



**Southwest Chapter of the
American Association of Airport
Executives Procedures Manual**

Revised July 2023

The Southwest Chapter of the American Association of Airport Executives (SWAAAE) Procedures Manual guides the business of the Chapter and is consistent with the Articles of Incorporation, the By-Laws and adopted Policy Decisions. Procedures will be updated regularly and presented to the Board of Directors to guide in the business of the Chapter. Reviews, additions, and revisions to the 'January 2021' Procedure Manual were made by the below Committee Chairs & Vice Chairs, in July 2023.

2022-2023 STANDING & AD HOC COMMITTEE LIST

Committee	Chair	Vice Chair
Academic Relations	David Sperling	Graham Ritz
Accreditation	Rosalyn Bond	
Awards, Resolutions and Recognition	Brett Godown	Welton Trang
Conference: Annual Summer (2023)	Alex Smith	Loriann Chace
Conference: Short Course (2024)	Loriann Chace	
Credentials	Gladys Brown	Brett Godown
Diversity, Equity and Inclusion	Harry Barrett Jr.	Lisa Watada
Engagement/Education	Alex Smith	Mike Hill
Executive	Corinne Nystrom	TJ Chen
Ethics	Jorge Rubio	Courtney Johnson
Finance	TJ Chen	Courtney Johnson
Governance	Courtney Johnson	Brett Godown
Leadership Development Committee	Alice Bimrose	
Membership	Chris Hastert	Loriann Chace
Nominating	Jorge Rubio	TJ Chen
Scholarship	Graham Ritz	
Time and Place	TJ Chen	Courtney Johnson
Young Professionals	Graham Ritz	Justin Castagna, Kathy Bales
ZØØ Visual & Audio Production	Cole Hartfiel	James Cullison

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Committee Procedures Overview

Revised July 2023

Representation and Authority

Succession Planning is a critical function of the Chapter to ensure a sufficient pipeline of future leaders. The Chairs and Vice Chairs of Committees are determined by various means, but fall into 4 general categories:

1. **Dictated by Bylaws or Policy Decisions.** These are specific to the officers serving on the Executive Committee and include:
 - a. Bylaws, Policies, & Procedures
 - b. Ethics
 - c. Finance
 - d. Nominating
 - e. Time & Place

2. **Selected by the President.** This generally applies to committees responsible for specific Chapter programs, including:
 - a. Ad Hoc
 - b. Awards, Resolutions, & Recognition
 - c. Credentials & Records
 - d. Legislative & Industry Issues / Positions
 - e. Membership
 - f. Scholarship
 - g. Technology

3. **Conference Chairs.** Selection of Chairs and Vice Chairs for the two conferences are handled slightly differently.
 - a. Airport Management Short Course: Effectively, each President selects the person who will chair the Short Course during their presidency. This is accomplished when the 2nd Vice President selects the Vice Chair for the year he or she will 1st Vice President, and that person will, in turn, be the committee chair the following year.
 - b. Annual Summer Conference: Each host airport chooses who on their staff will be the Conference Chair. This person is expected to be selected at least a year in advance so he or she can serve as the Vice Chair on the summer conference committee the year prior. Both the Chair and Vice Chair must be current members of SWAAAE.

4. **Selected through a Solicitation Process:** Committees which have an affiliation at the national level are selected through a solicitation process.
 - a. Formal: The Chapter's representative on the AAEE Board of Examiners (BOE) is selected through a formal solicitation process conducted by the Chapter, and selected by the AAEE Chair of the Board Of Examiners (BOE). If there is

an "At- Large" representative of the BOE within the Southwest Region, that person automatically serves as the Vice Chair. If not, the Chair will recommend a person as Vice Chair to the President for approval.

- b. Informal: The AAAE Academic Relations and AAAE Diversity Committees each seek a Chapter representative through a volunteer process. This person becomes the Chair of the respective Chapter Committee. The Chapter expectation is the Chair serve no more than two years in this capacity, while grooming another in the Chapter Vice Chair role to become the Chapter representative at the national level, and the Chair at the Chapter level. It is further expected that Chapter President will approve the selection of Vice Chair for each of these Chapter Committees.

Program Areas

Each Committee Chair has certain obligations in his or her role as follows:

1. Lead their respective committee in the completion of goals and initiatives.
2. Mentor a Vice Chair and actively solicit committee members for succession planning purposes.
3. Adhere to the Chapter Bylaws, Policy Decisions, Procedures.
4. Provide quarterly reports to the Chapter Board of Directors.
5. Attend quarterly Chapter Board meetings whenever possible, participating remotely at a minimum.
6. Attend Chapter Conferences whenever possible, at least one a year.
7. Review and update procedures annually, as needed.

Timeline

Committee Chairs and Vice Chairs are generally selected and/or confirmed by the incoming President at or before the Summer Conference.

Academic Relations Committee Procedures

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Representation and Authority

The Academic Relations Committee is Chaired by a Chapter member appointed by the President. The Chair shall recommend a Vice Chair, from any class of membership, for approval by the President. Because the Chair holds the title of SWAAAE Academic Relations delegate on the AAAE Academic Relations Committee (ARC) and represents the Chapter at the national level, he or she must meet the criteria outlined in Policy Decision 19. In this role, the Chair is responsible for regular participation in, and maintaining formal communication with, the AAAE ARC, and serves as the liaison/delegate between the AAAE ARC and the SWAAAE Board of Directors.

Program Areas

General

The Committee shall be responsible for reaching out and maintaining formal relationships with schools and American Association of Airport Executives (AAAE) student chapters in the Southwest region. It is the responsibility of the Academic Relations Committee to develop criteria and selection of recipients for programs that benefit the academic community in SWAAAE, with the exception of any scholarships overseen by the Scholarship Committee.

The programs managed by the Academic Relations Committee fall under the category of "Board of Directors Approved Programs" based upon the Chapter's annual budget. The Academic Relations Committee can also introduce new programs or eliminate (temporarily or permanently) any existing academic programs under the purview of the Academic Relations Committee, with approval from the Board of Directors.

Student Chapter Grant

This grant is awarded to a recognized a AAAE Student Chapter and/or student group looking to become a recognized AAAE Student Chapter. The purpose of the grant is to provide a financial base and/or financial support to Student Chapters looking for seed money to become a self- sustaining organization. The grant is awarded to up to two Student Chapters each year in the amount between \$500 and \$1,000.

AAAE Co-Funded Airport Internship Program with AAAE Chapters

The internship program is a joint venture program between AAAE and SWAAAE. The program seeks to provide more internship opportunities as a pathway for young people to become actively involved in the airport management profession. AAAE and SWAAAE co-fund the internship program to help create one paid internship in the Southwest Chapter each year. AAAE contributes \$2,500 to the program and SWAAAE matches the contribution (\$2,500), totaling \$5,000, only when it is awarded.

Outreach & Connections

The Committee is responsible for connecting with colleges & universities served within the Chapter boundaries and providing timely information about Chapter & industry opportunities for students.

Mentorship

The Academic Relations Committee provides a mentoring program for interested students to participate, maintaining a current roster of Chapter members to serve as mentors. Mentorship provides Academic Members with valuable tools and insights as they navigate through college towards their desired career goal.

Conferences

The Committee works with both the winter and summer conference committees to include program components to encourage academic participation. Emphasis will be greater during the Winter Conference due to colleges being in academic session. The Summer Conference will feature both networking and mentorship opportunity for any academic members who attend.

Timeline

General

- August: Committee Chair and Vice Chair will seek out committee members.
- Various: Outreach to student chapters and colleges in the Southwest Region is conducted throughout the year, with focused communication in the fall when school resumes, and in conjunction with conferences and industry events.

Student Chapter Grant

- August through November: Committee members reach out to existing and possible future student chapters/organizations to provide information about the student chapter grant.
- December: Committee evaluates applicants and notifies recipients.
- Winter conference (January): Student Chapter/organization selected will be awarded and/or recognized during the membership meeting and/or Winter Conference Banquet.

