

BOARD OF DIRECTORS



Operating Procedures & Guidelines

Current Revision Date: October 2020

BOARD OF DIRECTORS

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Preface

In accordance with the Arizona Airports Association (AzAA) adopted policy decisions, these Operating Procedures & Guidelines are established to document AzAA processes, procedures, and criteria used to implement the By-laws and policy decisions. The intent of these Operating Procedures & Guidelines is to provide continuity between current and future Board of Directors as well as provide for transparency in the operation of the Board, without adding procedural detail into the organization’s By-laws and policies.

It provides guidance in day-to-day operations and alerts the elected and appointed officers to what it is they need to do and how they should proceed in carrying out their responsibilities. Additional information is provided simply as a guide for future Board members in order to assist with the orderly and professional administration and operation of the Board.

This document is organized as follows:

- General – Provides general information about the operation of the AzAA Board.
- Standing Committees – Documents the processes, procedures, and guidelines use by committee chairs in the management of a specific committee assignment.



General Administrative

2.1 Maintenance of Operating Procedures & Guidelines

Article VI Section 2 of the By-laws places the responsibility of maintaining and updating these Operating Procedures & Guidelines with the 1st Vice President. As such, the 1st Vice President shall, each year, solicit changes from committee chairs, propose changes to the Board, and update the operating procedures & guidelines with adopted changes.

These Operating Procedures & Guidelines are not an attempt to impose a rigid structure on everyday operations. Rather, it contains statements of policies on important functions within the organization that are consistent with, but not covered explicitly in, the Bylaws. These statements are important because they offer direction to the officers and they inform the membership on how things are done. Such policies should be able to be changed or exceptions granted by a simple majority vote of the Board of Directors.

The entire Operating Procedures & Guidelines is to be reviewed on an annual basis. The policies and procedures of each standing committee included in this document are expected to be guided by, and consistent with, the policies and procedures set forth by the Bylaws and the Board of Directors. It is anticipated that this document will grow and change with the Board as a living document.

2.2 Maintenance of the Strategic Business Plan

The strategic business plan (SBP), adopted by the general membership, serves to provide the Board with the adopted plan for the upcoming year. The development and ongoing maintenance of the SBP should be of significant importance. In the best circumstance, the Board should not be discussing what activities to undertake this year, but what to include in next year's plan.

Progress on what has been accomplished by the Board in relation to the adopted SBP should be reported to the membership at each general membership meeting.

2.3 Transition of Board Duties and Members

At the conclusion of the Spring conference, the Board of Directors shall schedule an orientation meeting including the outgoing and new incoming Board members to review the Operating Procedures & Guidelines, review the Strategic Business Plan, AzAA By-Laws, committee assignments, as well as the upcoming annual calendar. This will help with the proper transition of Board duties from the outgoing to the incoming Board members. It is important to begin preparations for the upcoming quarterly Board of Directors meeting.

2.4 Expectations of Committee Chairs

Unless otherwise stated in the By-Laws, the standing committees will be chaired by active members of AzAA, or as appointed by the President annually. The committee chairpersons will choose their committee members from the members-at-large. Each committee will include a minimum of three (3) members, including the chair. Committee Chairs are expected to operate and manage their committees in a professional and businesslike manner. Their duties include, but are not limited to:

- ✓ Maintaining membership rosters
- ✓ Scheduling committee meetings and creating agendas
- ✓ Taking and publishing minutes
- ✓ Reporting to the Board on committee activities

Committee chairs are encouraged to obtain guidance from the Board, but not to defer to the Board to complete the committee's mission. Committees should develop and bring forth well thought out (completed work) for Board consideration by outlining and defining the issue, identifying alternatives, evaluating alternatives, and making a recommendation for Board consideration.

Each committee chair is expected to prepare a written report of the committee's activities for each Board and general membership meeting. Copies of these reports should be included in the minutes and posted in the same manner, accessible for membership review via the AzAA website.

Committee chairs are expected to develop and maintain a committee binder covering the year's activities and transfer that binder to the next chairman.

Committees are training grounds for future board members. Chairs are encouraged to utilize the skills and talents of the membership and identify those members who might be nominated for future board positions.

2.5 Board of Directors Meetings

Minutes of Board of Directors meetings will include reports of standing committees, all motions and associated vote counts, notes of all policy and procedural changes approved by the Board of Directors. Written reports presented on the agenda shall be submitted to the President for inclusion in the minutes. Unofficial, or draft, meeting minutes shall be distributed to the Board of Director no later than two weeks after the Board of Directors meeting for which the draft minutes have been prepared. The Board of Directors shall receive official minutes of the Board of Directors meeting two weeks prior to the next Board of Directors meeting (i.e., the meeting at which the previous meeting's minutes should be approved).

2.6 Email Voting of the Board

Periodically, a vote of the Board of Directors is necessary outside of a regular Board meeting. In these cases, an electronic vote may be acceptable. However, it is recognized that email voting does not necessarily allow for appropriate discussion and vetting of an issue, and therefore the use of email voting should be limited to only specific situations. The purpose of this section is to outline the parameters and procedures under which an email vote is considered acceptable.

Parameters

1. The use of email voting shall be limited to critical/time sensitive items only. It should not be used in lieu of proper planning by members of the Board.

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2. For emergency items that cannot wait until the next scheduled Board meeting, the President should try to give notice, gather a quorum, and conduct a telephonic meeting so that Board members can participate in any discussion that may occur prior to a vote.
3. More appropriate items that can be considered for an email vote are administrative actions that do not typically involve discussions or opposing positions. Such items typically include:
 - a. Scholarships. Voting for the award of a scholarship prior to attendance at a conference the scholarship is associated with.
 - b. Expenditures. Examples include the purchase of a replacement computer that has failed, or a donation in the name of a recently deceased member, etc.

Procedures

1. An email vote can only be called by the President. Board members wishing to request an email vote shall submit their request to the President for consideration. Requests should contain:
 - a. A description of the item being requested.
 - b. Reason for email vote request. Identify why it would be detrimental to wait until the next scheduled Board meeting.
 - c. Time frame that is required and a deadline for a decision. Please allow time for the President to review, discuss, and proceed.
2. If the President deems the email vote request as necessary, he/she shall:
 - a. Assign a unique identification number to the email vote request. The formatting shall be the last two digits of the fiscal year followed by a two digit identification number issued sequentially throughout the year (i.e. "13-01").
 - b. Email the voting request to the Board for consideration. A minimum of seven (7) calendar days notice for review, discussion, and voting is recommended.
 - c. Votes shall be submitted via "Reply All" to ensure open voting.
 - d. Discussion items, if any, should be sent to the entire Board for review, and then discussed via conference call. Any Board member can request a conference call to discuss the request. The goal is to minimize extensive discussion via email.
 - e. The President shall tabulate the votes and submit a copy of the results to the Board.
 - f. A copy of the voting request, Board members' votes, and results shall be submitted to the Administrative Director for inclusion as an addendum to the last Board meeting minutes, and posted as other minutes are posted.

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2.7 Brand Consistency

For organizational and brand consistency, certain administrative styles have been adopted, including:

Font

The standard organization font is Tahoma 10 point for normal text. This font should be used for correspondence on AzAA letterhead, memos, media releases, and organizational publications. Marketing materials, publication relations material, websites, and other promotional items may utilize other fonts and styles as needed for the specific item, as approved or produced by the Public Relations committee.

Letterhead & Memo Form

The Public Relations committee has established standard templates for organization correspondence. Such items should be used to promote the professional standards of the organization.

Logo

The logo should appear on all official items and should not be altered in any way.

2.8 Fiscal Year

The Association fiscal year shall run from July 1 through June 30.

2.9 Annual Budget

The Board of Directors shall be responsible for adopting an annual budget.

1. The 2nd Vice President shall be responsible for developing a proposed annual budget for anticipated expenditures for the next fiscal year.
2. Proposed budgets for the following fiscal year shall be submitted to the Board of Directors for review and approval.
3. A recommended budget shall be distributed to the general membership for comment at least thirty (30) days prior to the fourth quarter annual meeting.
4. The proposed annual budget, revised as appropriate, shall be distributed and/or posted via electronic form and presented to the general membership for adoption at the fourth quarter annual meeting of the fiscal year.
5. The annual budget shall be adopted by a majority vote of a quorum of Executive and Executive Emeritus members at the fourth quarter annual meeting of the fiscal year, and shall become effective July 1 of that calendar year.

2.10 Expenditures

In accordance with Article IX.3, the Administrative Director, President, 1st Vice-President, or 2nd Vice President may make payments for specific items and/or payments for any and all types of expenditures as they become due.

1. Expenditures that aren't included in the adopted budget and in excess of \$500 should be approved by a majority of the Board.
2. The KCA President and Vice President shall be registered with the bank utilized by AzAA as signers on the account (currently JP Morgan Chase). The President, 1st Vice President, 2nd Vice President and Immediate Past President, if they so choose, shall register with the bank in use within the 1st quarter they are elected.

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- 3. One (1) Executive Officer of the Board may have a AzAA Debit/Credit Card for general purchases. Generally the preferred method of payment for AzAA expenses is via the Administrative Director or the Officer’s Debit/Credit Card (if applicable).
- 4. The Administrative Director will reimburse AzAA members for approved costs that may have been incurred on personal credit cards, cash, etc by submitting the detailed receipt with any other backup documentation.

