AVIATION BOARD TRAINING

WORKBOOK

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INTRODUCTION

Course Goal

> The fundamental expectation of this course is to teach how a governing body: 1) defines its organizational aspirations, 2) learns what drives decision-making, 3) decides how it delegates activities, and 4) monitors progress towards its intended outcomes.

Training Overview

Aviation-based organizational training that combines governance, strategic and business planning, with airport master planning is new in Pennsylvania.

There is an abundance of specific topics regarding all kinds of airport facilities and operations.

This training is intended to broadly educate and advise all public- and private-airport governing bodies in PA.

🔑 *Airports include virtually every type of public entity that can own, manage, and operate an airport.*

In general, members of the different types of governing bodies in PA should have a basic understanding of public governance with some specific knowledge of aviation and airport business experience.

Since authorities comprise the largest segment of aviation governance structures in PA, this training will focus principally on Boards of Authorities.

Airport authority board member training includes elected officials, stakeholders, advisers, and airport management and staff.

When a board member accepts a new position on a board, they are often unaware of what exactly to do or how to do it. This is one reason why a strong orientation and training course primes new board members for their duties.

Airports and Aviation in PA

The aviation industry in PA is diverse and wide-ranging. It includes airports, heliports, fixed-base operators (FBOs), business aircraft operations, flight schools, air-charter operators, aerospace manufacturers, suppliers, and other stakeholders

There are just under 20,000 airports in the United States of which about 5,000 are public use and 14,000 are private use. Of the approximately 5,000 public use airports, 95% are General aviation (GA). The term GA refers to all aspects of the aviation industry except scheduled commercial passenger and cargo airlines, and military flying.

Pennsylvania, ranked 11th in the country in the number of public-use airport facilities, has a total of 652 airports and heliports – 523 private-use and 127 public-use[1]. Of the 127 public-use, only 63 are identified as part of the FAA's National Plan of Integrated Airport Systems (NPIAS).
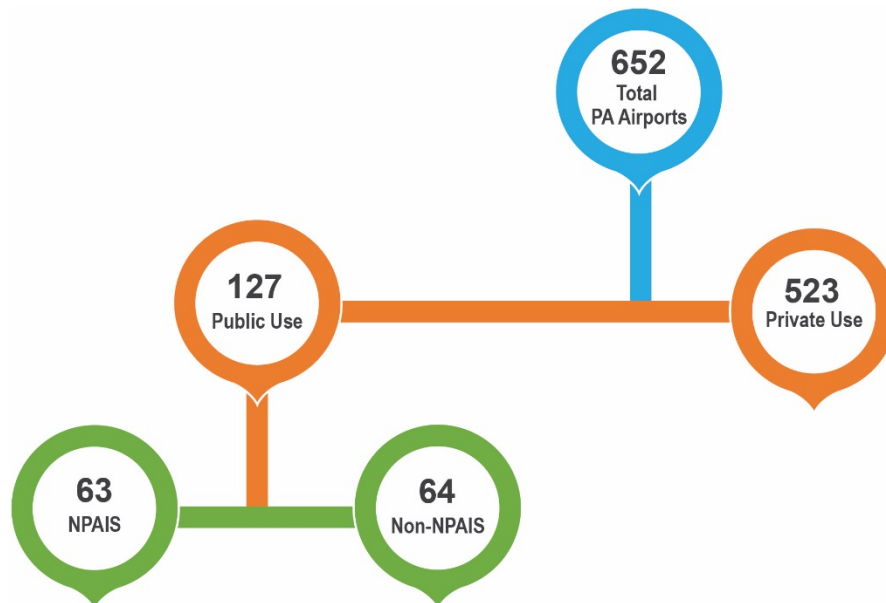
For an airport to become eligible to receive Federal funds, the airport must be included in the National Plan of Integrated Airport Systems (NPIAS). The NPIAS identifies existing and proposed airports that are significant to national air transportation and thus are eligible to receive Federal grants. There are 3,328 NPIAS-only public-use airports[2] in the US, owned by both public and private entities.

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[1] PennDOT, Bureau of Aviation, 2019
[2] 2 US Department of Transportation, Federal Aviation Administration, NPIAS, 2019 – 2023, Executive Summary

The NPIAS airports together serve as part of a national system, because an airport cannot function as a standalone facility. Every airport is a destination, or an origin point, for an aircraft trip.

An airport is defined as any area of land or water used or intended for landing or takeoff of aircraft, including applicable areas used or intended for airport buildings, and facilities. Special types of facilities such as seaplane bases and heliports are also included in the airport categories.

The FAA categorizes airports by type of activities, including commercial service, primary, cargo service, reliever, and general aviation airports, as shown below:

Categories of Airport Activities[3]

Airport Classifications		Hub Type: Percentage of Annual Passenger Boardings	Common Name
Commercial Service: Publicly owned airports that have *at least 2,500* passenger boardings each calendar year and receive scheduled passenger service	**Primary:** Have *more than 10,000* passenger boardings each year	**Large:** 1% or more	**Large Hub**
		Medium: At least 0.25%, but less than 1%	**Medium Hub**
		Small: At least 0.05%, but less than 0.25%	**Small Hub**
		Nonhub: More than 10,000, but less than 0.05%	**Nonhub Primary**
	Nonprimary	**Nonhub:** At least 2,500 and no more than 10,000	**Nonprimary Commercial Service**
Nonprimary (Except Commercial Service)		Not Applicable	**Reliever/ General aviation**

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[3] Federal Aviation Administration – Categories of Airport Activities;
https://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/categories/

According to the Aircraft Owners and Pilots Association (AOPA), an estimated 65% of general aviation flights are conducted for business and public services with a transportation need that is more flexible than the airlines can offer.

Ninety percent of the roughly 220,000 civil aircraft registered in the United States (US) are general aviation aircraft. More than 80% of the 609,000 pilots are certified in the US fly general aviation aircraft.[4]

The active general aviation industry is forecast to remain relatively stable between 2018 and 2038. According to the Federal Aviation Administration (FAA), the long-term outlook for general aviation is stable to optimistic[5].

✅ Review Exercise

Give 5 "fast facts" about your airport.

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Identify your board's airport types, sizes, and classifications.

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[4] http://download.aopa.org/hr/Report_on_General_Aviation_Trends.pdf
[5] https://www.faa.gov/data_research/aviation/aerospace_forecasts/media/FY2018-38_FAA_Aerospace_Forecast.pdf

UNIT ONE

Governance

📖 An organization's board of directors is charged with responsibility for governance.

Airports have a variety of governance structures, including direct city/county ownership, state ownership, single-purpose authority ownership, and multipurpose authority ownership.

Learning Objectives

At the end of this unit, the group will be able to:
1. Compare an authority with a municipality
2. Identify the various duties and responsibilities, and designated powers, of an authority, board and its members
3. Define the structure of an effective board
4. Describe committees and their roles
5. Outline a position description of a board officer
6. Identify relevant policies and documents of airport governance
7. Identify the use of the "Sunshine Law" and meeting protocols
8. Define the basic roles of board advisors

💬 Over time, state governments have exerted a strong influence on forming and restructuring airport ownership and governance.

Legislatures empowered state or local governments to establish their own aviation departments or commissions, and either created individual airport authorities, or authorized local governments to create individual airports.

The level of sophistication and understanding of airport operations and obligations can vary widely in governing bodies and in individual governing body members.

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Lesson 1: Authorities & Municipalities

Airport governing bodies all have similar responsibilities, including determining strategic direction, making decisions that impact the community, and monitoring budgets and results.

Most public airports in PA are owned by Municipal authorities.

Of the 63 total NPIAS airports in PA, the number of airports in PA owned by Authorities is 43. There are 16 airports owned by municipalities, counties, townships and towns. There are 3 that are privately owned by either a partnership or a corporation, and only 1 owned by an academic institution.