AAAE Co-Funded Airport Internship Program with AAEE Chapters

- September & October: Committee reaches out to airports seeking interest in creating a paid internship positions, and students interested in applying.
- November through January: Committee accepts applications from both Airports and students.
- January: Applications will be reviewed by the Committee.
- February: Committee submits airport and student recipient information to the Executive Director to be formally submitted to AAEE, and to formally notify the airport and student.
- Note: Dates are subject to change, depending on the AAEE application schedule. Further, AAEE has the discretion to add any requirements to this co-funded programs.

Miscellaneous Notes

- The Committee may request assistance from the Scholarship committee to evaluate program applications.
- The SWAAAE Board of Directors has the discretion to change any deadlines or requirements, as well as cancel any portion of the ARC program as funds are within the Board approved programs line item.
- The Committee is not specifically responsible for student programs or outreach specific to chapter conferences. However, at least one Committee member should participate in each conference committee, assisting in student programs and outreach associated with the conferences, and providing assistance as requested from the conference committee.

Accreditation Committee Procedures

Revised July 2023

Representation and Authority

AAAE

The AAAE Executive Committee, with the approval of the Board of Directors, shall annually appoint a Chair of the Board of Examiners (BOE).

The Chair of the Board of Examiners shall further appoint members of the Board of Examiners. There shall be nine to ten such members, one from each of the six regions and three or four at-large members. The Chapters can recommend an individual to represent them as the Regional Examiner, and may express support for specific "At-Large" examiners, but the final recommendation is made by the BOE Chair to the AAAE Executive Committee.

The term of each member shall be three years, or for a shorter period of time as the Chair, BOE may designate, so that the terms of at least two such members shall expire each year.

SWAAAE

The Nominations Committee will solicit interest for the Regional Examiner opportunity when there is a vacancy or an expiring term, as outlined in the Nominations Procedures.

The Regional Examiner shall typically serve as the Accreditation Committee Chair for the chapter, with any At-Large Examiner in the region serving as the Vice Chair. Other AAE's may serve in either capacity if warranted and as approved by the President.

The Committee Chair shall serve as an Ex-Officio member of the SWAAAE Board of Directors and shall report to the Board quarterly the status of the accreditation program both within the Chapter and nationally. The Committee Chair shall further engage with the Board and Chapter at Board meetings and Chapter conferences as a representative of the Chapter at the national level.

Program Areas

Final Interview Workshop

The Southwest Chapter is responsible for the final interview workshop, and conduct the workshop twice a year. The Southwest Regional Examiner is responsible for developing the content and presenting the workshop at each location. The first workshop is the Saturday prior to the start of the Airport Management Short Course in Monterey, CA. The second is the Saturday prior to the start of the National Airports Conference (NAC), at location determined by National AAAE. The rate for the Monterey workshop will be determined by the Conference Committee Chair to break even on the workshop. The rate for the NAC workshop is set by AAAE, and the revenues are split with the Chapter. An MOU is executed each year between AAAE and SWAAAE for the workshop at the NAC.

Functions of the Board of Examiners

The Board of Examiners, under the direction of its Chair shall conduct all examinations for Executive Membership and report its recommendations to the AAAE Board of Directors for its action. The Board of Examiners shall further act on such matters of administrative detail as may be referred to it by its Chair and/or the AAAE Board of Directors. The Board of Examiners shall also:

- Update the Body of Knowledge modules, Proctored Essay and Final Interview questions banks.
- Assist Executive Candidates in preparing for the Final Interview.
- Recruit and train interview panelists and mentors.
- Conduct Final Interviews.
- Proctor written examinations and proctored essay exams.
- Evaluate and grade management papers, case studies, and proctored essays.
- Manage Chapter accreditation programs.

Mentoring Candidates

The Regional Examiner has a number of responsibilities when working with candidates that include:

- Working with Executive Candidates prior to the final interview. This can include mentoring the candidate directly, or assigning a mentor and conducting periodic reviews and check-ins with both the candidate and the mentor. This includes:
 - Gauge candidate's knowledge and level of preparedness in each area by asking a series of practice questions.
 - Identify strengths and weakness in relative areas, and make suggestions on how to maximize candidate's performance.
 - Give feedback on the depth and quality of candidate's answers.
 - Coach candidates on techniques for answering questions.
- Recommending when the Executive Candidates are sufficiently prepared to proceed to the final interview based upon the reviews and/or feedback from a mentor.

Final Interviews

The Regional Examiner is a SWAAAE Chapter program and is responsible for arranging the place and time for Final Interviews to be conducted that is convenient to all parties. Additional related duties include:

- Recruiting Final Interview panels and assigning one member to be the lead panelist or, chairing the panel.
- Inform AAAE:
 - Of the date, time, and location of the interview, OR
 - Arrange for the candidate to proceed to the Final Interview at the upcoming national or regional conference.
- Ensure AAAE has all required documentation prior to and following the interview, including the candidate's current resume, a signed Code of Ethics, and the Final Interview Score Sheets following the interview.

Mentors

The Chair shall recruit mentors for candidates and assign mentors as demand warrants. The Chair shall maintain a current roster of mentors who serve as the Accreditation Committee members and may assist the Chair and Vice Chair in whatever areas are needed to support the Accreditation program within the Chapter.

Chapter Engagement

The Accreditation committee shall promote accreditation within the Chapter, including sessions at Chapter conferences periodically, direct outreach to candidates, and various other means of promotion within the Chapter.

Time Line

Information needed in working with conference committees for space and schedule to conduct final interviews; scheduling and promoting of Final Interview workshop at Airport Short Course and NAC; working with AAEE on the Final Interview Workshop MOU; revenue sharing reporting from the Final Interview Workshop at NAC, etc.

Awards, Resolutions & Recognition Committee Procedures

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Representation and Authority

The purpose of the Awards, Resolutions & Recognition Committee is to provide recognition by the Board of Directors of individuals, corporations, governments, and other entities acting in support of SWAAAE.

The Committee shall be chaired by a Director appointed by the President. Committee membership shall consist of a minimum of two (2) Executive members and one (1) Corporate member appointed by the Committee Chair and approved by the President. The Committee shall be responsible for coordinating resolutions and official letters of recognition to those who demonstrate an exceptional commitment to the aviation industry and to Airports, in particular. The Committee shall also develop criteria, nominate, and select recipients of awards to recognize their service to the aviation industry.

Program Areas

The committee shall perform the following functions:

- 1) Report to the Board of Directors at its regularly scheduled meetings on resolutions and recognition activities and encourage Board members to acknowledge those who have provided assistance to the organization.
- 2) Prepare resolutions and letters of recognition for signature by the President and facilitate the distribution process in a timely manner. The resolutions and letters shall represent the sense and will of the Chapter, using ideas and facts transmitted by members of the Chapter. A copy of each resolution and letter shall be forwarded to the Executive Director for historical reference.

It is customary to formally recognize:

- Members who have chaired, participated, or assisted with a conference;
 - Facilities, such as hotels, restaurants, and event sites that have provided support and service to the organization;
 - Event sponsors and exhibitors;
 - Other individuals and volunteers assisting the organization.
- 3) Nominations – Each year prior to the summer conference, the committee will send out a request to the Chapter membership seeking nominations of SWAAAE members to be recognized for their significant accomplishments. This recognition takes the form of various awards which are presented during the Annual Summer Conference banquet. The committee reviews the nominations submitted to make sure the nominees meet the criteria of the award in question. If the nominee meets the award criteria, the committee members vote to accept the nomination. If there are multiple nominations for an award, the committee will review each nomination and then vote on which nomination to accept. A simple majority is required to accept or reject a nomination. In special circumstances, by approval of the Executive Committee, an award may be presented at the winter conference.

Awards

Airport Executive of the Year:

The Airport Executive of the Year Award is the highest honor and award presented by the Chapter and recognizes an airport executive who has demonstrated exceptional performance.

Nominations may be based on (but not limited to) the following elements:

1. Courage.
2. Leadership.
3. Mission, Vision, Goals and Objectives.
4. Demonstrable impact on airport, industry, and business in general.
5. Innovativeness.
6. Moral dimension, personal character (Is there a coherent "higher" purpose?).
7. Executive's respect/beacon of excellence/reputation.

Eligibility

Recipients of the Airport Executive of the Year are nominated by their peers and must be current members of the Chapter and in good standing.

