

## **ACI-NA Marketing and Communication Committee Participation Plan**

Approved: August 10, 2011  
Modified: January 25, 2012  
Revised: December 12, 2014

### **Committee Purpose:**

- To share ideas and exchange information among fellow airport marketing, media relations, air service development and customer service professionals.
- To initiate and complete an annual work plan of projects that will benefit the airport industry as it relates marketing and communication matters.
- To actively provide the ACI-NA Board of Directors and other ACI-NA committees with input regarding marketing and/or media relations on legislative and/or policy matters as well as select initiatives.
- To assist ACI-NA in developing its annual Marketing and Communications Conference, JumpStart® Air Service Development Program, and the bi-annual seminars for Air Service, Customer Service and Media Relations.
- To assist ACI-NA with the annual Excellence in Airport Marketing and Communications Contest.

### **Committee's Structure:**

The structure outlined in this participation plan will be effective to organize the ACI-NA Marketing and Communications Committee. The plan became effective when ratified by the 2011 Steering Group and the ACI-NA Board of Directors. It was amended in January 2012 and in December 2014.

The Committee is composed of individual airport employees who are actively involved in promoting an airport through media relations, air service development, customer service and marketing. Individual employees of World Business Partner/Associate members who are involved in similar marketing activities are welcome to participate.

The Steering Group guides, shapes and implements the Committee's activities. It consists of 23 voting members.

The Council of Past Chairs is composed of former Steering Group chairs who no longer serve on the Steering Group. The group provides guidance to the Steering Group and forms the nucleus of the ad hoc Ted Bushelman Legacy Award for Creativity and Excellence Nominations Committee.

The Nominations Committee will solicit and review candidates for the Steering Group and present a slate of candidates to the Steering Group.

Working Groups are created by the Steering Group to take on specific tasks. And, in turn, there may be a subcommittee of a working group to handle a specific project. The Committee currently has three Working Groups: Marketing and Air Service Development, Media Relations, and Customer Service and Aviation Education.

## Steering Group

### Composition:

- There are 23 voting members of the Steering Group.
- There is one non-voting liaison member from the ACI-NA Board of Directors.
- There is one non-voting liaison member from the ACI-NA Commissioners Committee.
- An ACI-NA staff member serves as the Committee Secretary, a non-voting position.
- If the Host Airport for the an upcoming conference under the jurisdiction of the Committee or the Committee's established working groups is not already represented on the Steering Group, the chair may appoint a representative of that airport to the Steering Group as a non-voting member to facilitate the planning of the event. This individual is encouraged to attend all meetings.

### Airport Representatives:

- There are 20 airport members as voting members.
- There are 15 from U.S. airports.
- There are 5 from Canadian airports.
- Diversity:
  - There shall be geographic diversity on both national delegations.
  - There shall be airport size diversity on both national delegations.
  - Of the 20 airport members, there shall be a balanced mix of air service development, customer service, marketing, and media relations professionals.

### Associate Membership:

- There shall be three individuals from World Business Partners/Associate members to serve as voting members of the steering group.
  - Each of the three industry sectors – air service, customer service and media relations – should be represented by an associate member.

### Terms:

- Each term is for one calendar year – January 1 to December 31.
  - Term Limits – Except where noted, each airport member is limited to four one-year terms.
    - For years two, three and four – incumbent airport members are not required to stand for re-election by the whole Committee. Instead, the Steering Group's leadership will approve these additional years based on their participation and involvement.
    - Minimum standards for participation and attendance:
      - Attend two of the four on-site meetings each year.
      - Participate in 50 percent of the scheduled teleconferences each year. (Adopted January 25, 2012)
      - A participation warning will be sent in writing via email by the Committee Secretary, in consultation with the chair, to each Steering Group member who fails to meet the basic threshold as long as there are still opportunities to achieve the minimum standards for participation on the Steering Group.

- Any member who fails to meet these obligations will be dismissed from the Steering Group by the chair.
- No one airport or firm will have more than one member on the Steering Group.
- To ensure continuity of experience, there are staggered caps on maximum terms on the Steering Group.
  - Class 1 – Maximum of three additional one-year terms. Class 1 is composed of those five current members in excess of 10 years on the Steering Group.
  - Class 2 – Maximum of five additional one-year terms. Class 2 is composed of those five current members appointed in 2008 or earlier.
  - Class 3 – Maximum of six additional one-year terms. Class 3 is composed of those five current members appointed in 2009 or more recently.
  - Class 4 – Maximum of four years. Class 4 is composed of those members appointed after July 1, 2011.
  - Upon the completion of the current terms of incumbents outlined in Class 1, 2 and 3, new Steering Group members in these classes will serve four one-year terms.
- Each new Steering Group member (Class 4) may serve up to four years, except:
  - Time served as vice chair, chair or past chair is not included as part of the four one-year terms. (Thus, a person holding a leadership position can serve seven years.)
- Associate Members. The contribution of associate members is valued and to ensure continuity each current associate member has also been assigned a Class dependent on their tenure. Customer Service, Class 1; Marketing, Class 2; and Air Service, Class 3.
- If a Steering Group member (airport or associate) changes jobs, continuation on the Steering Group is not automatic. The Steering Group will determine if the individual in the new position continues to represent the same industry and geographic sector as before.
- Any Steering Group member elected to fill a vacancy of a term is eligible to complete the remaining term and then serve the maximum four terms of his/her own.