🔑 *Municipalities can create authorities. An Authority is an independent agency of the Commonwealth.*

A municipal authority is NOT the agent or representative of the municipality or municipalities organizing it; rather, it is a separate and distinct entity.

> Regardless of the type of governing structure, the board of directors of an authority are *generally appointed by representatives of the local government*

- Authority board members are the governing body of the Authority and are **ultimately responsible and accountable for the airport's results.**

- Authorities and municipalities are both subject to general state laws protecting the public interest, including the Sunshine Law, the Open Records Act, and the State Ethics Act.

- **Most board members are volunteers**, involved on behalf of their community. The background, experience, knowledge, interests, and leadership ability of members varies.

- Board members can be elected or appointed and the length of service (or term) varies.

- A Municipal Authority board member can be removed by the appointing municipal governing body for cause (e.g., failure to attend meetings), or by a court, if necessary.

Below is a general comparison of the two dominant types of airport governance structures (i.e., a municipality vs. an airport authority):

Governing Bodies	
Municipality	**Authority**
A "general-purpose" unit of government in PA; exercises broad powers of a governmental nature; a municipal corporation	A "special-purpose" unit of government; is a legal, independent agency of the Commonwealth
Composed of municipalities (e.g. cities, boroughs, towns, and townships), counties, or a combination, that own or operate airports	Enabled by states to own or operate single, or limited government assets including airports. Usually entails the establishment of a separate government unit, and given certain powers (e.g. borrow money)
Uses multitude of services to protect the public safety, health, and general welfare	Focused on a single service; limited to specific functions. Free from control by the incorporating municipal government
Elected by the voters	Appointed
Has the power to tax and raise additional revenues through a variety of fees and charges	Exempt from taxation – applies to property owned and transactions conducted by the Authority. Can raise and spend money independent of the electorate
Enact Laws and Ordinances passed by municipal government	The body or board authorized by law to enact ordinances or adopt resolutions on behalf of a municipality
Power of Eminent Domain is governed by the "Eminent Domain Code," which was consolidated in 2006 within Title 26 of the Pennsylvania Consolidated Statutes	Municipality Authorities Act specifically confers the power to Authorities to acquire land by eminent domain proceedings

The need for cooperation among the officials of the municipality and the authority board along with the officers, agents, and consultants of both entities is necessary.

☑ Review Exercise

Compare and contrast municipalities and authorities:

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Lesson 2: Designated Powers - Municipality Authorities Act

The governing body of an airport must have certain powers for it to perform a role as both infrastructure and economic asset.

Authorities exercise certain powers and functions within and beyond the incorporating limits of a municipality.

The Municipality Authorities Act of June 19, 2001, P. L. 287, No.22, at 53 PA C.S. § 5607 (a) (3), contains provisions recognizing airports' abilities in: "… acquiring, holding, constructing, financing, improving, maintaining and operating, owning or leasing, either in the capacity of lessor or lessee…"

The Municipality Authorities Act designates certain rights, powers, and duties, such as the ability to:

- *maintain and construct infrastructure;*
- *create bylaws for the management of its affairs;*
- *generate revenue (charges and fees);*
- *finance projects by making loans;*
- *borrow money and issue notes and bonds;*
- *adopt rules to regulate airport operations, tenants, and users;*
- *provide a safe and secure facility;*
- *appoint officers and hire employees;*
- *execute contracts, lease property, and perform administrative functions;*
- *acquire, hold, lease, and dispose of property (including eminent domain proceedings);*
- *incur debt and sue and be sued.*

The municipality or municipalities that organize the authority, by either an initial or subsequent ordinance or resolution, may limit or specify any projects to be undertaken by the authority.

In addition to the Municipality Authorities Act, several state laws authorize the creation of local authorities of a specialized nature which are similar to municipal authorities with special added powers or additional restrictions.

Some examples of other kinds of specialized authorities are: Housing Authorities, Industrial Development Authorities, and Parking Authorities.

Lesson 3: Duties of the Board

The Board has an obligation to serve as the steward of the airport. There are several duties that encourage effective stewardship:

Fiduciary Duty

The Board has a responsibility to assure the airport affords a safe and healthy environment for pilots, employees, and the general public. This is accomplished through an effective airport safety program**. The Board must protect the airport's assets and resources while advancing the mission**. Board of directors' fiduciary duty refers to the highest standard of care.

Duty of Care

Requires Board members **to act in a way that an "ordinarily prudent" person in a similar situation would act**. The business judgment rule presumes that Board of directors' carry out their functions in good faith, with reasonable care, and in the best interest of the organization.

Duty of Loyalty

Requires that **fiduciaries must put the authority's interests ahead of their own**, and never divert assets, opportunities, or information gained through their position for personal gain. They must always act in the best interest of the organization.

Duty of Inquiry

The Board members must be sufficiently informed, so they may make decisions on behalf of the organization. Board members have an absolute **duty to examine facts with sufficient investigation** in matters of interest to the board.

Legal, Ethical, and Moral Obligations

The Board must be familiar with the laws and legal framework under which the airport functions, including federal and state grant obligations, if required. Ethical standards extend beyond the law – It's not just about doing things "right under the law," but also about "doing what's right."

The Board has a responsibility to maintain trust of those it serves (constituents), those who partner with the organization (funders, stakeholders, etc.), and those that benefit from the airport, directly or indirectly (customers).

Governing vs. Advisory Boards

🔑 *The governing Board is legally accountable, as a body, for the organization it governs, and exists on behalf of the larger group that "owns" the organization.*

Understanding the difference between an advisory Board and a Board of directors (governing Board) is **important for ensuring proper oversight** of the organization and for directors in satisfying their fiduciary duties.

Governing Board	Advisory Board
Legal governing body accountable and liable for performance results and compliance with laws and regulations[6]. Has legal and fiduciary responsibilities.	Typically, does not have legal or fiduciary responsibility for the organization.
Responsible for creating policy. Monitors operational and fiscal performance.	Provides input to the governing body on policies that will increase service.
Members are elected or appointed and have specific terms – typically 2-5 years.	Composition is usually representative of advisors and customers of the airport. Made up of stakeholders who advise regarding the service provided by the organization.

The key to better governance lies in the working relationships between boards and managers, the dynamics of board interaction, and in the competence, integrity, and constructive involvement of individual board members and staff.

🔑 *Governing boards must embrace the concept that governing boards govern and airport managers manage.*

There is a clear separation of functions between the board and managers. Boards set the expectations for the airport's success, while the manager is hired to accomplish the necessary activities.

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[6] Authorities are included within the areas of legal liability and established procedures for lawsuits against local government units and are authorized to purchase liability insurance. (*Municipal authorities in PA, DCED*)

☑ Review Exercise

List the designated powers according to your personal priority:

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What is the essential difference between governing boards and advisory boards?

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Give examples of separation of functions – board vs. management:

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Lesson 4: Board Member Roles & Responsibilities

Board members have a wide variety of responsibilities and duties, and they must exhibit certain characteristics in order to ensure an aviation board's success.

Board members:

- value and share the vision of the airport and its services;
- commit to the airport's success;
- maintain and develop working relationships with community and business leaders;
- focus on policy, leadership, and guidance;
- advocate to meet overall community and regional needs;
- attend regularly scheduled board meetings, having prepared by reviewing the materials, projects, and issues in order to be a full contributing member; and
- build and use good communication, consensus, and team skills to function with the board as a cohesive group.
- Understand federal and state grant obligations, if applicable.

Board of director voting for decision-making begins when a board director makes a basic motion. Motions are a statement of a proposal for a desired action.

Board voting is the means by which the board of directors make decisions.

Once a board director makes a motion, the board needs to address it in some way.