Aviation Excellence Award:

The "Aviation Excellence Award" is intended to recognize those airport management professionals who are not primarily responsible for the operation of the airport or, in cases where the airport is part of a system of airports, the candidate is not responsible for the system of airports. The award recipient is a person of exceptional qualities who is positioned second in command and below. This includes but is not limited to administration, engineering, planning, environmental, operations, maintenance, and emergency response type functions.

Nominations may be based on (but not limited to) the following elements:

In the past year, the recipient has overcome significant challenges, created and implemented innovative policies and/or gone above and beyond their normal duties in the aviation community.

Eligibility

Candidates of the Aviation Excellence Award are not eligible if they are the primary person responsible for an airport or system of airports (i.e. – Airport Director, Airport Manager, or Executive Director). Candidates must be at least one-position subordinate to the primary person responsible for the airport. Candidates must be a current member of the Chapter and in good standing.

Wanamaker Award:

The Robert "Wanamaker Award" was established by the California Association of Airport Executives (CAAE), the forerunner organization to SWAAAE, to honor the memory of Robert Wanamaker, a long-time member of the association and Executive Emeritus. Robert Wanamaker was the owner of the airport in El Monte, Los Angeles County from 1954 through 1971. He joined the CAAE in 1958 and served on numerous committees and as President in 1964. As an attorney, Robert Wanamaker gave generously of his time to the solving of legal matters for the CAAE.

The Wanamaker Award recognizes individuals who are not currently exercising active responsibility for the management, general supervision, or administration of a public-use airport who have devoted their skills, talent, personal resources, time, or alliances in the betterment of airports or aviation in its entirety. Nominations may be based on (but not limited to) the following elements: 1. Support, charitable dedication, volunteer work. 2. Legacy of achievements. 3. Examples of leadership in the airport and / or aviation profession. 4. Impacts on profession, airports, industry. 5. Contributions to next generation.

Eligibility

Candidates of the Wanamaker Award are eligible to persons who are not currently exercising active responsibility for the management, general supervision, or administration of a public-use airports. Nominations for the Wanamaker Award are open to all persons who have had a lasting impact in airport management or the aviation industry in its entirety. Candidates are not required to be members of SWAAAE

Corporate Award of Excellence:

SWAAAE recognizes the benefits Corporations provide to the airport industry and the Chapter. Corporations, airports, and SWAAAE are not mutually exclusive. Corporations complement and move the airport industry forward in strategic and sometimes unimaginable ways while providing critical support to airports and SWAAAE.

The "Corporate Award of Excellence" is awarded to a Corporation who has demonstrated outstanding visionary, innovative, and strategic thinking through its contributions toward the advancement of the airport and aviation industry as well the goals and objectives of its clients. The award recognizes that Corporation who has exemplified its success consistent with the vision and values of the Association.

Eligibility

Candidates must be a current Corporate member of the Chapter and in good standing. The definition of Corporate and Corporation are defined by the Chapter's Constitution and By-Laws.

Award of Distinction:

The Award of Distinction recognizes those few members of the Chapter who have served SWAAAE and/or promoted the Chapter or aviation with uncommon dedication. The criteria for this award is intentionally general to allow for extraordinary efforts and achievements over time that are not otherwise recognized in other award categories.

Nominations may be based on (but not limited to) the following elements:
The recipients of this award are judged to have provided extraordinary performance in furthering SWAAAE's goals, programs, and efforts or advancing the cause of aviation.

Candidates have shown:

1. Evidence of leadership, technical competence, high character and integrity.
2. Extraordinary efforts in advocating for the Chapter, or proactively performing the work of the Chapter.
3. Extraordinary efforts in advocating for aviation.
4. Other evidence of merit, which in the judgment of the Awards Committee, in advancing the objectives of SWAAAE.

Eligibility

Candidates must be a current member of the Chapter and in good standing.

Young Professional Award:

The SWAAAE Young Professional Award is to recognize young airport industry professionals who are below 40 years of age and are judged to have attained significant professional achievement. The recipients of this award represent the future of the industry and will set new standards for the support and growth of airport industry, as well as the SWAAAE brand. They are valuable assets in their organization, communities, and are moving the airport industry forward.

By developing and recognizing future leaders, SWAAAE is strengthening the foundation for the industry to continue to innovate, grow, and inspire future generations of SWAAAE members.

Nominations may be based on (but not limited to) the following elements:

1. Evidence of leadership, technical competence, high character and integrity.
2. Advocate for the airport industry.
3. Service to the advancement of the airport's profession.
4. Other evidence of merit, which in the judgment of the Awards Committee, in advancing the objectives of SWAAAE.

Eligibility

Current members in good standing who are 40 years of age or less on June 30 are eligible to be nominated.

Timeline

- July/August of previous year – Conference Chair selects conference vice chair and begins seeking committee volunteers. Obtain President's approval of committee members.
- January/February of current year – Request nominations from organization's members. Provide a closing date for submitting nominations.
- February through May of current year – Continue to solicit nominations. Collect and confidentially review and approve award nominees via committee communication and vote immediately after established closing date.
- June of current year, or at least 30 days prior to summer conference – place order for plaques and verify awardees will be present for acceptance.

- Summer conference - Present awards to awardees during banquet or as otherwise requested by the Executive Director and Summer Committee Chair

Airport Management Short Course Conference Committee Procedures

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1.0 Responsibility and Authority

1.1 Conference Overview

The Airport Management Short Course Conference (Conference) is typically scheduled the end of January of each year. This conference is conducted to benefit attendees with a variety of timely industry topics, a slate of engaging speakers and subject matter experts, and provides the opportunity to have fun and meet new people and network with colleagues.

1.2 Airport Management Short Course Conference Committee

The Airport Management Short Course Conference shall have a Chair and a Vice Chair. The Vice Chair is selected by the 2nd Vice President and moves up to Chair the following year. The Committee shall be approved by the current SWAAAE President.

2.0 Responsibilities

2.1 Chair Responsibilities

The responsibilities of the Chair, include, and are not limited to, the following:

2.1.1 Make suggestions for other conference venues, i.e., golf tournament locations, opening reception, evening event, or other social activities, where attendees can have fun and experience excellent networking opportunities. All recommendations must be reviewed and approved by the Executive Director.

2.1.2 Conference committee membership shall be selected to satisfy conference development requirements. This includes, and is not limited to, the following:

- Solicit committee membership
- Plan, coordinate and conduct the Conference
- Conduct conference Committee meetings, and take notes of decisions
- Develop the conference topics; draft and distribute agendas
- Engage Committee representatives to manages the following areas:
 - Provide connections for local sponsors and exhibitors, and other contacts for support to ensure the financial success of the Conference.
 - The Chair may also establish a Conference Sponsorship Committee (CSC) to reach out to industry

- partners and stakeholders to request financial support of the conference.
- The Chair will lead the development of the conference theme, program and conference logo, with members of the Committee, The incoming President of SWAAAE will have final approval on the conference theme, logo and program.

2.1.3 **Before/At/After the Summer Conference**

- Before
Coordinate with Executive Director to develop "Save the Date" collateral material for the Airport Management Short Course Conference.
- At
Ensure the "Save the Date" materials are available for and distributed at the Summer Conference. Hold the 'kick off' meeting for the Committee on the final day of the Summer Conference.
- After
Coordinate with Executive Director to e-mail the SWAAAE membership to invite volunteers to participate as a conference committee member. It is highly recommended that the Committee begin meeting immediately after the Summer Conference has concluded (meetings may be in the form of conference calls).
- Conference calls should be conducted on a monthly basis for three (3) months. Approaching the conference, the committee shall meet every two (2) weeks after registration is open until the event; and, weekly if needed.
- It is highly suggested that a representative from the State Aviation Association be invited to join the conference committee.

2.2 **Conference Program Committee (CPC) Responsibilities**

The Conference Program Committee (CPC) is a separate committee comprised of the SWAAAE President, the chairperson and other selected individuals, as authorized by the President of SWAAAE. The Chair may delegate leadership of the CPC to another, however, it is strongly encouraged that the Chair attend the CPC meetings.