Officers:

- Chair – The chair will serve a one-year term.
  - Qualifications: At least three years on the Steering Group; an airport employee.
  - Duties: Formulate an annual work plan; coordinate conference calls; present the work plan and progress reports to the entire Steering Group and/or Committee.
- Vice Chair – The vice chair will serve a one-year term and move up to chair the following year upon ratification by the full Committee.
  - Qualifications: At least two years on the Steering Group; an airport employee
  - Duties: Assist the chair in leading the Committee. The vice chair will become the chair, if the chair resigns. The vice chair can then serve his/her own full-term as chair.

#### Nomination and Election Procedure:

- Each fall, the Nominations Committee shall be established and composed of seven airport representatives. It will be chaired by the immediate past chair of the Steering Group.
  - Composition: past chair; chair; vice chair; each working group chair (in the case of co-chairs the Steering Group chair will designate the Nominations Committee representative; and one member of the Council of Past Chairs designated by the current Steering Group chair.
- The Nominations Committee will circulate to the full Committee a request for nominations.
  - In addition to basic biographic and career information, the nomination form will specifically include questions on previous Steering Group tenure; working group involvement; airport industry sector; airport size and reasons for seeking a position on the Steering Group. All candidates must obtain from their airport director permission to participate on the Steering Group and provide to a signed letter to the Nominations Committee.
- The Nominations Committee will review all the nomination forms and compose a slate of airport and associate candidates that reflects Steering Group's desired diversity. The Nominations Committee will also nominate a chair and vice Chair for the next term.
  - If the candidate solicitation process does not attract enough candidates to compose a balanced slate, the Nominations Committee can recruit individuals to achieve this balance.
  - As the Nominations Committee considers candidates for the vice chair, it should be guided by two principles:
    - At least every fifth year, the chair position shall be held by a Canadian airport representative. The vice chair elected in 2014 shall represent a Canadian airport.
    - The chair shall alternate between airport representatives in the media relations/marketing/customer Service sector and the air service development sector.
- The Nominations Committee will present its proposed slate for the next term. The Steering Group will review the proposed slate and submit it to the full Committee membership for a vote. The Steering Group will also submit the nominations of the chair and vice Chair to the ACI-NA Board of Directors for approval as spelled out in the board bylaws.
- After the Steering Group approves the slate of candidates, an election of officers, airport and associate members for the Steering Group positions will be held through electronic balloting open to the full Committee for each position.
  - Candidates for the two leadership positions – chair and vice chair will be listed and requiring a vote required for each position.
  - Each individual candidate for airport and associate members will be listed and requiring a vote for each position.
  - Space on the ballot will be provided for write-in candidates for all positions.
  - The final determination of the Steering Group and officers shall be made by majority vote of those Committee members casting a ballot.
- The results shall be announced by the current Steering Group's December conference call to enable a transition in leadership.

#### Vacancies:

- Vice Chair -- If the vice chair resigns during the year, the chair will select an interim vice chair for the remainder of the term.

- Airport or associate member—If more than six months of the term remains, the chair will call for a special election.
  - Nominations from the full Committee will be solicited.
  - The Steering Group will forward all candidates, which maintain the desired diversified balance, to the full Committee on an electronic ballot.
    - The Steering Group should attempt to hold this special election within 30 days of the vacancy.

### **Role and Function of Council of Past Chairs**

- In recognition for their long contribution to the Steering Group, former chairs, once their service on the Steering Group has concluded, will be invited by the current chair to serve on the Council of Past Chairs. There is no limit on the size of the Council of Past Chairs.
  - Eligibility – Any former chair of the Steering Group can be a member of Council of Past Chairs provided he/she is still actively employed by an airport.
  - The Steering Group immediate past chair will serve as the chair of the Council.
  - The Council can provide advice to the current Steering Group by
    - Working with the Steering Group chair on special projects in support of the Committee’s annual work plan as appropriate.
    - Attending the Steering Group meetings as non-voting participants
    - Invited at the Chair’s discretion to participate in specific monthly conference calls to provide updates on the Council’s activities.
  - Assist in the selection of the Bushelman Award.
    - Each year, the chair will invite up to four members of the Council of Past Chairs to serve on an ad hoc Bushelman nominating committee.
    - The others on the ad hoc Bushelman nominating committee will be the chair, vicec and two first-term Steering Group members.
    - The ad hoc Bushelman nominating committee will review the Bushelman nominations forms and then by majority vote recommend to the Steering Group the annual winner of the Bushelman Award.
    - If a member of the Council has been nominated for the Bushelman Award, he or she will decline appointment to the ad hoc Bushelman nominating committee.

### **Role of Working Group**

- The Committee’s traditional working groups have served as subcommittees for each industry sector – air service, customer service and media relations. Each working group is charged with planning a biannual seminar. Due to the size of each working group, smaller committees are formed on an ad hoc basis to handle specific tasks.
- Leadership:
  - At least one member of the working group’s leadership team must be a member of the Steering Group.
  - A co-chair of a working group can be an individual not on the Steering Group.
  - An associate member can serve as a working group chair.
  - The chair will appoint the working group leadership.
  - The leadership of the working group will report to the larger Steering Group.
  - A working group chair (or co-chair) must be a participant of any ad hoc smaller group.

- Formation of Working Groups:
  - A new working group may be created by the Chair.
  - A new working group must be given a specific charge and/or mission.
  - A working group may be discontinued or inactivated by the Steering Group if its purpose no longer exists.