2.11 Membership Dues

Membership dues will be reviewed by the Administrative Director on an annual basis. Any recommended changes to the membership dues shall be brought to the Board of Directors during the second quarter meeting of the Board of Directors for consideration. The AzAA general membership shall vote on the action at the Spring conference general meeting, or at a special meeting.

Effective July 1, each year the membership dues for each membership classification are as follows:

- Executive \$75.00
- Associate \$75.00
- Corporate \$150.00
- Student \$20.00
- Honorary \$0.00
- Executive Emeritus \$0.00
- Ex-Officio \$0.00

The membership privileges are as follows:

- Membership certificate
- Access to members only area on website
- Attend conferences and events at a membership rate, with the exception of Executive Emeritus and Honorary members, who shall have conference registration fees waived if registered before the early bird cut-off date
- Corporate members are entitled to have their corporate name and logo displayed as a rotating image on the AzAA web site

2.12 Calendar of Activities

Each year, the incoming President will typically publish a calendar of activities and distribute at the Board orientation meeting that include important dates for the upcoming fiscal year. The following items represent items required by the bylaws or policy decisions, or normal activities currently underway:

April/May	<ul style="list-style-type: none">• Post-Conference Board of Directors orientation meeting:<ul style="list-style-type: none">1. Expectations of Board Members2. Transition of Committee Materials (Article IX)3. Committee Assignments (Article IX)4. Review of SBP Assignments and Tasks• Annual membership dues invoice sent out by Administrative Director• Form committees• State Transportation Board Meeting
June/July	<ul style="list-style-type: none">• State Transportation Board Meeting• Annual membership dues (Article VIII, Section 5)

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	<ul style="list-style-type: none"> • 1st quarterly Board of Directors Meeting (Article 5, Section 6) and dinner (at conference site) • Form Conference Planning Committee// Fall • Fall Conference Registration Opens
September	<ul style="list-style-type: none"> • State Transportation Board Meeting
October	<ul style="list-style-type: none"> • Lapsed member benefits expire October 1 • 2nd quarterly Board of Directors Meeting (and dinner, at conference site) • Form Nominating Committee (Article VII, Section 3) • Walter Burg Fall Conference • State Transportation Board Meeting • Aviation Day Registration Opens
November	<ul style="list-style-type: none"> • State Transportation Board Meeting • Form Aviation Day Committee
December	<ul style="list-style-type: none"> • State Transportation Board Meeting
January	<ul style="list-style-type: none"> • Aviation Day at the Capitol <ol style="list-style-type: none"> 1. Organized by Immediate Past President and AzAA Board of Directors 2. Includes AzAA sponsors • Board of Directors dinner at site of Dutch Bertholf Spring Conference • 3rd quarterly Board of Directors Meeting <ol style="list-style-type: none"> 1. Meeting held at site of Dutch Bertholf Spring Conference (Article 5, Section 6) 2. Delinquent members removed from roster 3. Finalize draft by-laws and policy decisions (if any) 4. Finalize draft Strategic Business Plan update 5. Review financials and draft budget • State Transportation Board Meeting
January/February	<ul style="list-style-type: none"> • Form Conference Planning Committee/Spring • Southwest AAEE Short Course – Monterey, CA <ul style="list-style-type: none"> ○ <i>1st Vice President to represent AzAA</i>
February	<ul style="list-style-type: none"> • AAED Legislative Luncheon • State Transportation Board Meeting • Spring Conference registration opens
March	<ul style="list-style-type: none"> • Deadline for posting materials that require membership action <ul style="list-style-type: none"> ○ Policy and Bylaws Changes (1st Vice President) ○ Strategic Business Plan update (1st Vice President) ○ Financial and budget (2nd Vice President) ○ Nominations (Immediate Past President) • State Transportation Board Meeting
April	<ul style="list-style-type: none"> • State Transportation Board Meeting • Committee chairs prepare transition materials • Order BOD and other award plaques • Approval of scholarship recipients

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April/May	<ul style="list-style-type: none">• Board of Directors dinner at site of Dutch Bertholf Spring Conference• 4th quarterly Board Meeting (Article 5, Section 6)<ul style="list-style-type: none">○ Final Committee reports○ Approval of time and place calendar for Dutch Bertholf Spring Conference• AzAA Spring Conference<ul style="list-style-type: none">○ Policy and Bylaws Changes (1st Vice President)○ Strategic Business Plan update (1st Vice President)○ Financial and budget (2nd Vice President)○ Nominations and elections (Immediate Past President)○ Scholarship recipients announced○ Leadership changes over
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Ethics Committee

The Ethics Committee is responsible for conducting investigations into any complaint pertaining to the breach of the Code of Ethics by any member. The Ethics Committee shall also be responsible for establishing and updating the Code of Ethics as needed.

3.1 Chair

The Ethics Committee Chair is the 1st Vice President and shall serve for a one (1) year term. The Ethics Committee is to be named on an as needed basis.

3.2 Committee

1. The committee shall be appointed by the Committee Chair on an as-needed basis, and shall include a minimum of one active AzAA member from the following classifications:
 - Executive
 - Corporate

3.3 Committee Duties

1. The committee shall gather any evidence that has been made public and has been proven true by member's employer or law enforcement agency. The Committee has no authority to conduct its own investigations into ethics violations.
2. Create a report and recommendation as to whether the member should be suspended to submit to the Board of Directors for consideration. A 2/3 vote of the Board of Directors is needed to suspend a member that has violated the Code of Ethics.
3. Evaluate existing ethics rules and modify as necessary. AzAA currently observes AAEE's Code of Ethics.

Nominating Committee

The Nominating Committee is responsible for nomination of the Members of the Board to the membership for action at the fourth quarter general membership meeting of the fiscal year.

4.1 Chair

The Nominating Committee Chair is the Immediate Past President and shall serve for a one (1) year term. The Nominating Committee is to be named at each second quarter meeting of the fiscal year and includes three (3) executive members and one (1) Associate or Corporate member.

4.2 Committee Duties

1. Report a list of potential candidates at the third quarterly Board of Directors meeting.
2. Call to membership for nominations as soon as possible after the third quarter meeting.
3. Work with the Administrative Director who will create the ballot.
4. Work with the Administrative Director who will submit/post sample ballot to membership 30 days prior to the fourth quarter general membership meeting via electronic format (email, website, etc). Nominations will also be accepted from the floor.
5. Refer to by-laws for election process and criteria.

4.3 Qualifications, Elections and Terms of Office

Qualifications

The Nominating Committee selects a slate of qualified and competent nominees for election to serve as President, 1st Vice President, 2nd Vice President, and Board of Directors. There is a general desire to recruit members that represent the following. All qualifications are subject to the chair's discretion:

1. Member in good standing for at least a year.
2. Member is active on committees.
3. Demonstrated ability to listen to a wide variety of viewpoints and be able to represent the association as a whole.

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4. Good communicators, active participants, good organizers, with aviation industry knowledge.
5. Executive directors should represent a range of geography as well as size and types of airports, including commercial, reliever, and rural general aviation.
6. Only Executive members of AzAA, in good standing, shall hold the elective offices of President, 1st Vice President, 2nd Vice President, Immediate Past President, and four (4) Executive Board members of AzAA.
7. Associate and Corporate Directors must be members in good standing.
8. Individuals shall be gainfully employed in the aviation industry at the time of election with primary home and/or business address in Arizona and is a member of AzAA in good standing.
9. Should an elected Board member become unemployed during his/her term, they may fulfill their term unless their membership classification should change.

Elections

1. The two Associate Directors shall be elected from and by the Associate membership on alternating years.
2. The Corporate Director shall be elected from and by the Corporate membership.
3. Elections of officers and directors are held annually at the fourth quarter meeting of the fiscal year.
4. A majority (over 50%) of the votes cast shall be required to win an election for any Officer position, and for both the Associate and Corporate Director positions.
5. In the event that three (3) or more candidates receive votes for these positions and no candidate receives a majority of the votes cast, the two (2) receiving the highest number of votes will compete immediately in a runoff election which shall be decided solely on the basis of the votes cast by eligible voting members present at the time of the runoff election. It is recommended that elections occur after the approval of the meeting minutes at the general membership meeting so that there is time to revote, if needed.
6. In the event no candidate receives a majority of the votes in a runoff election, a coin flip will determine the winner.
7. Absentee ballots will only be counted in the initial election in accordance with Article VIII, Section 7.
8. In the elections for the Executive Director positions, the candidates with the highest number of votes will be elected to the open two-year term positions. In the event there is a tie between any two candidates which results in the inability to determine a winner, a runoff between the tied candidates will be conducted as outlined above.
9. The President shall not be eligible to succeed him/herself as President unless he/she shall have assumed office mid-term due to the resignation or incapacity of the previous President to act.

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Terms of Office

1. The President, 1st Vice President, and 2nd Vice President of the Association shall have been elected into the Presidential positions and shall move upward through the Presidential positions annually.
2. All other elected Board members shall serve for two (2) years.
3. A vacancy which occurs on the Board of Directors will be filled by the President subject to ratification by the Board, but the Board Member so appointed will complete only the unexpired term of the vacated office. He/she may then be a candidate for a new full term of office.

4.4 Nominating Committee Annual Activities

First Quarter (July – September)

1. Form the nominating committee, consisting of Immediate Past President and three (3) executive members and either one (1) Associate or Corporate member

Second Quarter (October – December)

1. Name committee members at 2nd quarter meeting
2. Review committee rosters for potential candidates
3. Solicit membership for nominations

Third Quarter (January – March)

1. Report to Board on possible candidates
2. Obtain additional input from the Board
3. Administrative Director will draft and post ballot for Spring Conference election

Fourth Quarter (April – June)

1. Administrative Director to post ballot
2. Conduct election at Spring Conference
3. Announce election results



Membership Committee

The purpose of the Membership Committee is to ensure a positive flow of new members into the organization by actively recruiting, screening, and classifying new applicants for membership.

