering Group has staggered terms so that approximately 25% of the membership is up for nomination each year. Accordingly, as part of the first year nomination process, Steering Group members shall be give terms of one to four one-year terms, first based on the nominee's preference, and then as determined by the Officers. Members with initial partial terms may be renominated to serve one additional 4 year term.
 - d) If a Steering Group vacancy arises during the year, the position shall remain vacant until the next election period.
 - e) The Finance Steering Group shall meet a minimum of two times per year: at the Annual ACI-NA Conference and the Business of Airports Conference. ACI-NA staff will give advance notice of Finance Steering Group meetings which shall be open to any Committee member that wishes to attend.
- 10) **Finance Committee Working Groups:**
- a) There shall be five Working Groups of the Finance Committee. A brief description of their statement of purpose follows:
 - i) **Strategic Planning and Performance Management Working Group** –
To promote the implementation of best practices in strategic planning, continuous forecasting, performance measurement, and benchmarking principles and techniques at airports. Standardize, improve, and implement related industry surveys.
 - ii) **Airport/Airline Business Working Group** –
To survey business terms in current Airline Use Agreements and identify emerging trends and best practices to assist airports in negotiations and other discussions with airlines; catalogue expertise and experience as resources for other committees; collaborate with Airlines for America on issues of interest to both airlines and airports; and address other pertinent goals related to the various facets of airport and airline relationships. The Working Group emphasizes venues for direct dialogue with airline representatives.
 - iii) **Accounting/Financing Working Group** –
To assist US and Canadian airports with accounting and financing matters and to identify, communicate and educate airports on:
 - Accounting and financial reporting
 - Financing market conditions and opportunities
 - Regulatory compliance and professional standards
 - Emerging issues and trends
 - Related best practices

ACI-NA Finance Committee Participation Plan (Updated April 2018)

The AFWG seeks to accumulate, develop and share information through cooperation and coordination with other Finance Committee working groups, member airports, external agencies and subject matter experts. The goal is to provide accounting, financial reporting and financing resources, recommendations and advocacy on behalf of airports that provides input on, and influences positive outcomes for, proposed or realized changes that impact the airport industry.

- iv) Financial Impacts of Federal Policy Working Group –
To provide timely and relevant information to ACI-NA and the airport community, in conjunction with other ACI committees, and to address the potential financial impact to airports resulting from policies drafted by congressional legislation, FAA initiatives, Executive Orders, and other policy-making bodies.

 - v) Membership Engagement Working Group –
To identify and implement membership outreach initiative. Working group membership includes officers and past chairs of this Committee. Efforts include phone calls and email communication to airports that have not been participating at the ACI-NA Business of Airports Conference, CFO Summit or any ACI-NA branded surveys, including the financial benchmarking survey and the business term survey, or airports that have newly appointed finance professional. This effort would help ensure that we engage as many airports as possible in the Committee projects and events.
- b) New Working Groups may be initiated as deemed necessary by the Finance Committee Officers/Leadership Team.
 - c) Working Groups may be discontinued or inactivated if there are no pertinent issues to be discussed or the Working Group does not have an Annual Work Plan.
 - d) Working Groups shall have a chair, who will be appointed by the Officers/Leadership Team. Working Group chairs must be Airport Employees and may serve for up to three years. The Working Group Chair will be responsible for identifying an Annual Work Plan for the Working Group and presenting the Work Plan and progress reports at the Steering Group meetings.
 - e) All Finance Steering Group members are strongly encouraged to actively participate in at least one Working Group or designated Steering Group project.
 - f) Any member of the Finance Committee, even if not on the Steering Group, may request to participate in a Working Group.