2.3 **'Additional' Chair and Vice Chair Responsibilities**

The Chair of the Conference accepts the following expectations and obligations. This includes, and is not limited to the following:

- Have sufficient Committee members to participate on the

- Conference Committee.
- Provides suggestions for local speakers and secure keynote speaker (with Committee approval).

2.3.1 Electronic/Printed Forms

- Coordinate with Executive Director to develop "Save the Date" cards.
- Coordinate with Executive Director to distribute "Save the Date" cards at the SWAAAE Summer Conference.
- Coordinate with Executive Director to distribute "Save the Date" cards electronically through email to the following membership:
 - SWAAAE
 - ACA
 - CAC
 - AZAA
 - NAMA

2.3.2 Volunteers

Provides volunteers for on-site support during the conference including support for the following:

- Attendee Gift Bag Stuffing
- Registration
- Audio visual
- Transportation and Logistics
- Greeters for Evening Events

2.3.3 Airport Tour (Optional)

An optional tour may be provided at the end of the Conference. This may include arranging for transportation to pick up the attendees at the hotel.

The assigned lead will arrange for:

- Tour coordination including the attendee sign-ups for the tour
- Tour program
- Transportation from the conference hotel to the airport.

2.4 **SWAAAE Executive Director and Executive Committee Responsibilities**

2.4.1 Hotel Accommodations

Executive Committee coordinates with the Executive Director on the hotel site. The hotel site shall meet the expectations for hosting the Conference.

The following represents a list of the major elements that should be addressed:

- Group rate available three (3) days pre/post conference
- 80% attrition on room block
- Specific number of rooms per night will be provided by SWAAAE Executive Director, and approved by the Executive Committee

- Guest room internet
- Ability to bring in SWAAAE owned AV at no additional cost
- One (1) executive suite upgrade at group rate for President
- Handling and storage complimentary for twenty (20) boxes
- Discount on food and beverage and in-house AV
- Waived/optional resort fee
- Complimentary exhibit tables
- Session Locations
- Exhibitor Layout
- Menu
- Audio Visual Room Block

If the hotel satisfies the majority of the needs of the conference, SWAAAE will enter into a contract.

2.4.2 Attendee Roster

The benefit of an attendee roster is to provide attendees with important contact information before and after the conference. The attendee roster will be posted on the SWAAAE website as the attendees register.

- Copies of the attendee roster shall be distributed to the sponsors electronically, in advance of the conference, as determined by the level of sponsorship.
- Conference attendee information will be available in the Conference App before and during the conference
- The roster will be updated and electronically distributed to all conference attendees post conference.

2.5 **Airport Management Short Course Conference Committee Responsibilities**

2.5.1 Program Management

The Chair shall recruit and engage volunteers to manage the following program areas of the conference. The Chair is responsible to ensure there is progress toward a successful conference. This includes, and is not limited to, the following:

2.5.1.1 Budget

It is recommended that a draft budget be developed for review by the Board of Directors at the Summer Board of Directors meeting (preceding the Summer Conference). It is recommended that the Committee ask SWAAAE to provide the conference budget from the previous years' Conference.

2.5.1.2 Program Development

Significant considerations in the Program shall include:

- Registration
Contract with the Executive Director should be approved by the Board and executed at the Conference Board Meeting; this will assist with the registration and the build of the conference website. The conference registration also includes registration for other seminars that are conducted in partnership with the Conference.

These Seminars/Events include:

- Airport Attorney's Workshop
- AAAE Final Interview Workshop
- AAAE Final Interviews

Registration shall be posted to the website at least five (5) months prior to the Conference.

The registration shall include:

- Attendees
- AAAE Workshop and Final Interviews
- Airport Attorney's Workshop
- Golf Interest
- Welcome Reception
- Monday Night Event
- Young Professional/Student Session
- Evening Event Banquet
- Spouse/Guest Activities

- Conference Agenda (SWAAAE)
Digital format of the conference Agenda shall be posted on the SWAAAE website at least five (5) months prior to the Conference.

3.0 Sponsorship

- 3.1** A fundamental element necessary to achieve a successful Conference is to engage sponsors to provide financial support. A sponsor can choose to support a specific event, such as a coffee break, lunch, etc. Financial support may also be in the form of in-kind donations, such as gift bags, lanyards, etc.

The Sponsorship Committee will work with the SWAAAE Executive Director and Conference Committee to develop sponsorship information. The executive Director will send out e-mail information that outlines the Conference Sponsorship opportunities

Benefits of Sponsorship include:

- Brand Visibility (signage, conference brochure, tabletop cards, verbal announcements/recognition from chair and moderators at the different sessions, etc.); exposure to more than 200 key industry professionals.
- Access to the largest and best network of airport professionals in the regions.
- Flexibility; choose between reasonably priced sponsorship levels.
- Premier Exhibitor Placement; valuable face-to-face networking and interaction with attendees.
- Opportunities
 - Underwriting of Higher Attended Events
 - Tiered Sponsor Benefits
 - In-Kind Donations and Materials
 - Exhibitor Spaces
 - Golf Tournament

Past conference committees have developed and successfully used a tiered approach. An example of the Conference Sponsor Prospectus is located in Appendix A.

4.0 Conference Logistics

4.1 Audio Visual (Technology Committee Chair)

The Conference Chairperson shall coordinate with the Technology Committee Chair, and use the SWAAAE-owned AV equipment, unless circumstances warrant that other AT avenues must be explored.

- Arrange for timely shipping of SWAAAE-owned AV equipment to the hotel venue; ensure hotel receives and secures the equipment.
- Coordinate AV set-up with Technology Committee Chair.
- If necessary, secure additional equipment.
- Host airport should provide the equipment, if able.
- Rent necessary equipment from hotel, only if absolutely necessary.

4.2 Speaker Gifts

In coordination with the conference budget committee and Executive Director, the Conference Chair can pay up to, but not exceed, \$2,500 for a keynote speaker out of the conference budget. Remaining speaker gifts are a donation in the speaker's name to a selected charity. Each speaker receives a certificate and/or a "thank you card" acknowledging their service to SWAAAE as a speaker and identifying the selected charity. The Conference Chair is the lead in selecting the charity. Coordinate with the Executive Director for printing of certificates and/or thank you cards.

5.0 Events

5.1 Board and Conference Committee Dinner

The Executive Director works with the Conference Chair to identify the best location to hold the Board and Conference Committee Dinner.

The venue should offer the following:

- Room for 60 people to be comfortably seated for dinner.
- A menu that offers options, including vegetarian or gluten-free meals.
- If the venue is not inside the conference hotel, transportation should be provided by the host airport.

5.2 Welcome Reception

The Welcome Reception may be held on the hotel site or another suitable venue. Some important items to consider:

- Food and Beverage Cost(s)
Appetizers are usually preferred as many attendees may have dinner plans with consultants or other industry stakeholders and partners. Consider if alcohol will be provided complimentary (via tickets) or use a cash bar.
- Transportation
Determine if transportation is required, method and cost, if needed. You will need to determine the best mode of transportation to and from the selected venue, and the frequency of the drive trips to best accommodate the attendees.

5.3 Monday Night Event

It is highly recommended that the venue selected offer the attendees the opportunity to visit with colleagues and network with industry partners and stakeholders.

The venue should include:

- Space to reasonably accommodate 200 people.
- If not already provided, space where food and beverage stations can be easily located.
- Preferable an engaging entertainment venue.

5.4 Food and Beverage

For all food and beverage outside of the planned events, the Executive Director coordinates food and beverage offerings during the conference, in coordination with the Chairperson.

For example:

- Breakfast with the Exhibitors
Recommend regular and decaffeinated coffee, tea, water, juice(s), and an assortment of breakfast items, including hot meals, breads, muffins, yogurt, and fruit.
- Morning Coffee Breaks
Recommend regular and decaffeinated coffee, tea, and water.
- Afternoon Breaks
Recommend an assortment of regular and diet soda, iced tea, water and snacks (cookies, brownies, etc.).
- Corporate Luncheon (optional)
This is typically sponsored by corporate sponsor(s), and includes a planned meal with a first, second and dessert course, with water, coffee and tea service. SWAAAE and the Committee should coordinate closely with the sponsor(s).
- President's Reception
This is typically sponsored by corporate sponsor(s), and includes various types of beverages, specific quantities and a cost ceiling that the sponsor(s) are comfortable with. SWAAAE and Chairperson should coordinate closely with the sponsor(s). This is one case where drink tickets may be suitable; additional drinks will be the responsibility of the attendee.
- President's Banquet
This is typically sponsored by corporate sponsor(s), and includes a planned meal with a first, second and dessert course, with water and coffee service.