5.1 Chair

The Membership Committee Chair is a Board member appointed by President, and shall serve for a one (1) year term. The Membership Chair assists other committee chairs with recruiting and selecting committee members, and maintains a roster of all committees and their members.

5.2 Committee Duties

Membership Dues and Roster Management

1. The Administrative Director shall electronically send annual membership renewal notices to members in May of each year. Reminder emails are to be sent leading up to the membership expiration date.
2. Annual membership dues shall be paid by July 1, and considered delinquent if not paid by October 1 of each year (Article VIII, Section 5).
3. The Administrative Director shall send an electronic reminder notice to all who have not paid by September of each year.
4. The Administrative Director shall provide a list of all members who have not paid their annual dues presented to the Membership committee and Board of Directors by October.
5. The Membership committee shall make an effort to contact all members on the list to confirm their decision to drop from the organization.
6. If not paid by October 1, membership privileges shall be suspended. If during the fiscal year, the member brings their account in balance, they do not need to reapply for membership. If, however, they have not brought their account to balance by January 1 of the following year, they will be inactivated from the members list and will need to reapply for membership. Inactivated members will only be able to login to pay dues.

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7. The Administrative Director shall provide quarterly membership statistics to the Membership Committee Chair. The Membership Chair will report these statistics at the quarterly Board of Directors meeting.

Approval of New Members

1. Review each applicant's membership application to verify appropriate classification as per the Bylaws and obtain verification.
2. Applicants can be temporarily activated upon verification of classification and payment of dues.
3. The Administrative Director submits applicants' names, titles, organizations, and classifications for formal approval to the Board of Directors at the next regularly scheduled board meeting.
4. Notify new member of status and welcome them with a formal letter.
5. Assign a sponsor/mentor.

Membership Report

1. Compile and report to the Board a summary of recruitment activities, membership status by classification (noting changes in each), and list of prospective members.
2. Develop and report on actions to increase membership



Public Relations Committee

The Public Relations Committee is responsible for generating industry goodwill for the organization and its ideals with groups of people who can affect its present or future welfare. This includes hosting events and developing and maintaining various publications, websites, and media releases.

6.1 Chair

The Public Relations Committee Chair is the Associate Director, and shall serve for a two (2) year term.

6.2 Committee Duties

The Public Relations Committee activities can be categorized into the following:

- Public Outreach
 - Newsletters
 - Press Releases
 - Email Notifications (AzAA Newsflash)
 - Social Media (Facebook, LinkedIn, Instagram)
 - Letter & Memorandum Templates/Logo maintenance
 - National Aviation Day promotion
- Event Promotion
 - Conference Signage
 - Conference Program & App
 - Conference PR
 - Spring Conference – After Banquet Gathering (Outgoing President)
 - Networking Events

Many of the above items have distinct schedules that should be tracked by the Associate Director. The following is a calendar with estimated timeframes of various items.

6.3 Public Relations Committee Calendar

Date/Month	Item	Notes
April/May	Associate Director election at Spring Conference	Every other year (2020, 2022, 2024, ...)

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April/May	Press Release for Executive & Corporate Member of the Year Award	Within 2 weeks of Spring Conference
April/May	Press Release for Airport of the Year Award	Within 2 weeks of Spring Conference
May/June	Recruit and Form Committee	Establish monthly PR Meeting
May/June	Issue 2nd Quarter Newsletter	Following Spring Conference
July	Summer Board Meeting	At Fall Conference Site
August	Begin Fall Conference Preparations	
August	Email Blast – Fall Conference “Save the Date”	
Aug/Sept	Fall Conference registration/sponsor forms	8 weeks prior to Fall Conference
September	Issue 3 rd Quarter Newsletter	Prior to Fall Conference
September	Email to members - “Call for Swag”	45 days prior to Fall Conference
October	Final Program and Roster (make copies)	1 week prior to Fall Conference
October	Fall Conference	
November	Issue 4 th Quarter Newsletter	Following Fall Conference
January	Email Blast – Aviation Day at the Capitol	2 weeks prior to event
January	Press Release – Aviation Day at the Capitol	Monday prior to event
January	Aviation Day at the Capitol	
January	Post event Press Release – Aviation Day at the Capitol	Monday after event
January/Feb	Winter Board Meeting	At Spring Conference Site
February	Begin Spring Conference Preparations	
February	Email Blast – Spring Conference “Save the Date”	
Feb/March	Issue 1 st Quarter Newsletter	Prior to Spring Conference
Feb/March	Email to members - “Call for Swag”	60 days prior to Spring Conference
Feb/March	Email Blast – Spring Conference Flyer	
Feb/March	Spring Conf. Registration/Sponsor Forms	8 weeks prior to Spring Conference
April	Final Program and Roster (make copies)	1 week prior to Spring Conference
April/May	Spring Conference	

6.4 Newsletter

The PR Committee is responsible for the AzAA newsletter, which is distributed quarterly. The committee should continually search for content that would interest the membership, such as FAA or ADOT funding issues, legislative issues, Transportation Board, League of Cities & Towns, or other events attended by the board. The following are general content that should appear in each newsletter:

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- Upcoming Events
- Quick Links
- Message from the President
- Airport News
- Member News

Note: To avoid any potential policy misinterpretations, any information included in the Newsletter regarding the FAA or ADOT must be fact-checked and verified with the appropriate agency director prior to publication.

Content

Each issue also has specific content as follows:

1. CY 1st Quarter
 - a. Issue in February or March prior to Spring Conference
 - b. Upcoming AzAA Spring Conference – Save the Date Ad and Article
 - c. Aviation Day at the Capitol Article and Photos
 - d. Call for Board Nominations
 - e. Call for Airport Executive of the Year Nominations
 - f. Scholarship Deadline information
 - g. Provide copies at the Spring Conference registration desk (125 count)
2. CY 2nd Quarter
 - a. Issue May or June following the Spring Conference
 - b. Airport of the Year Article
 - c. Executive of the Year Article
 - d. Spring Conference Article and Photos
 - e. Upcoming AzAA Fall Conference – Save the Date Ad
 - f. Ads for Spring Conference Sponsors as applicable
 - g. Announcement of new Board members
3. CY 3rd Quarter
 - a. Issue in September or October prior to the Fall Conference
 - b. Fall Conference Preview Article
 - c. Airport Safety Award Article
 - d. Ads for Spring Conference Sponsors as applicable
 - e. Look at membership drive
 - f. Member profile
4. CY 4th Quarter
 - a. Issue in November or December after the Fall Conference and prior to Aviation Day at the Capitol
 - b. Fall Conference Recap and Photos
 - c. Scholarship Article
 - d. Aviation Day at the Capitol Advertisement
 - e. Spring Conference Save the Date
 - f. ADOT Airport of the Year – Call for Nominations – To be coordinated with ADOT.

Development

The newsletter template was developed in InDesign software. All previous newsletters can be found on the web site. The newsletter is distributed as a .pdf attachment to an email notification that goes out to all AzAA members.

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6.5 Press Releases

There are standard press releases that should be issued throughout the year, please refer to the calendar for dates.

1. Aviation Day at the Capitol (prior and post event)
2. ADOT Airport of the Year (immediately after the Spring Conference)
3. Executive of the Year/Corporate Member of the Year (immediately after the Spring Conference)

Press Releases should be issued to media on a Monday or Tuesday for best chance of making the news; distribute press releases to the list of media contacts.

6.6 Email Notifications (News Blasts)

Email Notifications can be sent to the Administrative Director for consideration which will be provided to the AzAA President. The PR Committee Chair is responsible for news from the Board. The following are items that should be sent out to members throughout the year:

1. Aviation Day at the Capitol – Save the Date, call for sponsors and exhibitors, date reminder
2. Spring Conference – Save the Date, call for sponsors, exhibitors and swag, date reminders, previews of sessions or anyway to entice members to attend
3. Fall Conference - Save the Date, call for exhibitors and swag, date reminders, previews of sessions or anyway to entice members to attend

Email Notification

1. A bulk email may be sent to all AzAA members or targeted to a specific membership category. The bulk email feature allows you to first obtain a search of records, draft a message and then send the message to all records of your initial search result.
2. Login is required on the AzAA administrative backend site at <https://azairports.site-ym.com/admin/Login.aspx>
3. To create a bulk email, navigate to the Directory & CRM menu tab at the top. Within the left rail menu, click on Email & Newsletters and select Create a Bulk Email.
4. A training can be coordinated with the Administrative Director.

6.7 Social Media

AzAA has a Facebook page which can be reached via <http://www.facebook.com/AzAirports>. The Administrator of the AzAA Facebook page will need to have their own personal Facebook account to access the site.

The PR committee is responsible for regular updates and posts. This is a fairly new social media item for the committee, therefore at the time of this document there is not a lot of history on the page. The following tasks are part of maintaining the Facebook page:

1. Regular posts

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2. Post photos (use caution when posting photos of members, particularly in a social setting)
3. "Like" all member airports if they have a Facebook page
4. "Like" member corporations if they have a Facebook page
5. Drive people to the Facebook page via above link

6.8 Letter & Memorandum Templates/Logo maintenance

The Administrative Director is responsible to maintain the Letter and Memorandum Templates as well as the AzAA Logo:

1. Immediately after the Spring Conference the Letter template should be updated with the new board.
2. Distribute the word files of the Letter and Memo template to all Board members for use.
3. All Board correspondence should be on these form templates, including committee reports.
4. Keep the logo files for association use and distribution.

