

AIRPORT BOARD MEMBER TRAINING 101

Iowa Aviation Conference
April 21, 2010

BOARD RESPONSIBILITIES

- Legal Requirements
 - Doing What Is Right
 - Enhancing Board Effectiveness
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LEGAL REQUIREMENTS

- Open Meetings Law
 - Public Records Law
 - Gift Law
 - Conflict of Interest
 - Public Improvements Construction
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OPEN MEETINGS LAW (CH.21)

- Applies to meetings of City Boards and Commissions
 - Applies no matter where meeting is held
 - Applies whether "formal" or "informal" meeting
 - Applies whenever quorum is present & considering official business
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OPEN MEETINGS LAW

- With few exceptions, meetings must be open to the public
 - Posting requirements
 - Minutes
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EXCEPTIONS (EXECUTIVE SESSIONS) – 21.5 OF CODE

- Litigation – present or likely
 - Real estate acquisition – only where premature disclosure expected to increase the price
 - Evaluation of professional competency of indiv to be hired, evaluated, terminated - only if indiv requests exec session
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EXCEPTIONS (EXECUTIVE SESSIONS) – 21.5 OF CODE

- Subject matter per 21.5
 - Approval of 2/3 present
 - Reasons must be publicly stated and included in minutes
 - Role of City Attorney
 - FINAL ACTION MUST BE TAKEN IN OPEN SESSION**
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PUBLIC RECORDS LAW (CH 22)

- All persons – including non-residents – have the right to examine your public records during business hours without charge.
 - Records = documents, tapes, electronic media
 - Right to obtain copies for a reasonable cost
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“CONFIDENTIAL RECORDS” – CH. 22.7

- Law enforcement info
 - Confidential personnel records
 - Identity of owners of bonds or other obligations

 - CONSULT YOUR CITY ATTORNEY**
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GIFT LAW – CH. 68B

- City officials – officers or employees – not allowed to accept any gift of more than \$3.00 from **restricted donors**.
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RESTRICTED DONORS

- Those seeking to do business w city
 - Those engaged in activities regulated or controlled by city
 - Those who could be directly and substantially financially affected (greater than the public's interest) by donee's performance or non-perf.
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EXCEPTIONS

- Campaign contributions
 - Informational materials – books, reports, documents, etc.
 - Gifts from relatives
 - Anything distributed to general public
 - Food, lodging, travel for speaking
 - Items as part of conferences
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OTHERWISE

- ❑ Non-monetary items with value of \$3.00 or less from any one donor during one calendar day

CONFLICT-OF INTEREST LAW – CH. 362.5

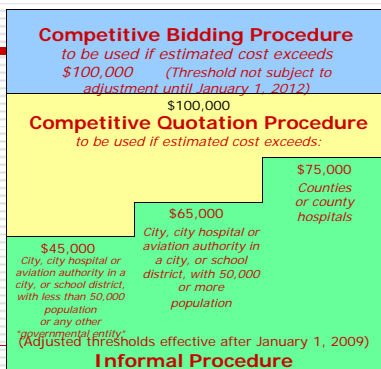
“A city officer or employee shall not have an interest, direct or indirect, in any contract or job of work or material or the profits thereof or services to be furnished or performed for the officer’s or employee’s city. A contract entered into in violation of this section is void.”

TRANSACTIONING PRIVATE BUSINESS - EXCEPTIONS

- ❑ Cities under 2,500 if purchases not more than \$2,500 in fiscal year
- ❑ Cities over 2,500 if purchases not more than \$1,500 in fiscal year
- ❑ Contracts made through competitive bidding
- ❑ Ownership less than 5%
- ❑ Contract entered before taking office – but no renewal

PUBLIC IMPROVEMENT CONSTRUCTION

Competitive Bid and Competitive Quotation Thresholds for Public Improvements (Vertical Infrastructure)



DOING WHAT IS RIGHT – DUTIES AND RESPONSIBILITIES

- ❑ Set policies
 - Develop governing policies for the org.
 - Ensure policies are followed and reviewed
- ❑ Monitor activities
 - Comply with legal requirements – local, state, federal
 - Evaluate programs, activities, projects
 - Personnel/FBO oversight

DOING WHAT IS RIGHT – DUTIES AND RESPONSIBILITIES

- Financial oversight
 - Establish fiscal policies and ensure they are followed
 - Review and approve the budget
 - Monitor revenues and expenditures
 - Financial planning
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DOING WHAT IS RIGHT – DUTIES AND RESPONSIBILITIES