There are four basic steps in making motions:

1. A board member makes a motion (the point of making a motion is for the board to consider whether the issue warrants taking time for a discussion and a vote).
2. Someone seconds the motion.
3. If seconded, it then belongs to the body as a whole; the board chair calls for discussion.
4. If the motion is not withdrawn, the board then votes. Decisions are made by majority rule.

🔑 *The Board speaks with one voice.*

A board is entrusted by its owners with the authority to govern and lead the organization. If the board is to lead, then on each given issue, it must speak with a single voice.

Board governance simply highlights that the "voice" of the board is stated through written decisions and policies.

Individual directors or committees have no authority unless the boards have specifically delegated that authority.

Having a clear, unambiguous voice of authority expressed through written policies is a useful and powerful way for a board to empower management to carry out the board's will.

✅ Review Exercise

Why do individual board members frequently have no independent authority?

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Identify several positive board member characteristics:

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[See Appendix B: Sunshine Laws]

Lesson 5: Board Structure

An effective board is balanced and diverse in terms of skills, talents, and experience.

Prospective board members are committed and advocate for the public; they should focus on servicing their community and are held accountable for good decision and policy making.

Officers of the Board

Board members must be clear on roles and responsibilities of their respective positions, including officers (chair/president; vice chair/vice president; treasurer; and secretary). The following are examples of board officer positions:

President/Chair	Vice President/Vice Chair
A board's chairperson runs Board meetings, helps envision the future of the organization, focuses on financial oversight and legal compliance, coordinates the work of various board committees, and assesses the work of the board and management.	The vice chair serves on the executive committee, if there is one; carries out assignments requested by the board chair; and is prepared to carry out the chair's responsibilities, in the chairperson's absence.
Treasurer/Assistant Treasurer	**Secretary/Assistant Secretary**
The duties of a board treasurer are that he/she understands accounting for agency, serves as chair of the finance committee, works with the executive director and staff to make financial reports available to the Board on a timely basis, and presents the annual budget for Board approval.	The board secretary ensures the safety and accuracy of all Board records; reviews board minutes; and provides notices of meetings of the board and/or of a committee when notice is needed, among other duties.

Airport leadership and board composition will change over time.

(See Appendix C: Example Board Job Descriptions)

Bylaws

A bylaw is a rule or law established by an organization to regulate itself, as allowed or provided for by some higher authority, such as a legislature or some other governmental body.

The bylaws establish certain policies, rules, and regulations on the care and control of the assets of the authority. Bylaws generally describe the management and regulation if its affairs, the legal charter of the Board, the basis of the Board's duties and the appointment of officers.

Policies

The board should have clear, written policies that define the boundaries of what can and can't be done by the airport in terms of operations and decisions in accordance with any federal or state grant obligations, if applicable.

Any decision that a board makes should define or amend a policy. Policies can state a variety of topics, such as terms of service, harassment, whistleblower, capital assets, fuel system, open records, and many others.

The authority policy manual should be continuously updated and be readily available to board members.

Committees

Committees are designated workgroups that distribute the responsibilities of the board. Committees consist of members with specific expertise, that gather information, discuss and debate options, and present recommendations to the full board for approval and voting.

On important matters, the recommendations of the committee are brought before the full board for a vote.

Committees recommend – formal action is delegated to the board for decisions.

Led by an appropriate member who serves as a resource/chair for each committee. The board is guided by written descriptions of what is expected of each committee to guide the chair and the members.

(See Appendix D – Committee Examples)

Board Advisors

Advisors provide additional help and service to the board.

A **recording secretary** develops the minutes from the meetings for approval by the board.

Solicitors provide legal advice. Pay attention to solicitor recommendations. Airport law is a unique legal field involving complex legal and grant agreements.

An **accountant/auditor** is responsible for conducting compliance, financial, operational, and management audits. The Municipality Authorities Act requires a certified public accountant to examine the authority books at least once a year and prepare the annual audit report and annual budget. In accordance with any federal requirements as well.

Airport consultant engineers are typically hired competitively for a specified period (such as 5 years) by the board, in cooperation with the Airport manager. They are involved in the planning, design and construction of airports, including mapping and environmental studies, and overseeing project progress.

(See Appendix E: Consultant Selection)

Some airports hire one or more strategic, business, and airport-master planning consultants who provide guidance on capital improvement/maintenance priorities and identify appropriate grant opportunities for local share.

When it comes to state and federal grants, any eligible airport is required to enter into a competitive consultant selection. Self-financed airport projects are exempt and should be handled by airport engineers or on-call airport consultants.

Meeting Protocols

A critical board function is to capture board minutes of meetings. An important element of board effectiveness is a well-run board meeting. Meeting protocols prescribe a set of rules for *conduct* that allows everyone to be heard and make decisions orderly.

The exercise of powers by the board of directors occurs in board meetings.

Most boards require sufficient notice to be given to all directors of official meetings, and that a quorum must be present before any business may be conducted.

(See Appendix F: Robert's Rules of Order)

An important element of governing effectiveness is a well-run board meeting. Robert's Rules of Order provides rules and procedures for fair and orderly meetings. An example follows:

Meeting Order of Business (Example)
1. Call to order
2. Roll call of members present
3. Approval of minutes from previous meeting
4. Public comment
5. Financial reports
6. Committee reports
7. Special orders (designated in previous meeting for consideration)
8. Unfinished business
9. New business
10. Announcements
11. Adjournment

✅ Review Exercise

List the various Committees on your Board (see handout):

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What is the Order of Business sequence for your Board?

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Knowledge Assessment

How are boards typically organized?

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How is an Authority an independent agency of the Commonwealth?

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Compare differences between bylaws and policies:

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What role do <u>elected officials</u> play in day-to-day Authority decision-making?

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UNIT TWO

Federal & State Funding

The **federal government** does not control the way in which airports are governed in the same way as state law.

Learning Objectives

At the end of this section, the group will be able to:
1. Define the different forms and sources of aviation funding
2. Describe the obligations of grant assurances and relevant laws and regulations
3. Identify the value of the airport to the community
4. Describe the project development/planning process (timeline)
5. Define matching fund obligations

Lesson 1: Federal Funding Programs

In general, federal law influences airport governance by requiring that a governing body must have the powers necessary to satisfy obligations to the federal government, particularly the Federal Aviation Administration (FAA) and Transportation Security Administration (TSA).

Depending on the category of the airport, federal grant funding is available to support:
- The purchase of land.
- The development, rehabilitation, reconstruction, or replacement of infrastructure, improvements, and facilities.
- The purchase of airside equipment, such as snow removal (SRE) or aircraft rescue and firefighting (ARFF) equipment.
- Airport master planning efforts.

The most common source of federal funding is provided through the Airport Improvement Program (AIP).

There are several federal programs and grants that are described below:

- **Airport and Airway Trust Fund (AATF)** – dedicated source of funding for the FAA's investments in the airport and airway system.
- **Airport Improvement Program (AIP) and Grant Assurances** - provides grants to public agencies — and, in some cases, to private owners and entities — for the planning and development of public-use airports.
- **Passenger Facility Charges (PFC)** - allows the collection of PFC fees up to $4.50 for every eligible passenger at commercial airports controlled by public agencies.
- **Airports Capital Improvement Plan (ACIP)** - serves as the basis for the planning, prioritizing, distribution of grant funds under the AIP.
- **Transportation Security Administration (TSA) Airport Security Programs** – Department of Homeland Security provides grants to commercial service airports.

Grant Assurances for the AIP

More than 3,000 airports in the United States have received, at one time or another, an Airport Improvement Program (AIP) grant from the FAA for airport planning or development – and many of these airports receive grants on an annual basis[7].

Each AIP grant currently issued by the FAA comes with certain obligations that must be met.