6.9 National Aviation Day promotion

National Aviation Day is August 19 annually. The PR Committee is responsible for promoting this national event. It is an opportunity to remind the public about the importance of aviation. The following items should be implemented for National Aviation Day:

1. FYI email to Airport Managers – approximately 1 month prior to event (via Target Email Group)
2. Decal design, order and distribution to member airports first and other members second. The goal is to have as many people wear a sticker signifying that it is National Aviation Day.
3. General Press Release – Monday or Tuesday prior to event
4. Template Press Release (place for airport to add specifics) – distribute to member airports 2 weeks prior to event
5. Flyer/Template flyer for airports – distribute 2 weeks prior to event
6. Request web site update for Aviation Day at the Legislature by event committee

6.10 Conference Signage

The Associate Director is responsible for the Spring and Fall Conference Signage. An Excel Spreadsheet of the previous Spring Conference can be found on the AzAA website.

6.11 Conference Program/Registration/Sponsor & Exhibitor forms

The PR Committee, along with other conference committee members, is responsible for the conference agenda/program, registration forms and sponsor/exhibitor forms.

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Program & App

1. Coordinate with the Program Committee and Conference Chair for content and venue information.
2. Coordinate with Corporate Director for sponsors so they are advertised.
3. Prepare the program & App for distribution 6 to 8 weeks prior to the event.

Registration

1. Coordinate Costs and information with Conference Chair and Golf Chair.
2. Expect to distribute 12 weeks prior to event.
3. Administrative Director will build and maintain registration.

Sponsor/Exhibitor forms

1. Coordinate sponsorships and exhibitor information with Corporate Director.
2. Sponsors are only for Spring Conference.
3. Expect to distribute along with registration forms 6 to 8 weeks prior to event.
4. Previous Forms were developed in Word format and can be found on attached CD.

6.



By-laws Committee

The Bylaws Committee is responsible for interpreting, reviewing, and recommending changes and/or amendments to the Association Bylaws and Constitution.

7.1 Chair

The By-laws Committee Chair is the 1st Vice President and shall serve for a one (1) year term. The By-laws Committee is to be named at each second quarter meeting of the fiscal year and includes a minimum of three (3) members of AzAA, including the Chair.

7.2 Committee Duties

1. Review the By-laws for accuracy and completeness each year.
2. If changes or updates are necessary, create a report of the requested changes for the Board of Directors to consider and vote on at the summer and winter board meetings.
3. If changes are approved by Board of Directors, then create a report to bring to the AzAA membership (Executive and Executive Emeritus only) for final adoption at the Spring or Fall Conferences.



Legislative Committee

The Legislative Committee is responsible for providing the Association with details of pending State and federal legislation and shall advise the Board of Directors of recommendations for action concerning any particular item of legislation on which the Association should adopt a position.

8.1 Chair

The Legislative Committee Chair is the Immediate Past President, and shall serve for a one (1) year term.

8.2 Committee Duties

The Legislative Committee studies, evaluates, and summarizes proposed and existing legislation that may or does have an impact on the State's airports.

The Legislative Committee Chair Provides regular updates, including recommended actions, to the Board and membership. At the request of the President, he/she may draft legislative provisions that support the interests of the Association. The Chairman or other designee of the President may be requested to represent the Association before a legislative body, when it is deemed necessary to contribute to legislative deliberations. Matters of interest include legislation related to taxes (property, fuel, excise, etc.) land use, environment and other State aviation and regulatory actions.

8.3 Procedures & Guidelines

The Administrative Director shall ensure that the AzAA Board of Director officers (President, Immediate Past President, 1st Vice President, 2nd Vice President) are registered as "Authorized Lobbyists" of the State and AzAA is registered as the Principal Lobbyist. The methods, schedule and maintenance of these registrations shall be in accordance with the current version of the "State of Arizona Handbook for Lobbying", located at the following link: <http://www.azsos.gov/election/lobbyist/lobbyisthandbook.pdf>.

Promotions & Store Committee

The Promotions & Awards Committee is responsible for identifying and acknowledging the achievements and accomplishments of AzAA members through awards and recognition programs. In addition, the committee shall manage the purchase and sale of AzAA promotional material.

9.1 Chair

The Promotions & Store Committee Chair is an Executive Board member appointed by the President, and shall serve for a one (1) year term.

9.2 Committee Duties

1. Order hand-out items (pens, beverage holders, etc.) for Aviation Day and other events
2. Chair the Corporate Member of the Year selection committee.

9.3 Procedures & Guidelines

1. Order AzAA Board of Directors Shirts for Summer Board Meeting

The awards and promotion chair shall order the shirts for the Board of Directors each year. The Chair shall send out a spreadsheet to each Board member that allows them to enter all of the necessary information regarding shirt size, color, logo location, etc.

AzAA will pay up to \$33.00 for each shirt. Board members may order a more expensive shirt, but they will have to pay AzAA for any amount over the \$33.00 limit.

The shirts for the Board are typically ordered from the AzAA store via the AzAA website or by phone. The contact information is Tim Hackman, EmbroidMe store, 1645 E. Camelback Road, Suite 103, Phoenix AZ 85016, telephone (602) 277-9242. The Chair will need to verify the logo has 'Board of Directors' below the AzAA logo.

2. Order Hand-out Items (pens, drink holders, etc.) for Aviation Day and Other Events

Typically, handout items such as pens, note pads, etc. are handed out at certain events (not AzAA conferences) to promote the organization. The Awards and Promotions Chair is responsible for ordering these items. These items will typically be requested by the AzAA President or Past President.

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To order these items, the Chair should use the AzAA's store partner, EmbroidMe. Materials can be viewed through EmbroidMe's web site (www.embroidme-phoenix.com) or in their store.

3. Purchase the Speaker Gifts for the Spring and Fall Conferences

AzAA presents gifts to each speaker at both the Spring and Fall conferences. Typically, these gifts cost around \$25.00. The type of gift shall be agreed upon by the Conference Committee Chair and the President.

4. Purchase the Conference Gift for the Spring Conference

Manage the purchase of attendee gifts, if applicable. Historically, the gift has been limited to \$7.00. The AzAA logo is typically placed on the gift somewhere. The AzAA president will provide final approval of the gift prior to it being purchased.

To order these items, the Chair should use AzAA's store partner, EmbroidMe. Materials can be viewed through EmbroidMe's web site (www.embroidme-phoenix.com) or in their store.

5. Coordinate with KCA to send out e-mail blasts for nominations for Corporate Member of the Year. The nomination forms are due one month prior to the conference. The Chair shall select two other Executive Members (one preferably being a Past President) to review nominations and select the award recipient(s).



Awards & Recognition Committee

The Awards & Recognition committee is responsible for identifying and acknowledging the achievements and accomplishments of AzAA members through awards and recognition programs.

10.1 Chair

The Awards & Recognition Committee Chair is a Board member appointed by the President, and shall serve for a one (1) year term.

10.2 Committee Chair Roles & Responsibilities

1. Purchase service award plaques for the Spring conference
2. Purchase President's, Executive, & Corporate Member of the Year award plaques for the Spring conference
3. Print the certificates of appreciation for the conference committee member for the Spring and Fall Conferences

10.3 Procedures & Guidelines

1. Purchase Service Award Plaques for the Spring Conference

The committee chair shall use Lane Award Manufacturing, located in Phoenix, AZ to purchase the plaques. The style of the plaques was established with a new logo in 2012. If any changes to the style of the plaques are needed, those changes should be approved by the B.O.D. prior to implementing them.

The service awards shall be purchased for all of the Directors and Officers who will be completing their term at the time of the Spring Conference. Be sure NOT to order plaques for Executive Directors who are in the middle of their two year terms unless they have been elected up to an officer position early.

Service award plaques for all of the Directors and Officers, except for the President shall be small (7"x9", #900110). The President shall receive a large plaque (9"x11", #900112). The President's plaque shall also have a small wooden gavel attached to it.

The chair shall provide Lane Award with the following information for each plaque:

- Line #1 Position Held
- Line #2 Full Name, including accolades
- Line #3 Years of Service

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Example: Immediate Past President
Corrine Nystrom, A.A.E.
2013 – 2014

Note: Always request a proof for all of the plaques, review them carefully before approving the order.

The plaques shall be paid for by using the AzAA credit card. The card number and address will be provided by KCA (Administrative Director). Always send the receipt to the Administrative director after making the purchase.

2. Purchase President's and Executive of the Year Award Plaques for the Spring Conference

The committee chair shall use Lane Award Manufacturing, located in Phoenix, AZ to purchase the plaques. The style of the plaques was established with a new logo in 2012. If any changes to the style of the plaques are needed, those changes should be approved by the B.O.D. prior to implementing them.

The President's, Executive, & Corporate Member of the Year awards shall be large plaques (9"x11", #900112).

The chair shall provide Lane Award with the following information for each plaque:

Line #1 Position Held

Line #2 Full Name, including accolades/professional certifications

Line #3 Years (last year to current year)

Example: President's Award
Barney Helmick, A.A.E.
2013 – 2014

Note: Always request a proof for all of the plaques, review them carefully before approving.