6.0 Exhibitors/Exhibitor Hall

6.1 Exhibitors

The conference materials will include space available and cost information for exhibitors. It is the goal to work with SWAAAE and sign up as many exhibitors as the exhibitor space will allow.

6.2 Exhibitor Hall

Ensure that the Exhibitor Hall or Area provides space for the exhibitor and circulation space for conference attendees. It is also recommended that there is a dedicated space/area where breakfast, coffee breaks and afternoon breaks food and beverages can be placed, with adequate

room for attendee circulation. If the space allows, provide some tables and chairs for attendees to sit, eat and visit.

➤ Prizes

It is important for attendees to spend time in the Exhibition Hall visiting with exhibitors. One way to attract attendees to remain in the Exhibition Hall is to have frequent raffles. A raffle for a prize is always a fun way to share the conference experience. People love to win prizes!

- Example: Using a 'bingo' card can be a good way to encourage mingling in the exhibit hall. The bingo card must be completed (full card), signed by all exhibitors before the completed card/attendee is eligible to win a drawing prize.

In advance of the Conference, engage the host airport, sponsors, exhibitors and others to provide a variety of prizes. Prizes can take many forms, such as:

- Gift cards
- Golf Items
- Food/Wine Baskets
- Drones
- iPads or other Electronic Devices
- Model Airplanes
- Gag Gifts

7.0 Golf Tournament

7.1 Location

The Committee will recommend the golf course for the golf tournament.

- Confirm golf course availability; date, start time.
- Negotiate group rates.
- Finalize golf course for the golf tournament; a deposit may be required.

7.2 Sponsorship/Prizes

➤ Sponsorship

A fundamental element necessary to achieve a successful golf tournament is to engage sponsors to provide financial support and/or promotional items and prizes.

The Committee will work with SWAAAE to develop sponsorship information. SWAAAE will send out e-mail information that outlines the Conference and gold tournament sponsorship opportunities.

Points to include are:

- Brand Visibility (signage, conference brochure, verbal announcements/recognition from chair and moderators at the different sessions, etc.); exposure to approximately 50 key industry professionals.
- Access to airport professionals in a relaxed and fun environment.

7.3 Golf Tournament Pairing Form

When an attendee registers for the Conference, there is an opportunity to sign up for the Golf Tournament. The ability to identify the golf pairing is identified, as well.

More information may be found in Appendix B.

8.0 Transportation

The Chair will make arrangements for transportation to and from off-site events, including the frequency of the transportation.

Miscellaneous Notes:

For a Winter Conference Committee "Responsibilities Matrix and Checklist" and "Helpful Timeline" see Appendix C

SWAAAE Annual Summer Conference Committee and Host Procedures

Revised July 2023

1.0 Overview and Authority

1.1 Conference Overview

The Annual Summer Conference is typically scheduled sometime between the months of June and July of each year. This conference is conducted to benefit attendees with a variety of timely industry topics, a slate of engaging speakers and subject matter experts, and provides the opportunity to have fun and meet new people and network with colleagues.

1.2 Summer Conference Committee

The Annual Summer Conference Committee (SCC) shall have a Chair and a Vice Chair, and shall be chaired by either an Executive Member or a Chapter Member selected by the outgoing President for that year and the Host (airport).

2.0 Responsibilities

2.1 Chairperson Responsibilities

The responsibilities of the chairperson, include, and are not limited to, the following:

2.1.1 Provide suggestions for the hotel site for the conference location. (The Executive Director will conduct site selection and confirm the hotel meets the requirements to the Board of Directors, Host airport and chairperson).

2.1.2 Make suggestions for other conference venues, i.e., golf tournament locations, opening reception, evening event, or other social activities, where attendees can have fun and experience excellent networking opportunities. All recommendations must be reviewed and approved by the Executive Director.

2.1.3 Conference committee membership shall be selected to satisfy conference development requirements. This includes, and is not limited to, the following:

- Solicit committee membership
- Plan, coordinate and conduct the Summer Conference
- Conduct conference committee meetings, and take notes of decisions
- Develop the conference topics; draft and distribute agendas
- Engage committee representatives to manages the following areas:

- Provide connections for local sponsors and exhibitors, and other contacts for support to ensure the financial success of the conference.
 - The chairperson may also establish a Conference Sponsorship Committee (CSC) to reach out to industry partners and stakeholders to request financial support of the conference.
- The Chair will lead the development of the conference theme, program and conference logo, with members of the Committee, The incoming President of SWAAAE will have final approval on the conference theme, logo and program.

2.1.4 Before/At/After the Winter Conference

- Before
Coordinate with Executive Director to develop “Save the Date” collateral material for the Summer Conference.
- At
Ensure the “Save the Date” materials are available for and distributed at the Winter Conference. It is highly recommended that the Host airport have a table in the Exhibitor area to promote the Summer Conference. Hold the ‘kick off’ meeting for the SCC on the final day of the Winter Conference.
- After
Coordinate with Executive Director to e-mail the SWAAAE membership to invite volunteers to participate as a conference committee member. It is highly recommended that the SCC begin meeting immediately after the Winter Conference has concluded (meetings may be in the form of conference calls).
- Conference calls should be conducted on a monthly basis for three (3) months. Approaching the conference, the committee shall meet every two (2) weeks after registration is open until the event; and, weekly if needed.
- It is highly suggested that a representative from the State Aviation Association be invited to join the conference committee.

2.2 Conference Program Committee (CPC) Responsibilities

The Conference Program Committee (CPC) is a separate committee comprised of the SWAAAE President, the chairperson and other selected individuals, as authorized by the President of SWAAAE. The Chair may delegate leadership of the CPC to another, however, it is strongly encouraged that the

Chair attend the CPC meetings.

2.3 Host Responsibilities

The Host of the Summer Conference accepts the following expectations and obligations.

This includes, and is not limited to the following:

- Participates as the Chairperson on the SCC or designates a member of the host airport staff to participate on the Conference Committee.
- Provides suggestions for local speakers and secure keynote speaker (with committee approval).

2.3.1 Electronic/Printed Forms

- Coordinate with Executive Director to develop "Save the Date" cards.
- Coordinate with Executive Director to distribute "Save the Date" cards at the SWAAAE Winter Conference.
- Coordinate with Executive Director to distribute "Save the Date" cards electronically through email to the following membership:
 - SWAAAE
 - ACA
 - CAC
 - AZAA
 - NAMA

2.3.2 Volunteers

Provides volunteers for on-site support during the conference including support for the following:

- Attendee Gift Bag Stuffing
- Registration
- Audio visual
- Transportation and Logistics
- Greeters for Evening Events

2.3.3 Airport Tour

The airport host will provide a tour of their airport at the end of the Summer Conference. This may include arranging for transportation to pick up the attendees at the hotel. The airport host is encouraged to focus the tour on the unique characteristics of the airport and/or its programs.

The assigned lead will arrange for:

- Tour coordination including the attendee sign-ups for the tour
- Tour program
- Transportation from the conference hotel to the airport.

2.4 SWAAAE Executive Director and Executive Committee Responsibilities

2.4.1 Hotel Accommodations

The Executive Committee coordinates with the executive committee,

conference chairperson and host airport on the hotel site. The selected hotel site shall meet the expectations for hosting the Summer Conference.