The specific requirements, or obligations, are specified within a set of "grant assurances." These cover a broad range of topics, from construction wages paid on an AIP- funded project to fees charged for the use of an airport.

These obligations require the recipients to maintain and operate their facilities safely and efficiently and in accordance with specified conditions. The assurances made part of an executed grant agreement and could require restrictive covenants to property deeds.

Many of these specific grant assurances contain multiple requirements. Complying with each requirement can be challenging for airports, especially small airports with minimal staff. Nevertheless, failure to comply could put an airport in non-compliance and disqualify them from federal funding.

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[7] Understanding FAA Grant Assurance Obligations Volume 4: Summary of AIP Grant Assurance Requirements, TRB, 2018. https://trid.trb.org/view/1513491

Sponsors

The FAA refers to recipients of AIP grants as obligated "sponsors". Regardless of an airport's ownership form, the principle responsibility of a sponsor is to operate and manage a safe, secure, and efficient airport, in accordance with applicable regulatory measures for the benefit of all users.

In general, an obligated sponsor has specific requirements for both AIP-funded or non-federally funded projects. A sponsor may be a public agency, a private owner, or a state entity that is associated with a public-use airport.

The rights and responsibilities of the sponsors and users of federally obligated public-use airports are based on Federal law.

Among the most important responsibilities of the airport sponsor is ensuring the safe, secure, and efficient operation and management of the airport. This can best be accomplished by:

1. Providing appropriate oversight.
2. Enacting policies that provide clear direction and guidance to airport management and staff.
3. Ensuring compliance with all applicable regulatory measures.
4. Promoting the role, value, and contribution (economic and otherwise) of the airport to the community.

Review Exercise

Review: https://www.faa.gov/airports/aip/grant_assurances/

Lesson 2: State Funding Programs (and State-Administered Federal Funding Program)

The Bureau of Aviation (BOA), PA Department of Transportation, has the power to administer aviation in Pennsylvania and sets out its specific powers and rules to regulate aviation and airports.

Congress appropriates funds for the Airport Improvement Program (AIP) each year, and Pennsylvania receives a percentage of the total authorization based on area/population. Several Commonwealth-based programs and grants are described below:

- **State Aviation Development Program (ADP)** - funded through the collection of state taxes on jet fuel
- **Multimodal Transportation Aviation Funding (MMTA)** - funding to increase aviation investments
- **Capital Budget Program/Transportation Assistance Program (TAP)** - funding comes directly from the state's General Fund for the purposes of improving the state's aviation infrastructure.
- **Real Estate Tax Reimbursement Program (RETRP)** - funded through the collection of a state tax on avgas
- **Pennsylvania Infrastructure Bank-Aviation (PIB**) - provides low-interest loans to help fund eligible aviation projects within the Commonwealth

States that participate in the State Block Grant Program (SBGP) can assume responsibility for administering Airport. If there is Federal Block Grant Non-Primary Entitlement funding associated with the airport, this funding remains with the airport for three years. If the sponsor does not accept the SBGP grant, the state funding will revert to the state budget.

Planning

PennDOT utilizes the Joint Automated Capital Improvement Program (JACIP) to electronically collect, evaluate, and communicate twelve- and four-year plan data with funding eligible airport sponsors. JACIP also stores airport and project information that is used in the evaluation and selection of airports' funding requests.

The State Transportation Improvement Plan (STIP) and the TIP are the first four years of the Twelve-Year Program (TYP), which outline the multimodal transportation improvements spanning a four-year period.

The Twelve-Year Program is a multimodal, fiscally constrained program of transportation improvements spanning a 12-year period.

Summary of Grant Funding Programs for Pennsylvania Airports

Grant Program	Federal Match (%)	State Match (%)	Local Match (%)	Eligible Projects/Comments
Federal State Block Grant Program (SBGP)	90[2]	5	5	Per FAA Airport Improvement Program (AIP)
Aviation Development Program [1]	0	50	50	AIP match projects and revenue producing state/local projects
	0	75	25	Non-revenue producing state/local projects such as equipment, airfield and non-airfield pavement rehabilitation, support facilities, etc.
	0	90	10	Safety and standard related projects
Capital Budget Program [1]	0	75	25	AIP eligible but unfunded projects: • land/airport acquisition • access road and non-revenue parking • rehabilitation of terminal public-use areas Non-building hangar site work.
Capital Budget Program [1]	0	50	50	Hangar buildings, revenue producing terminal buildings and parking lots, aviation-compatible commercial development.
Multimodal Aviation/Multimodal Discretionary	0	75	25	Typically supplements more costly Aviation Development Program state/local projects and AIP matches.
Local Real Estate Tax Reimbursement	0	100	0	Reimbursement eligible is the portion of local real estate taxes which represents the aviation-related area
PA Infrastructure Bank (PIB) Aviation Account [3]	0	100	0	Runway/taxiway rehabilitation; taxiway and apron reconstruction; hangar construction; land acquisition; equipment procurement; obstruction removal; runway/taxiway/apron lighting; terminal construction; security gate purchases and installation

[1] Airports can be owned publicly or privately, but state funding programs are associated with publicly used airports. Capital Budget Programs are for publicly owned airports or private sponsors with public used airports.

[2] Typically, the FAA match is 90% for State Block Grant projects. For airports identified by the FAA as an economically distressed area, the FAA match is 95%.

[3] Maximum term for a PIB loan is 10 years. PennDOT has fixed the interest rate for PIB loans at one-half the prime lending rate as published by the Federal Reserve at the time of the loan application.

Lesson 3: Performance Metrics & Tracking

A performance metric is a quantifiable and ongoing measure used to evaluate success in meeting goals as compared to a measurable and objective standard – a benchmark – by which the board and management can track progress.

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Learning Objectives

At the end of this lesson, the group will be able to:
1. Identify relevant key performance airport metrics
2. Define the importance of performance indicators
3. Explain why tracking performance is relevant to stakeholders, board members, and airport managers

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The performance management framework links the airport's goals and objectives to resources and results. The organization sets clear measures of performance and the managers commit to meeting those performance targets.

You can't manage what you don't measure. Otherwise, you don't know if your airport is getting better or worse.

Key Performance Indicators – "Counts" vs. "Measures"

A "count" (or a number) is meaningless by itself. Performance measures include a reason why the performance is measured.

A trend is a collection of numbers that indicate progress towards a goal. Goals identify an amount of change that needs to be achieved in the future performance of the organization.

The FAA has in recent years embarked on a project to track operational metrics, both by commercial Air Carrier and General Aviation airports. Among the metrics that are of recent interest to the FAA[8] are:

Safety	Efficiency	Capacity	Environment	Cost Effectiveness
Fatality Rates Hazard Risk Mitigations	Number of Operations Gate-to-Gate Times	Runway Pavement Condition Average Daily Capacity	CO_2 Emissions Noise Exposure	Unit Cost per Operation

☑ Review Exercise

List three key performance metrics your board uses to measure your airport's success.

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Knowledge Assessment

Give examples of federal funding programs

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Give examples of Bureau of Aviation funding programs

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Explain the role of a "sponsor." Why is it important?

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Explain the importance of an airport board for setting performance metrics

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UNIT THREE

Strategic, Business, & Airport Master Planning

Strategic, business and master planning is an organization's process of defining its strategy, vision, and making decisions on allocating its resources to pursue goals, including its capital and people.

Learning Objectives

At the end of this unit, the group will be able to:

1. Identify business reasons why an airport exists
2. Explain the purpose of developing and integrating strategy, business, and airport master plans
3. Identify mission and vision statements
4. Conduct an analysis of strengths, weaknesses, opportunities, and threats

---

Lesson 1: Strategy, Business, & Airport Master Plans

The Strategic Plan, the Business Plan coupled with the Airport Master Plan (AMP), serve as critical tools to guide the Authority in making decisions that maximize the Airport's facilities and real estate assets. Of the three major planning processes, the AMP is typically funded by the FAA and/or the BOA.