The plaques shall be paid for by using the AzAA credit card. The card number and address will be provided by KCA (Administrative Director). Always send the receipt to the Administrative Director after making the purchase.

3. Print the Certificates of Appreciation for the Conference Committee Members for the Spring and Fall Conferences

The Chair shall secure the names of the conference committee from the 2nd VP, then fill out their names in the Word document, then print on parchment paper. The Word document version of the certificate can be obtained from the Administrative Director.



Professional Development & Scholarship Committee

The Professional Development & Scholarship committee is responsible for promoting the education and development of the membership. The committee seeks scholarship candidates, processes applications, and recommends AzAA scholarship recipients to the Board for consideration.

11.1 Chair

The Professional Development & Scholarship Committee Chair is a Board member appointed by the President, and shall serve for a one (1) year term.

11.2 Committee Chair Roles & Responsibilities

1. Facilitate and direct work performed by the committee.
2. Ensure goals and objectives of AzAA and the AzAA President are met.
3. Collect and vet scholarship applications:
 - a. Ensure applications received are from qualified applicants
 - b. Ensure applications received are complete
 - c. Ensure applications meet all established criteria in the By-Laws and Policy Decisions
 - d. Ensure applications received are within the deadline for submittal
4. Facilitate voting process for scholarship applications.
 - a. Submit qualified applications to the committee for review and voting. Qualified applications are those that meet all of the criteria listed in item 7.0.1.c.i-iv above.
 - b. Submission and voting can be done electronically via email.
 - c. In order to minimize voting influence, committee members shall be asked to send their recommendation/vote to the committee chair versus the committee as a whole.
 - d. Compile the committee's recommendations/votes:
 - If there is a clear winner – share that information with the committee.

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- If there is not a clear winner, narrow the field to the top two applications (unless there is a tie with more than two applicants, then all tied applications), and submit to the committee for a re-vote.
5. Report Committee activities to the Board at the quarterly Board of Directors meetings via written report utilizing the AzAA Memorandum template. Reports include, but are not limited to:
 - a. Scholarship award recommendations
 - b. Level of interest shown in available scholarships
 - c. Proposed modifications to the scholarship program
 - d. Proposed components of the professional development program
 6. Report Committee activities to the Board as needed outside of the quarterly Board of Directors meetings.
 7. Request email or conference calls for voting on the AzAA Dutch Bertholf Spring Conference and Student scholarship recipients as recommended by the Committee.

11.3 Scholarships Available

The calendar below details the various types of scholarships, their availability, and award details:

Name	Apps Available	Due Date	Applications to Board for Approval	Type of Award	Max # Avail	Award Value per Recipient
Conference	Year round	N/A	When applicable; within Fiscal Year of conference	Reimbursable	1	\$1,500
Professional Accreditation & Certification	Year round	N/A	When applicable; within Fiscal Year of obtaining accreditation	Reimbursable	1	\$2,000
AzAA Dutch Bertholf Spring Conference	Year round	Prefer six weeks prior to Spring conference	Via email or conference call approval between 3 rd and 4 th quarter meetings	Reimbursable	2 or more	\$1,000
Marty Rosness Student	Year round	Prefer six weeks prior to Spring conference	Via email or conference call approval between third and fourth quarter meetings	Check for award amount	2 or more	*
Stipend	Year round	N/A	When applicable; within Fiscal Year of obtaining designation	Check for award amount	N/A	**

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- * Detailed in Policy Decision 10-04 – Scholarship Program and in Section 8.5: Scholarship Parameters – Marty Rosness Student Scholarship of this document.
- ** Detailed in Policy Decision 10-03 – Accreditation Stipend and in Section 8.6: Scholarship Parameters – Stipend of this document.

11.4 Scholarship Parameters – General

Scholarship applications must be received prior to the due date. Any applications received after the deadline will be considered for the next year. All scholarships shall be awarded (budget permitting) based upon guidelines and criteria established by the Board and detailed in these Standard Operating Procedures. All scholarship money must be spent within one (1) year from the date of the award. Scholarship money that is not spent within the one (1) year time limit shall be forfeited and returned to the scholarship fund.

Conference Scholarship

One (1) Conference Scholarship may be awarded annually by the AzAA Board of Directors, upon recommendation from the Committee, for an amount not to exceed \$1,500.

1. Provisions

- a. The program is designed to expose AzAA members to professional airport organizations including the national and regional chapters of AAIE as well as ACI. Therefore, attendance at one of those conferences will be given priority consideration over other conferences.
- b. Attendance at conferences sponsored by organizations other than those listed above will be considered based upon the information provided by the applicant regarding how attendance at the conference will contribute to AzAA, the aviation community, and the applicant professionally.
- c. Reimbursement shall be based on the scholarship recipient submitting an acceptable accounting of their trip expenditures to the Scholarship Chair within one month of attendance. Expenses covered by the scholarship recipient's employer are not eligible for reimbursement.
- d. Recipients have one year from award date to attend the qualified conference.
- e. The scholarship shall not be given to the same member more than two times.
- f. The current Scholarship Committee chair and members of the Scholarship Committee are not eligible to receive this scholarship award.
- g. The committee will make their selection within the fiscal year to be approved by the Board of Directors at a quarterly meeting or via teleconference

2. Requirements

- a. The applicant must be a current Executive, Associate, or Corporate member of AzAA in good standing for at least one (1) year prior to application for the scholarship, and must remain in good standing through the time of conference attendance and subsequent reimbursement.

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- b. The applicant must be gainfully employed full-time in the aviation industry at both the time of application and the time of the conference.
3. Limitations
 - a. Scholarship may not be given to the same recipient more than two times.

Professional Accreditation & Certification Scholarship

One (1) Scholarship may be awarded annually by the AzAA Board of Directors, upon recommendation from the Committee, for an amount not to exceed \$2,000 to attend a professional accreditation or certification course.

1. Provisions
 - a. Applicants are required to be a member of the American Association of Airport Executives (AAAE)
 - b. Those applicants seeking to attend an AAAE Certified Member, AAAE Airport Certified Employee or AAAE Accreditation course must be enrolled in the respective program
 - c. Applicants are required to be an Executive, Corporate or Associate member of AzAA in good standing for at least one year and must remain in good standing through the time of course attendance and subsequent reimbursement
 - d. Applicants must be gainfully employed full-time in the aviation industry at both the time of application and the time of attendance.
 - e. The current Scholarship Committee chair and members of the Scholarship Committee are not eligible to receive this scholarship award.
 - f. The Board of Directors will make their selection at a Board meeting within the fiscal year.
2. Requirements
 - a. The entire application must be completed and returned to ensure eligibility. It is extremely important that all questions are answered completely and accurately. Incomplete applications will not be considered.
 - b. Applicants may attach a resume or any additional information believed to be pertinent.
3. Limitations
 - a. Scholarship may not be given to the same recipient more than one time.

AzAA Dutch Bertholf Spring Conference Scholarship

One (1) AzAA Dutch Bertholf Spring Conference Scholarship may be awarded annually by the AzAA Board of Directors for an amount not to exceed \$1,000.

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1. Provisions
 - a. The Board may choose one (1) primary candidate and one (1) alternate in the event of cancellation by the primary candidate.
 - b. Those applicants whose historical attendance at the AzAA conferences has been low will be given priority consideration.
 - c. The applicant's participation in AzAA will weigh heavily in the selection process.
 - d. Additional consideration will be given to employees of organizations whose travel and training budgets are limited.
 - e. Reimbursement shall be based on the scholarship recipient submitting an acceptable accounting of their trip expenditures to the Scholarship Chair within one month of attendance. Expenses covered by the scholarship recipient's employer are not eligible for reimbursement.
 - f. Recipients are required to attend the Spring Conference in the year which the scholarship is awarded and be present for the full conference
 - g. The current Scholarship Committee chair and members of the Scholarship Committee are not eligible to receive this scholarship award.
 - h. The Board of Directors will make their selection at the winter Board meeting or before the conference.
2. Requirements
 - a. The applicant must be a current Executive, Associate, or Corporate member of AzAA in good standing for at least one (1) year prior to application for the scholarship, and must remain in good standing through the time of conference attendance and subsequent reimbursement.
 - b. The applicant must remain eligible for his or her respective classification of AzAA membership at both the time of application and the time of the conference.
3. Limitations
 - a. Scholarship may not be given to the same recipient more than one time.

Marty Rosness Student Scholarship

One or multiple Marty Rosness Student Scholarship(s) may be awarded annually for an amount totaling \$2,500 or less. The application form states each award may not exceed \$1,250 per recipient; however, depending on the quality of the applications received, it is the committee's discretion to recommend an amount above \$1,250 for one applicant while not exceeding \$2,500 total or the maximum lifetime award amount.

1. Provisions
 - a. Applicants are NOT required to be a member of AzAA to apply.

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- b. Applicants must be enrolled in an accredited aviation related degree or program in the state of Arizona.
 - c. Scholarship(s) will be awarded at the annual Spring Conference.
 - d. Scholarship recipients will be required to attend the Spring Conference to receive the award.
 - e. Recipients are provided a complimentary conference registration and reimbursement of mileage and hotel accommodations for the night of the banquet upon receipt of acceptable documentation.
 - f. Recipient(s) will be advised of the conference dates and locations in advance and must submit a registration form for the conference a minimum of two (2) weeks prior to the conference.
2. Requirements
 - a. The entire application must be completed and returned to ensure eligibility. It is extremely important that all questions are answered completely and accurately. Incomplete applications will not be considered.
 - b. Applicants must attach a current copy of college academic transcripts from the institution they are presently attending.
 - c. Applicants may attach a resume or any additional information believed to be pertinent.
 3. Limitations
 - a. Scholarship may not be given to the same recipient more than two times.
 - b. Maximum lifetime total scholarship amount received is \$3,000.