The following represents a list of the major elements that should be addressed:

- Group hotel room rate should strive to be under \$300 per night
- Group rate available three (3) days pre/post conference
- 80% attrition on room block
- Specific number of rooms per night will be provided by SWAAAE Executive Director, and approved by the Executive Committee
- Guest room internet
- Ability to bring in SWAAAE owned AV at no additional cost (goal)
- One (1) executive suite upgrade at group rate for President (goal)
- Handling and storage complimentary for twenty (20) boxes
- Discount on food and beverage and in-house AV
- Waived/optional resort fee
- Complimentary exhibit tables
- Session Locations
- Exhibitor Layout
- Menu
- Audio Visual Room Block

If the hotel satisfies the majority of the needs of the conference, SWAAAE will enter into a contract.

2.3.2 Attendee Roster

The benefit of an attendee roster is to provide attendees with important contact information before and after the conference. The attendee roster will be posted on the SWAAAE website as the attendees register.

- Copies of the attendee roster shall be distributed to the sponsors electronically, in advance of the conference, as determined by the level of sponsorship.
- Conference attendee information will be available in the Conference App before and during the conference
- The roster will be updated and electronically distributed to all conference attendees post conference.

2.4 **Summer Conference Committee (SCC) Responsibilities**

2.4.1 Program Management

The SCC chairperson shall recruit and engage volunteers to manage the following program areas of the conference. The chairperson is

responsible to ensure there is progress toward a successful conference. This includes, and is not limited to, the following:

2.4.1.1 Budget

It is recommended that a draft budget be developed for review by the Board of Directors at the Winter Board Meeting (preceding the Airport Management Short Course). It is recommended that the SCC ask SWAAAE to provide the conference budget from the previous years' Summer Conference.

2.4.1.2. Program Development

Significant considerations in the Program shall include:

2.4.1.2.1 Registration

Contract with the Executive Director should be approved by the Board and executed at the Summer Conference Board Meeting; this will assist with the registration and the build of the website. The conference registration also includes registration for other seminars that are conducted in partnership with the Summer Conference.

These Seminars/Events include:

- AAAE Final Interview Workshop
- AAAE Final Interviews
- As recommended by Conference Committee

Registration shall be posted to the website at least five (5) months prior to the Summer Conference.

The registration shall include:

- Attendees
- AAAE Final Interview Workshop
- AAAE Final Interviews
- Golf Interest
- Welcome Reception
- Monday Night Event
- Young Professional/Student Session
- Evening Event Banquet
- Spouse/Guest Activities

2.4.1.2.2 Conference Agenda (SWAAAE)

Digital format of the conference Agenda shall be posted on the SWAAAE website at least five (5) months prior to the Summer Conference.

3.0 Sponsorship

3.1 A fundamental element necessary to achieve a successful Summer Conference is to engage sponsors to provide financial support. A sponsor can choose to support a specific event, such as a coffee break, lunch, etc. Financial support may also be in the form of in-kind donations, such as gift bags, lanyards, etc.

The Sponsorship Committee will work with the SWAAAE Executive Director and Conference Committee to develop sponsorship information. The Executive Director will send out e-mail information that outlines the Summer Conference sponsorship opportunities.

Benefits of Sponsorship include

- Brand Visibility (signage, conference brochure, tabletop cards, verbal announcements/recognition from chair and moderators at the different sessions, etc.); exposure to more than 200 key industry professionals.
- Access to the largest and best network of airport professionals in the regions.
- Flexibility; choose between reasonably priced sponsorship levels.
- Premier Exhibitor Placement; valuable face-to-face networking and interaction with attendees.
- Opportunities
 - Underwriting of Higher Attended Events
 - Tiered Sponsor Benefits
 - In-Kind Donations and Materials
 - Exhibitor Spaces
 - Golf Tournament

Past conference committees have developed and successfully used a tiered approach. An example of the tiered Conference Sponsor Conference Prospectus is located in Appendix A.

4.0 Conference Logistics

4.1 Audio Visual (Technology Committee Chair)

The Conference Chairperson shall coordinate with the Technology Committee Chair, and use the SWAAAE-owned AV equipment, unless circumstances warrant that other AT avenues must be explored.

- Arrange for timely shipping of SWAAAE-owned AV equipment to the hotel venue; ensure hotel receives and secures the equipment.
- Coordinate AV set-up with Technology Committee Chair.
- If necessary, secure additional equipment.
- Host airport should provide the equipment, if able.
- Rent necessary equipment from hotel, only if absolutely necessary.

4.2 Speaker Gifts

In coordination with the conference budget committee and Executive Director, the Conference Chair can pay up to, but not exceed, \$2,500 for a keynote speaker out of the conference budget. Remaining speaker gifts are a donation in the speaker's name to a selected charity. Each speaker receives a certificate and/or a "thank you card" acknowledging their service to SWAAAE as a speaker and identifying the selected charity. The Conference Chair is the lead in selecting the charity. Coordinate with the Executive Director for printing of certificates and/or thank you cards.

5.0 Events

5.1 Board and Conference Committee Dinner

It is recommended that the Conference Chair work closely with the Executive Director on the best location to hold the Board and Conference Committee Dinner.

The venue should offer the following:

- Room for 60 people to be comfortably seated for dinner.
- A menu that offers options, including vegetarian or gluten-free meals.
- If the venue is not inside the conference hotel, transportation should be provided by the host airport.

5.2 Welcome Reception

The Welcome Reception may be held on the hotel site or another suitable venue. Some important items to consider:

- Food and Beverage Cost(s)
Appetizers are usually preferred as many attendees may have dinner plans with consultants or other industry stakeholders and partners. Consider if alcohol will be provided complimentary (via tickets) or use a cash bar.
- Transportation
Determine if transportation is required, method and cost, if needed. You will need to determine the best mode of transportation to and from the selected venue, and the frequency of the drive trips to best accommodate the attendees.

5.3 Monday Night Event

It is highly recommended that the venue selected offer the attendees the opportunity to visit with colleagues and network with industry partners and stakeholders.

The venue should include:

- Space to reasonably accommodate 200 people.
- If not already provided, space where food and beverage stations can be easily located.
- Preferable an engaging entertainment venue.
- A family-friendly environment.

5.4 Food and Beverage

For all food and beverage outside of the planned events, the Executive Director coordinates food and beverage offerings during the conference, in coordination with the Chairperson

For example:

- Breakfast with the Exhibitors
Recommend regular and decaffeinated coffee, tea, water, juice(s), and an assortment of breakfast items, including hot meals, breads, muffins, yogurt, and fruit.
- Morning Coffee Breaks
Recommend regular and decaffeinated coffee, tea, and water.
- Afternoon Breaks
Recommend an assortment of regular and diet soda, iced tea, water and snacks (cookies, brownies, etc.).
- Corporate Luncheon (optional)
This is typically sponsored by corporate sponsor(s), and includes a planned meal with a first, second and dessert course, with water, coffee and tea service. SWAAAE and the SCC should coordinate closely with the sponsor(s).
- President's Reception
This is typically sponsored by corporate sponsor(s), and includes various types of beverages, specific quantities and a cost ceiling that the sponsor(s) are comfortable with. SWAAAE and the Chairperson should coordinate closely with the sponsor(s). This is one case where drink tickets may be suitable; additional drinks will be the responsibility of the attendee.
- President's Banquet
This is typically sponsored by corporate sponsor(s), and includes a planned meal with a first, second and dessert course, with water and coffee service.

6.0 Exhibitors/Exhibitor Hall

6.1 Exhibitors

The conference materials will include space available and cost information for exhibitors. It is the goal to work with SWAAAE and sign up as many exhibitors as the exhibitor space will allow.

6.2 Exhibitor Hall

Ensure that the Exhibitor Hall or Area provides space for the exhibitor and circulation space for conference attendees. It is also recommended that there is a dedicated space/area where breakfast, coffee breaks and

afternoon breaks food and beverages can be placed, with adequate room for attendee circulation. If the space allows, provide some tables and chairs for attendees to sit, eat and visit.

➤ Prizes

It is important for attendees to spend time in the Exhibition Hall visiting with exhibitors. One way to attract attendees to remain in the Exhibition Hall is to have frequent raffles. A raffle for a prize is always a fun way to share the conference experience. People love to win prizes!