- Planning
 - Determine the mission, vision, priorities
 - Annual work program
 - Ethical expectations
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Six strategies to improve performance (reverse order)

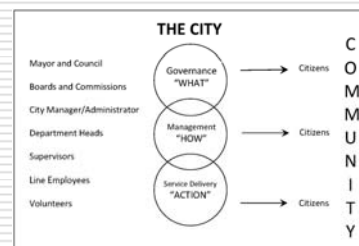
- Work toward Board improvement
 - Exercise appropriate authority
 - Connect to community
 - Enhance teamwork
 - Improve decision-making
 - Act strategically
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Board Improvement

- Take advantage of educational/development opportunities
 - Cultivate leadership
 - Obtain feedback on performance
 - Obtain assistance as needed
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Appropriate Authority

- Act in accordance with defined roles
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Appropriate authority

- ❑ Build Board/staff-FBO team
- ❑ Build Mayor/Council – Board team
- ❑ Make clear the relationship between the Board – staff - FBO
- ❑ Emphasize mutual expectations and performance assessment

Appropriate authority

- ❑ Define authority through:
 - Planning & decision-making
 - Program and performance evaluation

Community connection

- ❑ Obtain input
- ❑ Explain actions
- ❑ Facilitate information flow
- ❑ Don't forget to connect to the internal community

Teamwork

- ❑ Teamwork > functioning cohesively as a group

Teamwork

- ❑ Make clear that Board & Council are working together to achieve common objectives
(Acting strategically)

Teamwork

- ❑ Participate with commitment – invest time & effort to review materials & participate in meetings
- ❑ Share information among all Board Members
- ❑ Honor confidentiality – esp. legal, HR

Board Orientation

- History
 - Mission/Ordinance/Bylaws
 - Legal Requirements
 - Key programs, activities
 - Recent accomplishments/ongoing projects
 - Planning documents
 - Tour
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Teamwork

- Develop and use effective processes for handling common issues - examples:
 - Agenda development
 - Meeting management – rules of order
 - Information flow – meeting packets
 - Complaint handling
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Processes

- Contacting /making requests/ giving directions to staff – without disrupting operations
 - Financial monitoring & reports
 - Performance reviews
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Teamwork

- Support decisions unanimously – regardless of your own views.
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Decision-making

- Access and use relevant information
 - From multiple sources, including staff & community
 - Staff – Factual, objective, provide relevant info, identify alternatives, facilitate the process
 - Provide info to all Board members
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Decision-making

- Deliberate discussions
 - Agree on the way decisions should be made
 - Objective, open, systematic
 - Frame issues, consider information, consider context
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Decision-making

- Give adequate time for decision-making
 - Avoid forcing decisions prematurely
 - Recognize schedules and timing but don't break off discussion prematurely – despite pressure for action
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Decision-making

- Put aside personal differences – consider without prejudice the particular situation or issue
 - Hear all sides
 - Consider alternatives
 - Honest & forthright exchange of opinions
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Decision-making

- Work toward consensus
 - Try to find areas of commonality
 - Recognize need for compromise & importance of reaching agreement
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Decision-making

- Reach decision even without consensus
 - Not possible to reach consensus on every issue
 - Agree that the problem deserves a solution
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Decision-making

- Support decisions unanimously – regardless of your own views.
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Act strategically

- Address critical issues
 - Identify priorities
 - Develop Action Plan to accomplish priorities
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Act strategically

Short-Range (12 – 24 months)

Goal-setting
Action Plan
Budget
Specific project planning

Act strategically

Mid-Range (2 – 10 years)

Capital Improvements Program (CIP)
Equipment Replacement Plan

Long-Range (10 – 20 years)

Master Plan/Airport Layout Plan

QUESTIONS TO ASK YOURSELVES

- Do we have a good understanding of the programs/activities offered by our agency, how they function, and the results that are achieved?
- Are there parts of the Board's job that we don't understand?
- Are we active in seeking community support and building partnerships?

QUESTIONS TO ASK YOURSELVES

- Do we know where the agency's money is spent?
- Do we watch for expenses that seem out of line?
- Would we recognize clues if our agency was in trouble?
- Do we know the difference between making policy and managing operations?

QUESTIONS TO ASK YOURSELVES

- Do we have regular planning sessions?
- Do we establish and understand our priorities?
- Are we involved in evaluating the Airport manager/FBO's performance?

- DO WE ASK QUESTIONS???

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