Stipend

Written requests for a stipend may be made at any time to the AzAA Scholarship Chair within the Fiscal Year of obtaining the designation, and are subject to approval by the Board of Directors.

1. Provisions
 - a. Executive, Corporate, or Associate member attaining the Certified Member (CM) or Airport Certified Employee (ACE) designations are eligible for a \$100 stipend.
 - b. Executive members attaining the Accredited Airport Executive (AAE) designation are eligible for a \$250 stipend.
2. Requirements
 - a. The applicant must be a current Executive, Corporate, or Associate member in AzAA in good standing for at least one year prior to receiving the AAE, CM or ACE designation.
3. Limitations

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- a. Members who have received the Professional Accreditation & Certification Scholarship to attend accreditation program courses or an ACE program are not eligible for a stipend.

11.5 Scholarship Award History Tracking

Each scholarship has either a maximum lifetime number of awards or maximum lifetime award amount. These maximums are listed under "Limitations" for each scholarship detailed above.

A Scholarship Award History Tracking spreadsheet is utilized to ensure compliance with this requirement. This spreadsheet is included in this binder and on the Standard Operating Procedures disk.

11.6 Annual Activities

First Quarter (July – September)

1. Prepare committee report to AzAA Board of Directors for discussion at quarterly meeting.
2. Conference and Professional Accreditation scholarship applications are due within the same fiscal year the accreditation or certification was obtained. If enough time allows between this due date and the first quarter Board meeting, the following is to be completed:
 - Review and ensure applications received meet criteria established
 - Submit to committee members for review and recommendations
 - Submit to Board of Directors at quarterly meeting recommendation for award
 - Update Scholarship Participation/Interest Tracking spreadsheet
 - Update Scholarship Award History spreadsheet
3. Committee provides recommendations on fall conference session topics and programming.
4. Committee Chair serves on fall conference committee.

Second Quarter (October – December)

1. Conference and Professional Accreditation scholarship application – if unable to process for first quarter Board meeting, process for second quarter meeting.
2. Review any additional scholarship applications received.

Third Quarter (January – March)

1. No tasks identified for third quarter unless scholarship applications were submitted that need Board review and approval.

Fourth Quarter (April – June)

1. Giveaways for scholarship applicants – *details, print certificate for discount at AzAA conference, drawing, how many prizes, who's in the drawing, etc.*
2. Update S.O.P.s for transition to new chair.
3. Scholarship award recipients to Board 4 weeks prior to spring conference via email or conference call vote.



Conference Committee

The Conference Committee is responsible for presenting the annual Fall and Spring conferences, and coordinating the second and fourth quarter Board meetings of each fiscal year.

12.1 Chair

The Conference Committee Chair is the 2nd Vice President, and shall serve for a one (1) year term.

12.2 Committee Chair Roles & Responsibilities

1. Secure volunteers to participate in the conference committees.
2. Develop an agenda for the annual conference that is timely, promotes dialogue, and enhances the knowledge of the membership.
3. Inform the membership of the date, time, location, and expense of the annual conference and promote attendance through the AzAA Newsletter, electronic media, pre-registration materials and individual mailings.
4. Secure presenters, moderators, facilities and equipment necessary to support general meetings and training sessions for the conference.
5. Develop a budget and conference fees, which must be approved by Board of Directors in order to secure sponsors for conference events, to ensure that excess revenues from the conference will be available to help support the annual operating expenses of the Association.
6. Direct the activities of the conference.
7. Report to the Board of Directors on conference planning and submit a final written report.

12.3 Basic Site Selection Criteria

Dates

The Spring Conference event is held in April, May, or June (4th quarter FY), avoiding all religious and social holidays. Official meeting dates are on a Monday and Tuesday, with pre-board meetings on Saturday, welcome reception, golf and pool tournaments taking place on Sunday.

Wednesday morning is typically a post-board/conference committee meeting and airport tour. All dates are subject to change depending upon the availability of meeting rooms and hotels and are subject to Board approval. Dates listed throughout this document are used as placeholders and are subject to change.

The Fall Conference event is typically a single day held in October, avoiding all religious and social holidays, and other major trade conferences. The evening prior to the conference there is a exhibitor reception at the site.

AzAA Host Airport Requirements (Spring)

The host airport, with the assistance of the 2nd Vice President and Administrative Director will become involved in recommending, planning and/or sponsoring the following conference activities:

- Conference hotel recommendations
- Golf course recommendation/coordination
- Pool tables or location in close proximity to hotel
- A souvenir gift and bags for all conference attendees
- Local tourism information
- Local VIP's for opening ceremonies (Mayor, Council members, etc.)
- Color guard and flags
- Provide airport tours if desired
- Volunteers to assist with general conference duties
- Spouse/guest tours as needed
- Entertainment for President's reception
- Ground transportation to and from off-site events if hotel does not provide

Support for these programs may come from the local convention and visitor's bureau, from the city or host airport and would be coordinated with the 2nd Vice President.

Hotels (Spring)

It is preferred that the entire event, including exhibition and meetings, be located at the same venue (hotel). Alternatively, a convention/exhibition center attached to the hotel would be the next preferable option. If that is not possible, two to three hotels must be within walking distance (5 minutes) of the meeting location.

The Sunday through Thursday conference requires 120 good-quality hotel rooms, including one (1) suite for the current President. If more than one property is to be used for sleeping rooms, the conference hotel should ideally hold 60% or more of the attendees. Overflow hotel(s) should be located within short (maximum 5 minutes) walking distance.

Ideally, all meetings would be held at the hotel. If that is not possible, sufficient space must be made available at a location near the hotel(s).

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Host City/Airport (Spring)

In order to accommodate an AzAA Conference a city must have sufficient, good quality hotel/conference center space. The city must also have interesting activities and locations suitable for two or three days of spouse/guest tours as well as the evening scheduled events. Additionally, the city must offer a variety of restaurants and theaters for entertainment purposes. Other cultural attractions are important, as are shopping areas, the availability of various modes of ground transportation and a working rapport with the local convention & visitors' bureau.

Hotel Contractual Agreements

AzAA will solicit the host airport's recommendations regarding the selection of hotels and providers of other services relating to the conference. The conference committee must approve all recommendations from the host airport. However, the host airport will not enter into contractual obligations on behalf of AzAA without prior approval of the committee. These include, but are not limited to:

- Hotel and/or convention center contracts,
- Guest tour arrangements, and
- Vendors, suppliers, entertainment, etc.

Sleeping Rooms

Spring

Each night Saturday through Tuesday should include one (1) bedroom suite for the President. Also adjacent to the President's Suite (if possible) should be reserved for Board members. Reserve two (2) rooms for the student scholarship winners, as necessary. The estimated number of rooms to reserve for the conference is:

- Saturday = 35
- Sunday = 95
- Monday = 95
- Tuesday = 95

Fall

The night before the Fall conference a block of rooms at the preferred hotel shall be reserved for the conference. The estimated number of rooms is XX.

Meeting Space

Spring

To accommodate the space of the conference sessions as well as the exhibitors, the Annual Conference hotel/s and site should have:

- One or two smaller meeting room for 15-20 people for the Board meeting Saturday and Wednesday, as well as break-out meetings
- One (1) large general session meeting room for 140-190 people (Monday and Tuesday)
- Hallway or networking location near general session for the purpose of displays for exhibitors (15-20 booths/tables)
- A space for a Monday evening reception for 140-160 people
- One large banquet room for 120-140 people (Tuesday evening)
- An open area to accommodate coffee breaks
- Ample space for registration

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- Space for a post-banquet reception for 70-90 people.

If meeting space is not available in the hotel, it must be within walking distance (5 minutes walk).

Lodging, Food, and Transportation Issues

The Annual Conference host hotel/s and site should have:

- Enough sleeping rooms to house all registered AzAA members
- Overflow hotels nearby (with pricing considerations for students)
- Inexpensive restaurants and other facilities nearby
- Fairly direct access to the host city
- Reasonable room rates
- The ability to serve lunch for all AzAA members quickly
- A safe location that has nightlife available

Audio-visual Requirements

Each meeting room within the site must be equipped with a screen and a LCD projector, podium with microphone and wireless connections within the hotel.

12.4 Promotion

AzAA Conference Committee is primarily responsible for the promotion of the annual conference. The host airport works with the 2nd Vice President to develop a theme approved by the Conference Committee. The host airport shall use the standard AzAA logo on all correspondence and printed materials.

The host airport is responsible for promotion at preceding year's conference, typically with a postcard/flyer with the AzAA logo and host airport/city's logo. This may include a promotional booth, flyers, pins, etc. Alternative or additional ideas and opportunities for promotion can be discussed with the conference committee. AzAA Conference Committee will produce and mail or email the announcement postcard/flyer. This mailing is scheduled at least four months from the start of the conference. The postcard/flyer announces the conference host and location, dates and theme, and lists hotel reservation information.

12.5 Special Invitations

The host airport may wish to extend invitations to certain VIP's for the opening ceremonies or keynote speakers. Speakers receive complimentary conference registration for the day they speak (not including evening events unless noted). The opening ceremonies typically feature brief welcoming remarks from the mayor, and/or city official followed by personal greetings from the host airport aviation director (optional), and the AzAA President. The host airport will coordinate in writing all complimentary VIP's and invited guests with the Conference Committee.