Strategic Plan

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

Strategic planning is the formal consideration of an organization's future course. That is, the process for determining where an organization wants to be in the future (e.g., 3 to 5 years) and how it is going to attain its Vision.

Business Plan

The Business Plan confirms the Authority's Mission, and identifies specific goals, objectives and strategies for their achievement. It also includes future fiscal year budget forecasts to project the Authority's financial position, evaluates market and customers, operations, and employees.

To determine its business and financial goals, the organization needs to know exactly where it currently stands, define it's action plans, and show how it will implement and measure success. The resulting combination of documents is called the "Strategic Business Plan."

Airport Master Plan (and Airport Layout Plan)

Concurrent to the strategic plan and the business planning process is the Airport Master Plan (AMP) and Airport Layout Plan (ALP). The AMP and ALP are the basis for your airport's future development and financial planning. The AMP identifies airport facility and capital needs up to 20 years into the future. The board should update the AMP every 5-10 years and include an ALP update as well. The ALP identifies all current and planned projects the airport intends to utilize for eligible federal or state capital grants.

STRATEGIC PLAN

◦ Vision and Values Statement
◦ Situation Analysis (SWOT)
  ▪ Internal Assessment
  ▪ External Assessment
◦ Strategic Goals and Objectives
◦ Performance Metrics

PLANNING OBJECTIVES

BUSINESS PLAN

◦ Mission Statement
◦ Business Goals, Objectives, and
  Action Plans
  ▪ Financial and Budgets
  ▪ Airport and Market
  ▪ Organization
  ▪ Operations

AIRPORT MASTER PLAN

◦ Inventory
◦ Existing Conditions
◦ Forecasts
◦ Demand/Capacity Analysis
◦ Environmental
◦ Concepts, Alternatives, and
  Capital Improvement Plan
◦ ALP

**Strategic, Business, and Airport Master planning
is a continuous and collaborative process.**

The Planning Process

🔑 **Integration among the Strategic Plan, the Business Plan, and Airport Master Plan must be carefully considered during the planning process.**

The planning process for the development of the Strategic Plan, Business Plan and Airport Master Plan includes the following:

1. **Mission and Vision –** communicates the purpose and future of the organization

2. **Situational Analysis**
   - External analysis to identify customers, markets, and trends affecting the airport and region
   - Internal analysis to identify areas of strength and weaknesses

3. **Strategic goals and objectives**
   - Address all critical goals (financial, customers, operations and safety, and employee)
   - Consider Fixed Base Operator (FBO) cooperation in multiple goal categories

4. **Financial goals** - plans, budgets and projections

5. **Customer/Marketing goals** - plan development to identify and attract new customers and services

6. **Operations and Safety goals** - Safety and security, asset, infrastructure, and operations plans

7. **Employee goals** – organizational training and development that addresses employee capabilities, satisfaction, retention, and productivity

8. **Performance measures -** to ensure a key performance-based plan

Lesson 2: Mission & Vision

The Mission and Vision serve as the fundamental foundation for this Strategic Plan and Business Plan and are purposely developed by the board to provide a clear path forward for the airport.

🔑 *The function of a mission statement is to communicate the defining purpose of the organization, that is, the reason the organization exists.*

The mission of _____

[Airport name]

is to provide

_____

[products/services]

to _____

[customers]

so that they can

_____.

[how customers benefit]

The Mission Statement:
- Is clear and understandable to all
- Is brief enough for most people to keep it in mind
- Clearly specifies what business the organization is in
- Reflects the distinctive competence of the organization

The Vision Statement

🔑 *The Board's primary challenge is to define its vision.*

A vision is a clear, compelling, and shared picture of the future an organization seeks to create.

It is aspirational – it clarifies the purpose and direction of the organization and tests the assumptions made in the mission statement development process.

Five years from now, _____

[Airport's name]

will _____

_____

The vision statement:
- Offers guidance about what is expected in the future
- Clarifies organization's direction and purpose
- Helps to make decisions
- Creates a useful tension between the present and the desired future—provides motivation and challenge

Lesson 3: Situational Analysis

A Situational Analysis is an analysis of past and current organizational performance and is a key step in the strategic planning process. The process identifies customers, markets, and trends, both internal and external, that affect an airport organization.

Current Trends Impacting the Airport and Region

A common framework for reviewing the external environment has the acronym "PEST," which stands for the political, economic, socio-demographic, and technological conditions facing the organization.

Situations to consider:

Political environment trends

How is the political landscape changing and what implication do these changes have for the future of the organization? What political trends favor its mission and what trends do not? Are there opportunities for and/or threats to the organization's future?

Economic and Business trends

What changes are occurring in the economy that might affect the ability of the organization to achieve its mission? What economic trends favor its mission and what trends do not? Are there opportunities for and/or threats to the organization's future? What is the nature of the relationship of the airport and FBO?

Socio-Demographic trends

Is the population served by the organization changing? What social trends favor the mission of the organization and what trends do not? Are there opportunities for and/or threats to the organization's future?
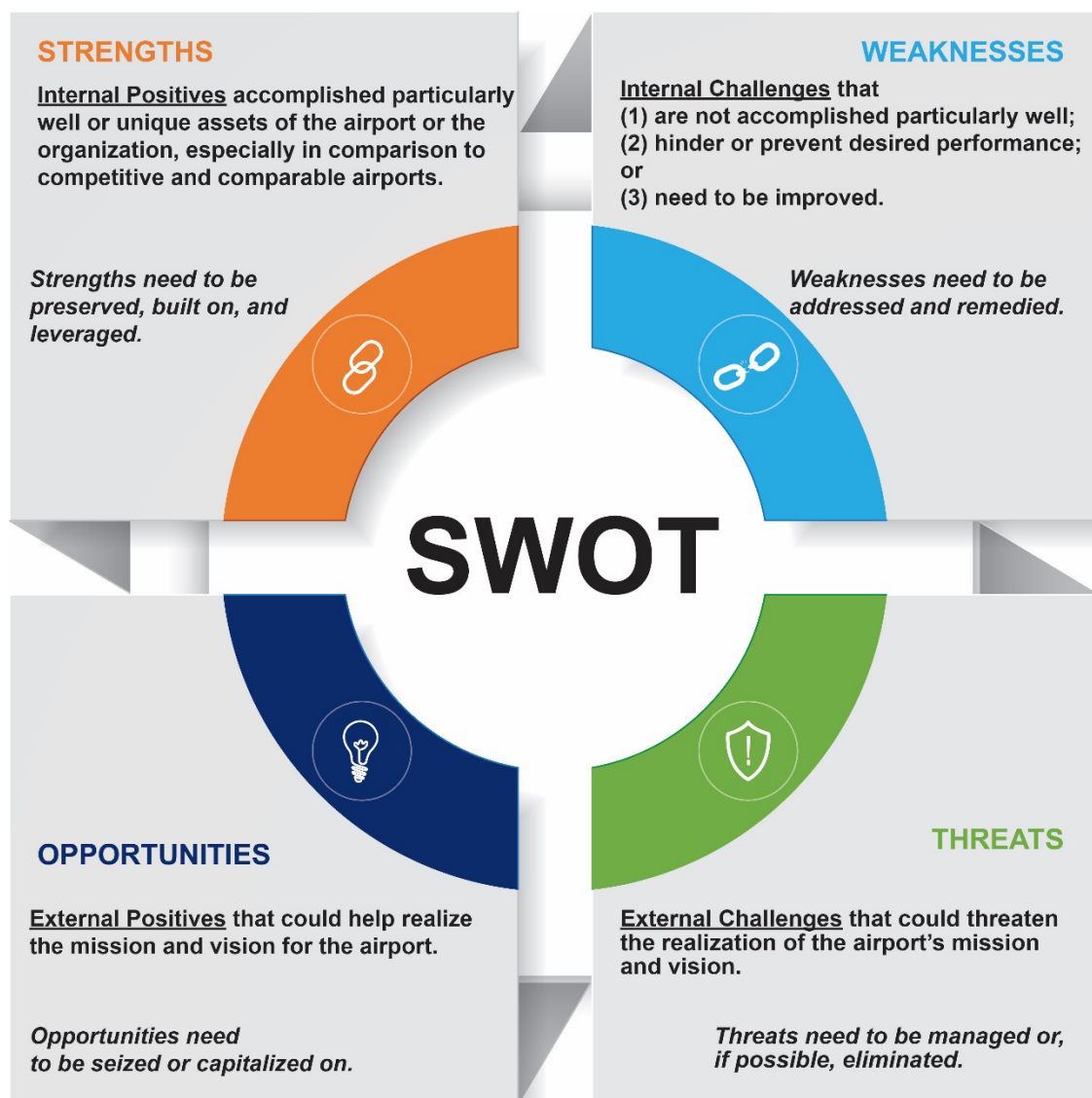
Technological environment trends