In advance of the Summer Conference, engage the host airport, sponsors, exhibitors and others to provide a variety of prizes. Prizes can take many forms, such as:

- Gift cards
- Golf Items
- Food/Wine Baskets
- Drones
- iPads or other Electronic Devices
- Model Airplanes
- Gag Gifts

7.0 Golf Tournament

7.1 Location

The SCC, in coordination with the host airport, will recommend the golf course for the golf tournament. Typically, the golf tournament will be held on the hotel property, if there is a golf course. Otherwise, a nearby golf course will be suitable.

- Confirm golf course availability; date, start time.
- Negotiate group rates.
- Finalize golf course for the golf tournament; a deposit may be required.

7.2 Sponsorship/Prizes

➤ Sponsorship

A fundamental element necessary to achieve a successful golf tournament is to engage sponsors to provide financial support and/or promotional items and prizes.

The SCC will work with SWAAAE to develop sponsorship information. SWAAAE will send out e-mail information that outlines the Summer Conference and golf tournament sponsorship opportunities.

Points to include are:

- Brand Visibility (signage, conference brochure, verbal announcements/recognition from chair and moderators at the

different sessions, etc.); exposure to approximately 50 key industry professionals.

- o Access to airport professionals in a relaxed and fun environment.

➤ Prizes

A raffle for prizes, or prizes given based on certain game criteria is always a fun way to share the golf experience. People love to win prizes!

In advance of the Summer Conference, engage the host airport, sponsors, exhibitors and others to provide a variety of prizes. Prizes can take many forms, such as:

- o Gift Cards
- o Golf items
- o Food/Wine Baskets
- o Gag Gifts

7.3 Golf Tournament Pairing Form

When an attendee registers for the Summer Conference, there is an opportunity to sign up for the Golf Tournament.

More information may be found in Appendix B.

8.0 Transportation

Typically, the host airport will provide transportation to and from events, including determining the frequency of the transportation.

Miscellaneous Notes:

For a Summer Conference Committee “Responsibilities Matrix and Checklist” and “Helpful Timeline” see Appendix D

Credentials Committee Procedures

Reviewed July 2023

Representation and Authority

The Credentials Committee shall be Chaired by a Board of Director appointed by the President. All members shall be appointed by the Committee Chair, approved by the President, and be a Certified Airport Executive. The Chair and their Committee shall be responsible for professional development and professional certification in accordance with the program and standards recommended by the Committee and adopted by the Board of Directors.

The key objective of SWAAAE is to develop leaders and assist SWAAAE membership with obtaining Executive roles in Airport Management. The Certified Airport Executive (C.A.E.) program supports this objective through recognition of "Leadership in Action". The C.A.E. is a distinguished credential that recognizes Executive Members who have contributed to SWAAAE, who have committed to continuous learning, and who have progressed to a leadership role in the airport industry.

The Committee shall examine the credentials of applicants for the designation of Certified Airport Executive (C.A.E.) and shall make a recommendation for action on the application to the Board of Directors.

In addition, the Committee shall be responsible for the development, maintenance of historical records of SWAAAE, its officers, issues, activities, awards, and other significant occurrences with the assistance of the Executive Director.

Program Areas

Professional Development and Certification - The Chair and the Committee membership shall promote the benefits of the Certification Program and encourage qualified Chapter members to pursue certification while diligently preserving the professional standards of the certification as adopted by the Board of Directors.

Examination of Credentials - Credentials of Certified Airport Executive applicants will be thoroughly examined in accordance with the approved professional standards before making a recommendation for action on the application to the Board of Directors.

Recommendation for Action - A written recommendation for action on each applicant will be presented to the Board of Directors and voted on during regular board meetings or by electronic mail.

Recognition of Successful Candidates – The Chair and their Committee shall arrange with the Executive Director recognition to all those that achieve the Certified Airport Executive status with a framed certificate, designating the member as a Certified Airport Executive (C.A.E). The recognition will be presented at the next scheduled SWAAAE conference during the President's banquet. If a candidate cannot attend the conference, the certificate will be mailed. In addition, the Chair shall work with the Executive Director to

provide a letter of written confirmation of the Certified Airport Executive (C.A.E.) by mail.

Meeting Minutes - The approved minutes of regular and special meetings of SWAAAE's General Membership and Board of Directors meeting will be maintained and available on SWAAAE website for the General Membership. The Executive Director, by contract, prepares the minutes for approval. The approved minutes are filed and maintained for future review.

Significant Occurrences - Significant Occurrences of SWAAAE shall be published and copies of the published materials shall be places on SWAAAE website for the General Membership and maintained for future use. The Executive Director, by contract, publishes significant occurrences of SWAAAE. Copies of the materials are on the SWAAAE website and /or stored electronically and maintained for future review.

SWAAAE Activities - An annual synopsis of SWAAAE activities from records of meeting minutes and published materials shall be developed according to an established format. The Chair and their Committee shall develop an annual synopsis of SWAAAE activities from records of meeting minutes and published materials. The synopsis is available on the SWAAAE website and/or filed electronically and maintained for future review. SWAAAE officers, key issues, activities, awards, and other significant occurrences shall be archived electronically, in a consistent format, in the appropriate section of the SWAAAE website.

Awards Booklet – The Chair and their Committee shall update the Awards Booklet (electronically) yearly after the Summer Conference. Booklet shall reflect awards awarded at the Summer Conference. The Chair shall submit a pdf version of the updated booklet to Executive Director to publish on SWAAAE website.

Participation Matrix – The Chair and their Committee shall update the Participation Matrix for use by the Nominating Committee. This shall be maintained in an excel file and updated yearly following the Winter and Summer Conferences. The matrix shall reflect the Board of Directors, Committee Chairs, and Committee Members. Also, it shall include scholarship and award recipients. The matrix shall assign points to each responsibility/position to determine the level of participation. The points and recent years of involvement identify potential SWAAAE members that have been actively involved in SWAAAE's activities and be a possible candidate for a Board of Director's position. While updated after each conference, it is submitted to the Nominating Committee Chair in February/March for their consideration, prior to designating a slate for Board elections.

Timeline

- The Committee will receive and review applications for Certified Airport Executive at any time throughout the year.
- Requests for Board action will coincide with Board of Director meetings typically held in January, April, July, and October.
- C.A.E Certificates and Recognition letters will be awarded at either the Summer or Winter conference, whichever is immediately after Board of Director approval.
- Written letters of confirmation of the C.A.E. designation shall be sent to the new

C.A.E, and their name added to the website, upon Board approval.

- The Records responsibilities of this Committee are ongoing throughout the year. Significant issues, activities, and awards should be identified and documented during Board of Director meetings in January, April, July, and October and during Summer and Winter conferences.
- The annual synopsis should be completed to SWAAAE website immediately after SWAAAE's election of officers held during the Summer conference.

Evaluation Criteria

The Chair and their Committee will timely evaluate each application to determine if the applicant meets the following established minimum eligibility criteria to be considered for the C.A.E. designation:

1. SWAAAE Experience
 - a. Executive Member of SWAAAE in good standing for a period of not less than one year.
 - b. Active participation on one or more SWAAAE Committees for a period of not less than six (6) months.
2. Professional Experience
 - a. Minimum six years of active airport management experience*
 - b. Currently employed in airport management in the SWAAAE region holding a position at one of the following qualifying organizational levels**

Levels 1-4 if employed at a medium and large hub airport; Levels 1-3 if employed at a non-hub or small hub airport; Levels 1-2 if employed at a general aviation airport.

*Alternate qualifications and experience may be submitted for consideration to fulfill this requirement if the candidate does not have six years' experience in airport management. The candidate may submit an additional narrative (not to exceed two pages) to describe their experience in the following areas:

- o Airport Administration
- o Airport Finance
- o Airport Planning
- o Airport Development
- o Airport Operations
- o Airport Maintenance
- o Community Relations
- o Agency Coordination

Examples of additional narrative/documents may include:

- Copies of diplomas or relevant documentation demonstrating applicable credit hours from universities or colleges.

- Copies of American Association of Airport Executives Certified Member (C.M.) or Accredited Airport Executive (A.A.E.) certificates.
- Specific information the applicant feels appropriate for the Committee to consider such as time served on relevant state or local airport associations, national industry committees, the Airport Cooperative Research Board (ACRP), etc.