12.6 Funding

All costs associated with the Spring Conference should be covered within the projected revenues. All payments and funding will be coordinated through Administrative Director. All registration and sponsorship fees shall be collected by the Administrative Director and immediately deposited into said bank account and used towards all expenses associated with the conference. Sponsorships will be the responsibility of the Corporate Director, sponsorship committee and conference committee and fees will be provided to the Administrative Director for deposit in the conference bank account. The conference committee will attempt to maintain the conference registration fee to remain about \$300.

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The host airport is expected to provide volunteers to assist with set-up, registration, and post conference clean-up not covered by the hotel. If the host airport is sponsoring events or other items, they should work with the Corporate Director and Administrative Director.

12.7 Conference/Registration Packet

The host airport will provide information for the promotional brochure, including details about the host airport, local transportation, attractions, and local weather no later than two months prior to the start of the conference. In addition, photographs of the airport, city location, etc. will be needed. At the same time, the host airport will provide a welcome letter from the mayor or airport director or other appropriate official, including signature blocks and photos. AzAA conference committee will produce and mail packet.

12.8 Welcome

The conference committee is responsible for welcoming the delegates as they arrive to the host hotel. This welcome is normally in the form of signs or banners at the hotel and/or hotel(s). The official AzAA banner will be provided to the committee prior to the beginning of the conference for display.

12.9 Press Relations

If necessary, the host airport will coordinate with AzAA in promoting media coverage of the conference and assist with press releases. Local media involvement in the conference will be coordinated in advance with AzAA.

12.10 Registration and Cancellation Policy

The Administrative Director is responsible for posting and processing all online registrations for the Spring Conference. Prior to 2 weeks before the Spring Conference an individual may claim an 80% refund for registration. From 2 days to 2 weeks the individual may claim a 50% refund. Two days prior to the Spring Conference an individual will not receive any refund. All cancellations are subject to a \$50 fee which will be deducted from the refund.

12.11 Advertising

AzAA accepts advertisements for publication in the Spring Conference program book that are in keeping with the professional nature of the organization. AzAA reserves the right to unilaterally reject, omit, or cancel advertising that it considers not in keeping with the program's purpose, or which by tone, content, or appearance is not in keeping with the essential professional nature of the organization.

12.12 Newcomers' Reception

The Board of Directors will host a reception welcoming first-time attendees and students to AzAA. The reception is typically held on the Monday of the Spring Conference. The purpose of the reception is to help new attendees feel comfortable at the Spring Conference and to provide them with an opportunity to network with other new attendees, the Board of Directors, and Past Presidents.

12.13 Food and Beverage

The host airport, 2nd Vice President, and Administrative Director shall be responsible for coordinating all food and beverage activities for the annual conference, including breakfast, lunch, dinner, breaks, etc. Beverages should be available throughout each day during the sessions on Monday and Tuesday and should include, coffee, tea, soda, water, etc. The committee should work with hotel staff to ensure special dietary needs are addressed for vegetarians, diabetics, etc. for each meal function.

OPERATING PROCEDURES & GUIDELINES

Breakfast

Coordinate breakfast for Monday and Tuesday morning (approximately 130 guests per day) in the large general session meeting room. Continental breakfast shall also be provided for Wednesday's post-conference board and conference planning committee meetings. Breakfast should include traditional breakfast foods, including but not limited to, eggs, sausage, bacon, potatoes, fruit, muffins, coffee, tea, juice, etc.

Lunch

Coordinate lunch for the formal board meeting on Sunday (approximately 20 guests), as well as Monday and Tuesday afternoons (approximately 140 guests per day) in the large general session meeting room. Lunch on Sunday should consist typically of sandwiches, salads, cookies, brownies, coffee, tea, sodas, etc. Monday should consist of a buffet lunch and Tuesday should consist of a sit-down lunch served in a large meeting room (either the existing general session room or a nearby room).

Dinner

Coordinate dinner for Tuesday evening (approximately 150 guests). Tuesday's dinner shall be a formal sit-down dinner to coincide with the banquet and awards ceremony, including but not limited to, an entrée (ie. steak or chicken), salad, bread, dessert, hosted bar (typically two drink tickets per person), coffee, tea, etc.

Breaks

Coordinate adequate breaks during the Monday and Tuesday session for the opportunity of the delegates to get beverages or snacks. Beverages may include soda, tea, water, and coffee. Snacks may include cookies, brownies, chips, etc.

Receptions

Coordinate appetizers and a hosted bar during the Welcome reception, Monday and President's reception. Historically, each attendee has received two drink tickets. Extra drink tickets are shared with the sponsor of the reception to distribute.

12.14 Entertainment/Guest Tours

The host airport is responsible for recommending entertainment for the Sunday and Tuesday evening events as well as a spouse/guest program. All recommendations are subject to the approval of the conference committee.

Sunday Event

The host airport shall coordinate the Welcome Reception/Pool Tournament with the 2nd Vice President and/or Conference Committee.

Monday Happy Hour

This event shall coincide with the theme of the conference. It should include entertainment or activities that will run throughout the evening.

Tuesday Event

During the banquet, entertainment shall be coordinated for approximately one to two hours between the awards ceremony.

Golf Tournament

A volunteer will coordinate with the host airport shall coordinate all activities including transportation, tee times, pairings, etc.

Registration

AzAA conference committee will include spouse/guest tour registration materials in the conference registration packet. The Administrative Director and 1st Vice President will process registrations for the spouse/guest tours and will provide the committee with weekly registration counts for the conference.

12.15 Ground Transportation

Airport to Hotel(s)

Unless already provided by the hotel(s), if necessary the host airport, through its working relationship with the airport transportation contractor may coordinate ground transportation transfers from the terminal building(s) to the hotel(s). Such transfer will be at the conference attendees' expense.

Between Venues (if necessary)

If the conference takes place at more than one location (e.g. hotel plus conference center, more than one hotel, etc.), the host airport shall coordinate with vendors to provide transportation between all venues. This transfer should be at no cost to the conference attendee.

12.16 Conference Responsibilities

Equipment

The host airport, 2nd Vice President, and Administrative Director shall coordinate all equipment, phone and requirements with the assistance of the Conference Committee. All charges including food, equipment, any room rental, etc, are placed on the "master" conference account.

Registration

The host airport, 2nd Vice President, and Administrative Director will provide volunteers to assist with registration kit stuffing prior to the conference and to assist with registration during scheduled operating hours during the conference. The Administrative Director will utilize a software system assist in preparing badges, to assist in registration tracking, fee collection, etc. The host airport traditionally gives a souvenir gift to registered conference attendees and guests. The distribution should be in conjunction with the registration packets provided at the registration desk.

Conference Assistance

The host airport will provide volunteers during the sessions to monitor the room and assist the delegates.

Additional Assistance

The host airport will provide volunteers for the following (some previously mentioned):

- Guest tours
- Pre-registration (kit stuffing)
- On-site registration

Complimentary Registration

AzAA will provide up to five (5) complimentary registrations for the host airport to use for airport staff to attend the event. These complimentary registrations may not be passed on to vendors.

OPERATING PROCEDURES & GUIDELINES

Agenda/Registration Forms

The 2nd Vice President shall be in charge to coordinate the preparation of the final agenda, and flyers, including gathering speakers, filling time slots, printing, mailing, etc.

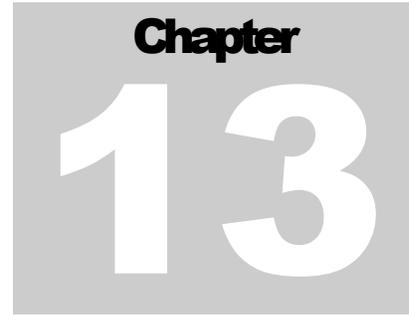
12.17 Format of Sessions

Length of Sessions

All sessions are to be 30-90 minutes long

Types of Sessions

- *Alternative Format Sessions* are similar to a symposium in that one person invites various presenters to share their thoughts on a common topic.
- *Paper Sessions* are occasions for three researchers to present information about their research.
- *Roundtable Sessions* give participants an opportunity to discuss various issues, facilitated by a guest speaker. Roundtable sessions are usually 40 minutes in length.
- *Symposium Sessions* consist of three individual research presentations. The entire session is organized and submitted by one person who organizes a coherent event to feature information on one topic.



Aviation Day Committee

The Aviation Day Committee is responsible for planning, organizing and executing the Aviation Day at the Capitol event each year. This event typically takes place in January each year. The event is used to keep the State elected officials informed of the status and importance of Airports and Aviation in the State of Arizona.

13.1 Chair

The Aviation Day Committee Chair is the Immediate Past President and shall serve for a one (1) year term. The Aviation Day Committee is to be selected by the Chair during the 2nd quarter. The committee is comprised of Board members and General membership.

13.2 Committee/Subcommittee Duties & Responsibilities

The following subcommittees have been developed to coordinate the event:

Calendaring & Proclamations

- Determine the date of the event.
- Submit the State Capital Grounds Special Event Application for use of the Senate lawn (south lawn) at the State Capital Building through the office of State Legislative Council.
- Coordinate with the AzAA Administrative Director for copy of AzAA's insurance policy. A certificate of insurance evidencing coverage as required by the State of Arizona Department of Administration, Risk Management Section [attached as Appendix A] must be received by the Arizona Legislative Council at least ten (10) working days prior to the scheduled event. The Certificate shall include as additional insureds: 1) The State of Arizona and 2) The Arizona Legislative Council.
- Coordinate invitations to Governor's Office, State Representatives and State Senators.
- Prepare the annual proclamation for the Governor's signature; coordinate proclamation with office of the Governor.
- Provide copy of proclamation for reading at the event.