How are automation, the internet, and digital technologies affecting the ability of the organization to achieve its mission? What technological trends favor its mission and what trends do not? Are there opportunities for and/or threats to the organization's future?

SWOT Analysis Framework

"SWOT" (Strengths, Weaknesses, Opportunities, and Threats) Analysis considers both the current internal and external aspects of the airport. The Strengths and Weaknesses are internal; they relate to the important controllable characteristics of the airport as an organization. Opportunities and Threats are external to the airport, and therefore beyond the airport's control.

The first step in the SWOT analysis is conducted at the onset of the strategic business planning process and serves as an invaluable tool to engage the committee members in critical thinking about the airport's current situation and future opportunities for its growth and positive economic impact to the region.

STRENGTHS

Internal Positives accomplished particularly well or unique assets of the airport or the organization, especially in comparison to competitive and comparable airports.

Strengths need to be preserved, built on, and leveraged.

WEAKNESSES

Internal Challenges that
(1) are not accomplished particularly well;
(2) hinder or prevent desired performance; or
(3) need to be improved.

Weaknesses need to be addressed and remedied.

SWOT

OPPORTUNITIES

External Positives that could help realize the mission and vision for the airport.

Opportunities need to be seized or capitalized on.

THREATS

External Challenges that could threaten the realization of the airport's mission and vision.

Threats need to be managed or, if possible, eliminated.

✅ Review Exercise

Internal

List Strengths

_____

_____

List Weaknesses

_____

_____

External

List Opportunities

_____

_____

List Threats

_____

_____

The second step in the SWOT analysis focuses on major areas of emphasis, that include, identified priorities and goals based on *how internal strengths and weaknesses address external threats and opportunities.*

🔑 *The SWOT matrix allows you to identify strategies and outcomes (goals) from the intersection of the four main quadrants:*

	OPPORTUNITIES	THREATS
STRENGTHS	CAPITALIZE	MAINTAIN
WEAKNESSES	IMPROVE	DEFEND

From this analysis, the results are used by the board to formulate key themes and potential strategic goals upon which to chart the airport's future.

☑ Review Exercise

Match how internal strengths and weaknesses address external threats and opportunities.

_____

_____

_____

_____

Knowledge Assessment

What is the board's most important challenge?

_____

_____

_____

_____

What is the purpose of the mission and vision statements?

_____

_____

_____

_____

UNIT FOUR

Strategic Goals & Business Objectives

Strategic goals are an integrated set of goals and objectives that are intended to set the course for the foreseeable future of the airport.

The strategic goals are broken down into four primary goal categories:

1) **Financial**
2) **Customer/Marketing**
3) **Operations & Safety**
4) **Employees.**

The interdependencies between the priority goals and their collective implementation of objectives is critical for the airport's execution of its Mission and achievement of its Vision.

The intent of these categories is to ensure oversight and follow-through within the assigned board committees.

Learning Objectives

At the end of this Unit, the group will be able to:
1. Define the nature of strategic goals and objectives
2. Identify the four categories of strategic business goals
3. Formulate the strategic goals and objectives into an implementation matrix

Lesson 1: Setting Goals & Objectives

Goals are the **outcomes or expectations** devised by the board. They are also referred to as "ends" or the result.

Objectives are **actions taken** to implement or satisfy a goal. They are referred to as the "means."

🔑 *Goals communicate:*

- Major decisions/directions
- Expected results
- Specific actions required and accountability
- Financial impacts/requirements

There are several ways to state a strategic goal:

Target
> A target identifies in quantitative terms an amount of change that needs to be achieved in the future performance of the organization.

Improvement
> An improvement goal identifies a change in the performance of the organization that needs to be achieved in the future but does not specify the amount of change needed.

Project
> A project identifies a new operational component, system, or process that the organization does not have, but needs to change performance in the future. Typically, this takes the form of an "objective".

Objectives are often confused with goals. Objectives are specific, measurable, and actionable activities that, when implemented, satisfy a goal.

Objectives are addressed by acknowledging the following:

- How the goals will be attained
- Linkage to specific goals and how they are aligned with mission and vision statements
- Detail of the method or plan to achieve the intended result
- What set of actions are needed to achieve the goal
- How the board evaluates goals and objectives on an ongoing basis

✅ Review Exercise

An example goal with supporting objectives:

Goal: Increase number of customers		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**
1. Implement surveys to identify customers' satisfaction levels		
2. Identify new products and services to reach new customers and markets		

Explain the relationship between a strategic goal and objective

_____

_____

_____

Lesson 2: Financial Goals

Understanding the source of operating revenues and operating expenses of an airport is critical to the development and implementation of an airport strategic business plan.

The board and airport manager must have a basic understanding of financial and accounting principles.

An airport's financial statements, budgets, and performance measures are essential tools for achieving goals and realizing the mission and vision for the airport.

Learning Objectives

At the end of this lesson, the group will be able to:
1. Demonstrate understanding of financial statements
2. Describe the airport's financial and accounting functions
3. Explain your airport's budgeting process
4. Identify current financial position and sustainability goals

Financial Statements

Financial statements are used to record, track, and report the airport's financial performance and check progress toward achieving the financial goals established for the airport.

Financial statements must be published regularly. The primary financial documents an authority uses are its balance sheet, its income statement, and its cash flow statement.

The number of financial transactions and the detail of the statements should be based on the requirements of the board, and consistent with the business goals established for the airport.

Airport management must have a good working knowledge and understanding of the airport's source of operating revenues and operating expenses.

Federal grant obligations require that airport revenue must remain on the airport.

Business financial goals include ways to increase income and reduce costs. Ways to improve revenue generation, might be through increasing fuel fees, landing fees, and based aircraft fees, as well as real estate leasing, investment income and grants. Examples of ways to reduce costs require continuous attention to efficiencies by monitoring of expense and operational performance.

Review Exercise

Identify Financial Goal(s) and related objectives:

Financial Goal #1:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Financial Goal #2:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Review financial statements – what is the current financial position of your airport?

_____

_____

_____

Lesson 3: Customer/Marketing Goals

An essential, but sometimes overlooked, part of the business planning process is the development of the customer/market plan.

The board should initiate this Customer/market evaluation with assistance from its advisors, and integration with the Airport Master Plan. The emphasis on this process is to gather information and data regarding the local and regional market outlook and determine potential success.

Learning Objectives

At the end of this lesson, the group will be able to:
1. Identify market drivers and demand data
2. Describe new and existing customer acquisition goals
3. Explain community relations/public relations

Market Overview

A comprehensive study should include information regarding the local airport, community, local industries, competition, and customer segments.

