

ACI-NA Finance Committee
2009 Work Plan
As of February 2009

Committee Mission Statement

Mission Statement: *The ACI-NA Finance Committee serves as a forum to exchange information and best practices among fellow airport finance and Associate Member professionals, collectively strategize, and advocate on important industry topics which impact airport financial operations and long-term financial viability.*

The Finance Committee develops an annual work plan of projects that will benefit the airport industry and actively provides 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. Committee members work with federal regulators and aviation industry groups to promote dialogue and an understanding of airport perspectives and daily operational challenges. The Finance Committee also develops, in coordination with other ACI-NA committees, the agenda for the annual ACI-NA Economics and Finance Conference and is responsible for ensuring significant airport participation in the annual ACI-NA airport performance benchmarking survey. The Finance Committee actively participates in the Airport Cooperative Research Program (ACRP) to leverage the research and resource materials available to the airport community.

2009 Committee Leadership

Chair:

Susan Warner Dooley
Chief Strategy & Administrative Officer
Port Authority of New York and New Jersey

Vice Chair:

Marsha Stone
Finance Director
BAA Indianapolis LLC
Indianapolis International Airport

Second Vice Chair:

Borgan Anderson
Manager, Finance & Budget
Seattle-Tacoma International Airport

Associate Representative:

DJ Mehigan
Senior Vice President
Morgan Keegan & Co., Inc

Board Liaison:
David N. Edwards
Airport Director
Asheville Regional Airport Authority

Committee Secretaries:
Liyang Gu, and Rajni Tripathi

2009 Committee Goals and Objectives

1. Meetings Schedule

- a. Steering Group Meeting- January 12, 2009
- b. Economics and Finance Conference - Support ACI-NA with identification of topics and speakers for the Conference to be held on April 6-8, 2009 in Seattle. Topics Included:
 - i. Economics of Sustainability
 - ii. Capital Projects
 - iii. Financial Market Overview
 - iv. Operational Risks
 - v. Business Intelligence and Technology Compliance Issues
- c. CFO Summit-July 21-22, 2009 in Indianapolis
- d. Annual Conference-October 11-14, 2009 in Austin, TX

2. ACRP Project Coordination

- a. Prepare ACRP Problem Statements, which address financial issues faced by the airport community.
- b. Communicate ACRP Projects participation opportunities to obtain Committee participation and project status to facilitate [the usability of the final product]

3. Support Legislative Change

- a. Support ACI-NA on PFC increase
- b. Support change of PFC collections process
- c. Support eliminating AMT on airport bonds

4. Communication Platforms

- a. Conduct periodic Webinars as supplemental information exchange between key conferences regarding urgent issues or general topics of interest
- b. Enhance the capabilities and use of the Finance Committee Resource Center to serve as a central place for committee members to access resource materials, sample documents, and survey reports.
- c. Compile industry expertise on important airport financial through “wiki”-like source documents.
- d. Establish liaisons with other ACI-NA Committees to keep abreast of overlapping issues

2009 Working Group Goals and Objectives

1. Strategic Business Planning and Performance Measurement Working Group (Formally Benchmarking/Metrics Working Group)

Working Group Chair: Stephen Gordon

Staff Liaison: Liying Gu and Rajni Tripathi

- a. Promote strategic planning, continuous forecasting, and performance measurement systems at Airports through ACRP, conference speakers, and survey participation.
- b. Plan the Working Group session for the ACI-NA Economics and Finance Conference
- c. Develop a common understanding of Enterprise Risk Management (ERM), how it applies to airports, and develop and submit an ACRP project statement by April.
- d. Complete ACI-NA Benchmarking Survey for 2009 and increase participation
 1. Update survey form and establish distribution and return dates
 2. Review financial metrics to streamline and identify most important KPIs for comparison, efficiency and effectiveness (~10 core KPIs). Recommend “dashboards” for large, medium and small airports.
 3. Enhance report generator to improve comparisons between airports and provide multi-year trending information for individual airports.
 4. Hold two on-line training sessions (not during Economics Conference)
 5. Distribute, retrieve and summarize benchmarking survey results/data base to participants
- e. Finalize FAA 127 with potential upload/merge capability with ACI survey
- f. Work with ACI to retain 3rd Party to put the Benchmarking Survey online and manage database.

2. Accounting Budgeting/Financial Reporting Working Group

Working Group Chair: Jamesina McLeod

Staff Liaison: Liying Gu and Rajni Tripathi

- a. Marsha Stone (2008 working group chair) will be the liaison for *The Best Practices for Financial Management* ACRP project, to keep the working group informed of the progress
- b. Investor Relations
 - i. Important issue to keep abreast of with respect to relationships with rating agencies, information requested by agencies prior to bond deals, the perceived value of the agencies & their ratings, etc. A conference call will be scheduled in early part of the year to discuss investor relations.

- ii. Request for information regarding 2008 activity will be sent out to working group members.
- c. Continue work on issues related to accounting firms and GASB pronouncements.
- d. Conduct Bi-monthly conference calls
- e. ACI will host webinar's every 30-60 days on pertinent financial subjects such as Other Post Employment Benefits (OPEB), and other areas of industry relevance. First Webinar to be hosted in March 2009.
- f. Utilize Finance Committee webpage's & Resource Center to its full potential by posting appropriate documentation. ACI-NA Staff will broadcast via email when these documents become available online.

3. Airline Business/Airline Use Agreement Working Group

Working Group Chair: Lisa Stanton

Staff Liaison: James I. Briggs, Liying Gu and Rajni Tripathi

- a. Continue to work on Capital Improvement Projects Template; group to provide a revised draft to ATA for comment, with the objective of finalizing the template prior to the 2009 ACI-NA Annual Conference in October.
- b. Continue to support the ACRP project, *Airport-Airline Agreements and Rate Methodologies – Trends and Characteristics*, by providing volunteers to review and comment on the draft work product; draft is expected to be reviewed in early summer; a working session will be planned in conjunction with the CFO Summit scheduled for July 2009 in Indianapolis.
- c. Continue to develop and implement a process by which airports and airlines could work cooperatively and collaboratively to undertake a holistic review of total airport costs for the purpose of increasing overall airport operating efficiencies and /or reducing airline costs.
- d. Develop an airport operating and maintenance budget information template that would standardize airport annual budget information for airports to use when transmitting this information to the airlines.