Fundraising and Sponsorships

- Update the Aviation Day Sponsorship forms as needed.
- Seek sponsorships whether monetary, value-in-kind or door prizes.

Table 1-2 Summary of Aviation Day Sponsorships

Aviation Day Sponsorships				
Sponsorship Benefits	Table Sponsor (\$500)	Cash Sponsor (\$500)	Cash Sponsor (\$100 - \$499)	Static Displays
Logo Included in the event brochure/app	X	X	X	X
Logo included on event signage	X	X	X	X
Promoted on the AzAA Website and other social media	X	X	X	X
Promoted during the event	X	X	X	X
One free lunch ticket	-	-	X	-
Two free lunch tickets	X	X	-	X

Registration & Exhibitor Coordination

Administrative Director will:

- Create excel spread sheet revisions with the provided electronic document file (on CD or thumbdrive). From the registration list, ensure badges are made for each early registrant.
- Routinely check Your Membership (YM) site to ensure the most current registration list is provided.
- Create master list that separates the Legislators & Staff, Early Registrations, and Exhibitors/Sponsors. Ensure there is a spreadsheet for on-site registration and lunch purchases. It is necessary to have "Master List" located at multiple registration tables at the Event.
- Ensure the badges are created as well as lunch ticket (if applicable) and raffle ticket for giveaways is provided to the registrants.

Aviation Day Chair will:

- Work with Committee to establish a minimum of 10-15 volunteers. The past events, the "99's" have assisted with the check-in tables.
- Work with Committee for coordination on stanchion availability, and membership participation to assist with creating the registration signs. (Previous years PSM2 has provided the signs and stanchions).
- If applicable, create the table signs for various Districts or designated tables as instructed by Past President/Committee Chairman.

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Website

- Administrative Director will update website with current Event Chairperson contact information and other changes as deemed necessary.
- Administrative Director will ensure previous years forms and handouts are posted and website is functioning properly

Video Presentation & Handouts

- Update previous video presentation(s) and handout(s) as needed.
- Coordinate with Marketing, Communications & Media Relations subcommittee for new pictures and video for updating previous audio-visual presentations.
- Ensure presentations are compatible with audio-visual system to be provided.

Logistics

- Submit street closure form to City of Phoenix, Street Transportation Division for closure of 17th Avenue between Jefferson and Adams between 0700 and 1400.
- Arrange for barricades for street closure. Contact barricade company to confirm delivery time the day before the event; Confirm contact information for barricade employee in charge of delivering barricades.
- Arrange for volunteers to staff the barricades to allow entry/exit of vehicles onto 17th Avenue during set-up & break-down times.
- Arrange for rental of tent, tables & chairs for south lawn; Tent contractor should handle the City of Phoenix Tent Permit. Tent set-up between 5:00 a.m. and 9:00 a.m.
- Arrange for portable trash cans and trash bags. The State does not provide trash receptacles. Arrange for volunteers to empty trash cans and disposal off-site.
- Arrange for portable stage.
- Coordinate color guard for opening/closing ceremonies.
- Coordinate with Capital Police; event security not provided by State.

Audio-Visual

- Secure audio-visual equipment and operator(s) for day of event. Historically provided by City of Phoenix Aviation Department.
- Determine power needs and power supply; electrical power is not provided by the State.
- Set-up and operate the AV equipment the day of the event.

Aeronautical Displays

- Coordinate static displays and display locations for the Senate Lawn.

OPERATING PROCEDURES & GUIDELINES

- Coordinate helicopter fly-ins and parking locations on 17th Ave.; Conduct site walk with pilots to ensure no obstructions caused by trees or other items that may impact safety.
- Coordinate with helicopter pilots for necessary permits to land helicopters on 17th Avenue.
- Coordinate arrival and departure times; radio communications.
- Coordinate color guard for the opening ceremony (Civil Air Patrol, Junior ROTC, etc.).

Food and Beverage

- Order chocolate airplanes.
- Determine catering options; pick three (3) companies.
- Finalize catering options to include special dietary options.
- Catering set-up should be completed between 9:00 a.m. and 10:00 a.m.
- Arrange for volunteers to act as ticket takers for food lines.
- Ensure all event volunteers are fed.

Guest Speakers

- Arrange for guest speaker(s)
- Arrange for Governor or other elected official to act as main speaker.

Run of Show

- Ensure that all event logistical details are arranged, provide supervision of event set-up, oversee and troubleshoot problems during the event, and break-down the event to return the area to its original state. This allows the AzAA Executive Board to focus on their time and efforts on meeting with legislators and the Governor.

13.3 Funding/Budget

The annual budget for the Aviation Day event is operated separately from the overall AzAA budget. The annual event is funded solely by sponsorships solicited specifically for this event and the monies are segregated from the rest of the AzAA operating budget.

13.4 Aviation Committee Annual Activities

First Quarter (July – September)

1. Determine event date
2. Apply for use of Capital lawn
3. Put out a call for volunteers to help plan and execute the event.
4. Initiate preliminary planning meetings

Second Quarter (October – December)

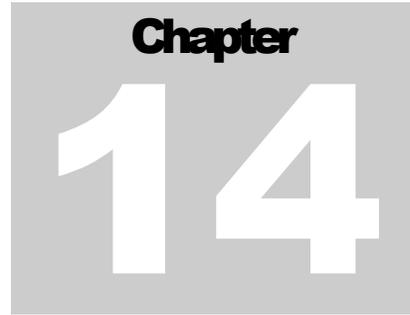
1. Put out a call for volunteers to help plan and execute the event.
2. Solicit and sign contracts with caterers, tent, PA system, etc.
3. Complete street closure request
4. Solicit aviation displays/static displays, etc.

OPERATING PROCEDURES & GUIDELINES

5. Solicit sponsors and participants
6. Solicit Legislative speakers

Third Quarter (January – March)

1. Invitations to Governor's Office and State Legislators
2. Host event
3. Conduct post-event review



Sponsorship Committee

The Sponsorship Committee is responsible for securing and management of sponsorships for all AzAA conference and events. The committee will coordinate programs, conference registration, and conference exhibits.

14.1 Chair

The Aviation Day Committee Chair is the Corporate Director and shall serve for a one (1) year term.

14.2 Committee Duties

The Sponsorship Committee activities can be categorized into the following:

- Conference Signage
- Conference Swag
- Conference Program
- Conference PR
- Spring Conference – After Banquet Gathering (Outgoing President)

Many of the above items have distinct schedules that should be tracked by the Corporate Director. The following is a calendar with estimated timeframes of various items.

14.3 Sponsorship Committee Calendar

Date/Month	Item	Notes
August	Begin Fall Conference Preparations	
Aug/Sept	Fall Conference registration/sponsor forms	8 weeks prior to Fall Conference
September	Email to members - "Call for Swag"	45 days prior to Fall Conference
October	Final Program and Roster (make copies)	1 week prior to Fall Conference
October	Fall Conference	
January	Aviation Day at the Capitol	

OPERATING PROCEDURES & GUIDELINES

January/February	Winter Board Meeting	At Spring Conference Site
February	Begin Spring Conference Preparations	
Feb/March	Email to members - "Call for Swag"	60 days prior to Spring Conference
Feb/March	Spring Conf. Registration/Sponsor Forms	8 weeks prior to Spring Conference
April	Final Program and Roster (make copies)	1 week prior to Spring Conference
April/May	Spring Conference	

14.4 Conference Swag

The Corporate Director is responsible for the swag for the Spring and Fall Conference registration bags. An Excel Spreadsheet of the previous Spring Conference can be found on the attached CD.

{Shall we update this part of the procedure to be a file that KCA/AzAA keeps on a cloud drive?}

14.5 Annual Sponsorship

An organization, vendor, manufacturer, contractor or a consultant is considered an annual AzAA sponsor for a 12 month period. The annual sponsorship begins at the AzAA spring conference and will continue for 12 months. The annual sponsors will be promoted on the AzAA website, quarterly AzAA newsletters, the spring and fall conferences along with other events the AzAA BOD deems appropriate to promote the annual sponsors. Annual sponsors will not be promoted as part of Aviation Day unless they sign up to be an Aviation Day sponsor.

Table 1-1 Summary of Annual Sponsorship

Annual Sponsorship		
Sponsorship Benefits	Spring Conference	Fall Conference
Logo included in the conference brochure	X	X
Logo included on conference signage	X	X
Promoted on the AzAA website and other social media	X	X
Promoted during the conference	X	X

Aviation Day Sponsorship

An organization, vendor, manufacturer, contractor or a consultant can be a sponsor of Aviation Day. Sponsors of Aviation Day will receive considerable exposure, such as being promoted on the AzAA website and the event brochure. The sponsors will also be mentioned during the event to help promote their organization or business.

Table 1-2 Summary of Aviation Day Sponsorship

Aviation Day Sponsorship

OPERATING PROCEDURES & GUIDELINES

Sponsorship Benefits	Aviation Day
Logo included in the event brochure	X
Logo included on event signage	X
Promoted on the AzAA website and other social media	X
Promoted during the event	X