The analysis should be completed to understand market drivers and customer demand for aviation products, services, and facilities. This market evaluation effort includes the airport's region, competitive landscape, target customers, and demand forecast.

Marketing and customer data also need to be gathered at the airport to identify number of based and FAA-registered aircraft, fuel volumes, and number of licensed pilots.

In addition, this market information should be studied to determine the airport's competitive position within its industry and local markets.

☑ Review Exercise

Identify Customer/Marketing Goal(s) and related objectives:

Customer/Marketing Goal #1:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Customer/Marketing Goal #2:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Compare current customers with new, or desired, target customers for your airport:

_____

_____

_____

Lesson 4: Operations & Safety Goals

The key airport operational and safety responsibilities are driven by the location, size, and complexity of the facilities and infrastructure.

Learning Objectives

At the end of this lesson, the group will be able to:
1. Describe operational and safety basics for airports' local, state, and federal regulations
2. Actively communicate commitment to safety as a priority
3. Identify roles and responsibilities of Airport Safety Program

Key Operations and Safety Responsibilities

How an airport is operated in a safe, secure and efficient manner is critical to its success.

Responsibilities require that the board and staff recognize and understand potential security issues and threats and have enough training to identify unusual conditions.

Board members should actively lead and be accountable for and support and abide by safety policies.

An Airport Board should adopt an Airport Safety Program that is comprised of three areas:

1: Core Safety Values:
- Safety is the highest priority.
- All accidents are preventable with an engaged safety program.
- Airport employees are on the front line for overseeing the airport's safety program and for emergency response.
- All employees will be trained on safety standards and Board expectations.

2: Roles and Responsibilities
- Airport Authority: Overall responsibility for planning, development, maintenance, and safe operation of the airport.
- Airport Manager: the 'Executive Director' for implementing the Airport Safety Program.
- Airport Tenants: Comply with airport rules and regulations, and businesses coordinate safety programs and emergency response procedures.

- Local Municipalities: Adopt and enforce airport hazard zoning and coordinate emergency response preparedness.
- PA Bureau of Aviation: Provides safety program assistance with training, safety inspections, and resources.

3: Components of an Airport Safety Program
- Written and exercised safety plan that includes:
    * Individual responsibilities for airport personnel.
    * Routine safety inspections.
    * Planning, actions, or programming for correction of safety issues.
    * Emergency response preparedness with equipment and training.
    * Communicating hazards to appropriate personnel.
    * Periodic safety training for employees, local pilots, and emergency responders.

Review Exercise

Identify Operating & Safety Goal(s) and related objectives:

Operations & Safety Goal #1:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Operations & Safety Goal #2:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Lesson 5: Employee Goals

Board and Staff need employees to apply their knowledge to activities that add value to the organization.

To maximize the capabilities of their employees, aviation organizations must view their employees in terms of contribution rather than cost and make employees jointly responsible for executing work initiatives.

Learning Objectives

At the end of this lesson, the group will be able to:
1. Identify basic roles of airport employees or FBOs
2. Define employee annual review and evaluation process
3. Establish priorities for the next term of leadership
4. Establish clear objectives and clarify expectations for an airport manager

The board appoints officers and hires employees to carry out instructions regarding the operation of the authority. It is the board's responsibility to set policy and require management and staff to carry out these policies.

One of the most important decisions of the board is to hire an airport manager who has the professional expertise to carry out the duties as defined by the board of directors. The board normally delegates hiring of employees through the airport manager.

In some cases, the airport grants the right to a Fixed-Base Operator (FBO) to perform a broad range of services at the facility, such as management, operations, and maintenance.

Employee Learning and Growth

Airports need to invest in developing its people in many important jobs. One of the most important employee functions is the management of the Airport Safety Program.

The four employee goals that an airport organization should encourage are: developing employee capabilities, increasing job satisfaction, increasing retention, and increasing productivity.

✅ Review Exercise

Identify Employee Goal(s) and related objectives:

Employee Goal #1:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

Employee Goal #2:		
Objectives	**Output/Measure**	**Responsibility/ Timeframe**

How does your airport measure employee development and training?

_____

_____

_____

Knowledge Assessment

Explain two ways to increase revenues and reduce expenses:

_____

_____

What is an FBO?

_____

_____

What are the main components of an Airport Safety Plan?

_____

_____

Appendix A: Glossary

Cargo Service Airports: Airports that, in addition to any other air transportation services that may be available, are served by aircraft providing air transportation of only cargo with a total annual landed weight of more than 100 million pounds.

Commercial Service Airports: Publicly owned airports that have at least 2,500 passenger boardings each calendar year and receive scheduled passenger service. Passenger boardings at airports that receive scheduled passenger service are also referred to as Enplanements.

Eminent Domain: The power of a state or the federal government to take private property for public use while requiring just compensation to be given to the original owner

Fixed Base Operator (FBO): The primary provider of support services for general aviation operators at a public-use airport.

General Aviation Airports: Are public-use airports that do not have scheduled service or have less than 2,500 annual passenger boardings. Approximately 88% of airports included in the NPIAS are general aviation.

Municipality: A municipality is a governmental body composed of a clearly defined territory, its population, and commonly denotes a city, town or a village. It is normally governed by a mayor and a city council or a municipal council.

Nonprimary Commercial Service Airports: Commercial Service Airports that have at least 2,500 and no more than 10,000 passenger boardings each year.

Primary Airports: Commercial Service Airports that have more than 10,000 passenger boardings each year. Hub categories for Primary Airports are defined as a percentage of total passenger boardings within the United States in the most current calendar year ending before the start of the current fiscal year.

Quorum: A majority of the members constitutes a quorum of the board, necessary to organize and conduct the business of the authority and for all other purposes. All action may be taken by vote of a majority of the members present unless the bylaws require a larger number.

Reliever Airports: Airports designated by the FAA to relieve congestion at Commercial Service Airports and to provide improved general aviation access to the overall community. These may be publicly or privately-owned.

Steward: Applies to the duty that members of governing bodies and management organizations must safeguard the assets, reputation, and integrity of the organization

Appendix B: Sunshine Laws

The Pennsylvania Sunshine Act, 65 Pa. C.S. §§ 701-716, requires agencies to deliberate and take official action on agency business in an open and public meeting. It requires that meetings have prior notice, and that the public can attend, participate, and comment before an agency takes that official action.

Minutes and records of the board are public documents, subject to the examination of any citizen of Pennsylvania.

The Act covers all such actions by an agency and municipal authority governing bodies, committees of these governing bodies, and municipal boards and commissions.

Notice of Meetings
- An agency shall give notice of its first regular meeting of the calendar or fiscal year at least three days in advance and shall give notice of the schedule of its remaining regular meetings.
- Special meetings and rescheduled meetings require 24-hour notice.
- Public notice is not required for an emergency meeting.

Exceptions to the Act
Executive Sessions: when the public is excluded, executive sessions may occur for only several reasons:
- Hold discussions of matters involving employment or performance of officers or employees of the agency
- Meet about collective bargaining, labor relations, and arbitration
- Consider the purchase or lease of real property
- Meet with an attorney or other professional advisor regarding litigation or other legal issues
- Discuss airport business which, if discussed in public, would lead to the disclosure of information protected by law

Note:
Avoid e-mail and other electronic discussions about matters before the board. A deliberative process that's carried out in e-mail and then voted on in a public session is a direct violation of the act. Also, e-mail is discoverable in litigation and you want to avoid being served with a search warrant.

For additional information about the Sunshine Act, go to the Office of Open Records website at
https://www.openrecords.pa.gov/SunshineAct.cfm

Appendix C: Example Board Member Job Description

Position Purpose:
To advise, govern, and oversee policy and direction, assist with leadership and general promotion of the (name) Airport Authority to support the organization's mission and needs.

Mission Statement (Example):
To commit to be the leader in business aviation services by providing our customers and employees uncompromised safety, exceptional quality and unparalleled customer service.

Major Responsibilities:
- Promote the purposes and progress of the Authority.
- Conduct performance evaluations of the Airport Manager/Executive Director.
- Make recommendations on major organizational structure and leadership matters.
- Set goals and objectives for short, medium, and long-term horizons.
- Exercise financial oversight, including review and adoption of the annual budget, and periodic review of financial reports.
- Review organizational and airport progress reports and advise on action to be taken.
- Provide oversight of policies and procedures.
- Attend and participate in meetings on a regular basis.
- Develop basic understanding of finances, budget, and financial/resource needs.
- Communicate and promote the airport's mission and services to the community.

Length of Term:
Five years; Board members must be reappointed for additional terms according to the bylaws governing the local municipality making the appointment.

Meetings and Commitment:
- Example Schedule: Meets the fourth Tuesday of every month at 4:30 p.m., in Conference Room of the Borough Building, except for a holiday week or when other issues require an adjustment to the schedule.
- Meeting length is typically 1.5 hours.
- Meetings are sometimes cancelled if there is a lack of pressing agenda items.
- Special meetings are infrequent and brief and may be held to provide staff approval and guidance on time sensitive matters.
- Work sessions are held two times annually for planning and budget purposes.

Appendix D: Committee Examples

The committees reviewed here are some of the most commonly used "standing" committees. Others might also be categorized as "ad hoc" – that is, set up for a temporary purpose. It is the Board's discretion to add, combine, or eliminate committees, or have any committees at all.

- **Finance/Budget**: Addresses issues related to finance, budgets, grants, etc.
- **Customer/Marketing**: Addresses communication strategies and services.
- **Operations/Maintenance**: Responsibility includes oversight of facility, infrastructure, construction, maintenance, and operating plans
- **Personnel/Human Resources**: Addresses benefits, personnel evaluations, and employee incentives.
- **Safety and Security:** Includes matters relating to security and safety of airport systems, and preparedness of the agency to respond to emergency situations.
- **Executive**: Areas of responsibility include oversight/review of the Board's rules and structure, the Agency's policies, financial plan and budget, and evaluation of the performance of the board.
- **Other Committees:**
  - Lease Committee
  - Project Committee
  - Scholarship Committee
  - Insurance Committee

Appendix E: Consultant Selection

- The sponsor is required to award all consulting services using a Qualifications Based Selection (QBS) process
- Have a written process
- FAA defines professional planning and professional design services (Architectural and Engineering) as two separate types of services
- Competition for the RFQ (Request for Qualifications) process must be fully transparent and open to the best qualified firms
- If a Consultant assists a Sponsor with the RFQ, they are to be excluded from competing for the services under all circumstances
- FAA's policy for selection is to list all specific projects in the RFQ that are reasonably expected to be initiated in the five-year period
- Choose a selection committee of at least three members, with a written code of conduct, that is knowledgeable of all the projects' technical requirements, and is free from any conflict of interest
- Develop a transparent scoring matrix that emphasizes the Sponsor's strategy and serves needs without any bias to one firm
- The sponsor must rank each Consultant, or risk going out for new procurement, if negotiations with selected Consultant fails
- Notify all parties of selection in a timely manner
- The Sponsor is required to receive the Independent Fee Estimate (IFE) before receiving the Consultant's proposal
- For projects, an IFE must be completed with a detailed breakdown
- The Sponsor must prepare a written record of negotiation
- When negotiating between a Consultant and the IFE, "within 10%" is not a rule, but rather a starting point of negotiation

Appendix F: Robert's Rules of Order

Parliamentary Procedure: a set of rules for conduct at meetings that allows everyone to be heard, topics to be discussed, and decisions to be made in a clear, structured manner.

Key Points of Robert's Rules

- To gain the right to speak (known as obtaining the floor) you must be recognized by the Chair. To obtain the floor, you must be the first to stand (raising your hand is not enough) and state "Mr./Madam Chairman." Note that standing while another has the floor is out of order.
- Debate begins when the Chair has stated the motion (or resolution) and asked, "Are you ready for the question?" If no one stands, the chair calls for the vote.
- Before the Chair states the motion (the question) members may request modification of the motion.
    - The mover can modify as he wishes or withdraw the motion without consent of a seconder.
    - If mover modifies the motion, the seconder can withdraw the second.
- The last question stated by the Chair is the "immediately pending question."
    - Motion/Resolution
    - Amendment
    - Motion to Postpone
- No one may speak twice regarding the same issue until all those who wish to speak have spoken once.
- Courteous language must be used, and all remarks must be directed to the Chair. Never refer to others by name.
- The agenda and committee reports are only recommendations. Often once a question is raised and stated, things change.

Appendix G: Resources and References

ACRP Guidebook for Managing State Aviation Systems
http://onlinepubs.trb.org/onlinepubs/acrp/FY2018PS/18-01-19Stambaugh.pdf

Airport Manager's Safety Handbook
http://www.dot.state.pa.us/public/PubsForms/Publications/PUB%20768.pdf

Airports in PA
https://en.wikipedia.org/wiki/List_of_airports_in_Pennsylvania

DOE Aviation Performance Metrics
https://www.directives.doe.gov/directives-documents/400-series/0440.2b-EGuide-1a/@@images/file

FAA AC 150/5190-7 – Minimum Standards for Commercial Aeronautical Activities
https://www.faa.gov/airports/resources/advisory_circulars/index.cfm/go/document.current/documentNumber/150_5190-7

FAA Administrator's Fact Book 2017
https://www.faa.gov/news/media/2017_Administrators_Fact_Book.pdf

FAA Aerospace Forecast 2018-2038
https://www.faa.gov/data_research/aviation/aerospace_forecasts/media/FY2018-38_FAA_Aerospace_Forecast.pdf

FAA Airport Improvement Program (AIP) Handbook
https://www.faa.gov/airports/aip/aip_handbook/

FAA Airport Sponsor & Airport User Rights and Responsibilities
https://www.faa.gov/airports/airport_compliance/media/airportSponsorAndUserRightsBrochure.pdf

FAA Aviation Data
https://www.faa.gov/data_research/aviation_data_statistics/

FAA Acronyms
https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/transformation/csp/acronyms/

FAA Compliance Manual
https://www.faa.gov/airports/resources/publications/orders/compliance_5190_6/

Guide for Developing Relevant KPIs for Public Sector Reporting
http://www.bcauditor.com/sites/default/files/publications/2010/report_10/report/OAGBC_KPI_2010_updated.pdf

Municipal authorities in PA
https://dced.pa.gov/download/municipal-authorities-in-pennsylvania/

Airport Governance and Ownership
National Academies of Sciences, Engineering, and Medicine 2009
https://www.nap.edu/login.php?record_id=23010&page=https%3A%2F%2Fwww.nap.edu%2Fdownload%2F23010

Guidebook for Developing General Aviation Airport Business Plans – ACRP Report 77
National Academies of Sciences, Engineering, and Medicine 2012
http://www.trb.org/Publications/Blurbs/168114.aspx

National Association of Aviation Officials
https://www.faa.gov/about/office_org/headquarters_offices/arc/programs/nasao/

PennDOT Aviation Laws, Regulations, Publications and Forms
https://www.penndot.gov/Doing-Business/Aviation/AviationLawsFormsAndPubs/Pages/default.aspx

Strategic/Business Plans – Greenville Spartanburg Airport
https://www.gspairport.com/site/user/files/41/GSP-SBP-PV-Final-2014format_Update_1_6LOWRES.pdf

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