The Committee Chair may request additional information from the applicant or may request an interview with the applicant to ensure SWAAAE's program standards are maintained.

Miscellaneous Notes

C.A.E recipients are to be recognized in an email alert to promote the program.

The Credentials program information, standards, and application reside on the Chapter website in the 'SWAAAE Certification' section.

The immediate past Chair of the committee should forward templates of all other key forms, announcements, letters, etc. to the incoming Committee Chair

The Awards Booklet is located on the Chapter website in the 'Awards' section. All other historical information resides in the 'History' section.

Diversity, Equity, & Inclusion Committee Procedures

Reviewed July 2023

Representation and Authority

The Diversity, Equity, and Inclusion Committee is chaired by a Chapter member appointed by the President. The Chair shall recommend a Vice Chair, from any class of membership, for approval by the President. Because the Chair holds the title of SWAAAE Delegate on the AAEE Diversity Committee, and represents the chapter at the national level, he or she must meet the criteria outlined in Policy Decision 19. In this role, the chair is responsible for regular participation in, and maintaining formal communication with, the AAEE Diversity Committee, and serves as the liaison/delegate between the AAEE Diversity Committee and the SWAAAE Board of Directors.

The Chairperson shall select committee members to execute and satisfy diversity goals and initiatives of the AAEE and SWAAAE.

Program Areas

The Diversity, Equity, and Inclusion Chair and Task Force shall:

1. The Committee will work with the Academic Committee to Focus on developing and implementing year-round diversity efforts to encourage college and high school students to pursue a career in aviation and airport management.
2. Work with the Summer Conference Committee and the Winter Airport Management Short Course Committee to ensure conference programs include diversity-focused sessions on workforce development, recruitment, young member mentorship, and continuing education for managers and executives.
3. Attend or call-in AAEE Diversity Committee meetings.

Timeline

During the academic school year, the committee shall organize at least two regional outreach workshops annually to encourage college and high school students to pursue a career in aviation or airport management.

The Committee shall work with the respective conference chairs and committees at least three months prior to the annual Winter Management Short Course and Summer Conference to develop and incorporate diversity-focused conference workshops or mentoring sessions in the conference program.

Education & Engagement Committee

Developed July 2023

Representation and Authority

The Education & Engagement committee shall be chaired by a Chapter Member appointed by the President. The Chair shall appoint a Vice Chair and submit to the President for approval. Members shall be from any class of membership and shall be appointed by the Chair and approved by the President. The Committee shall be responsible for fostering connectivity and development of SWAAAE members.

Program Areas

General

The committee shall be responsible for helping facilitate various programs that build member engagement and provide educational opportunities outside of industry meetings, conferences, etc.

Educational Sessions

Educational sessions provide an opportunity for members to learn more about industry trends, topics, or current events that affect the airport management profession. They enable members to be able to share their knowledge, increase their understanding of a topic, and to broaden interaction between one another.

The sessions are conducted via Zoom to widen the availability of content to all SWAAAE members. All sessions are provided at zero-cost to members and offer flexibility that meetings or conferences may not afford. Sessions last anywhere from 45 minutes to 1 hour depending on the content. Lastly, sessions will generally be conducted using the below presentation formats:

- **Individual Oral Presentation**

- An individual presentation on a particular topic, such as an Operations Manager discussing a FAR 139 Airport Certification Inspection.

- **Panel Discussion**

- A discussion amongst a small group of panel members, led by a moderator, formatted to discuss a specific issue or topic, and allows for open, question/answer dialogue from the audience.

- **Fire-side Chat**

- A conversational, interactive style presentation in which a moderator facilitates a discussion amongst a few presenters. This style allows for speakers to provide personal insights, thoughts, stories, etc. on a topic and build a connection with the audience.

Ad-hoc Sessions

From time-to-time members, organizations, businesses, and others reach out about presenting to, or connecting with, the overall SWAAAE membership. The committee chair/vice-chair, in consultation with SWAAAE HQ, will evaluate such requests to see if they meet the following criteria, that include but are not limited to:

- The proposed presentation will bring educational and/or engagement value to the membership.
- The topic to be discussed is relevant to the airport management profession and those interested in and working for the benefit of aviation.
- The presentation is not a sales pitch or product advertisement.

If a request meets the above criteria, the committee chair/vice-chair will coordinate with the requester and the presentation will be conducted following the guidelines of the Educational Sessions previously mentioned.

- If ambiguity stemming from the criteria exists throughout the review process, the committee chair/vice-chair shall gather all pertinent information from the requester and evaluate the request with the full Education & Engagement Committee.

Timeline

Scheduling of sessions (whether Educational or Ad-hoc) will be determined by the committee to avoid potential conflicts with SWAAAE events or other industry meetings. Generally, the committee strives to produce two (2) to three (3) educational sessions per chapter year, in between chapter conferences.

Additionally, the committee, in consultation with the President or other committees, may produce additional sessions or other events that build member education or engagement.

Ethics Committee Procedures

Reviewed July 2023

Representation and Authority

The Ethics Committee shall be chaired by the Immediate Past President. Membership shall consist of the 2nd Vice President as the Vice Chair, and a minimum of one (a) additional Executive member and one (1) Corporate Member or Associate Member, both or all of whom shall be appointed by the Immediate Past President and approved by the President.

Program Areas

The committee shall investigate and report to the Board of Directors any breach or alleged breach of the Code of Ethics, as promulgated by AAAE and adopted by SWAAAE in accordance with Policy Decision 19-15 or its updated version, by any member of the Chapter which comes to the attention of the Committee. The report of the investigation shall include a recommendation for action, if any, to be taken by the Board of Directors. Such investigation and report shall be held as CONFIDENTIAL by the Committee until appropriate action has been taken by the Board of Directors.

Timeline

The committee shall be formed, and members presented to the President for approval no later than one (1) month following the Summer Board Meeting.

However, the Committee shall only be required to convene if a breach or alleged breach of the Code of Ethics has been reported. The Committee shall convene, investigate, and report to the Board of Directors in an expedition manner to the extent possible. Attention should be given to association timelines to ensure adjustments can be made in various processes which may be impacted by the investigation or its outcome, if appropriate.

Miscellaneous Notes

The Ethics Committee Chair shall report to AAAE any breach or alleged breach of the Code of Ethics, and shall engage in a joint investigation, if appropriate.

Executive Committee Procedures

Revised July 2023

The Executive Committee is comprised of the President, 1st Vice President, 2nd Vice President and Past President. The following information shall provide an overview and general roles and responsibilities of each member of the Executive Committee.

President

The President shall be the Chief Executive Officer of the Chapter and shall preside over all meetings of the Chapter as well as the Board of Directors. They shall designate members of the Chapter, who are willing to serve during the President's term of office, to one or more of the various committees which are identified in the Policies or which the President shall establish to fulfill a special initiative. They shall monitor the work of the various committees, coordinate efforts, and encouraging highest standard of performance. The President shall call special meetings of the Board of Directors when and as necessary to assure the smooth flow of Chapter business or to respond to developing circumstances which are of immediate concern to the Chapter or to a substantial portion of its members. The President shall undertake other tasks which in their opinion are necessary for the proper conduct of the Chapter's business or which are specified in other sections of the Procedures or required in the Bylaws.

Roles and Responsibilities

- Run the quarterly Board meetings (Executive Director to take minutes)
- Principle representative of the Chapter at the Annual Conference of AAE (President and/or 1st VP).
- Attend AAE conferences and events when possible. Chapter can provide support to attend.
- Committee Involvement:
 - Approve Nominating Committee members
 - The President, 1st Vice President and chairperson of the Legislative Committee shall serve as an Ad-Hoc Committee to take action regarding pending legislative matters critically impacting the Chapter and requiring action prior to the next scheduled Board of Directors meeting.
 - Appoint the following committee chairs:
 - Academic Relations
 - Accreditation
 -
 - Airport Management Short Course Committee
 - Annual Summer Conference Committee
 - Awards, Resolutions, and Recognition Chair
 - Credentials
 - Diversity, Equity, and Inclusion
 - Engagement/Education
 - Leadership Development
 - Legislative and Industry Engagement
 - Membership
 - Scholarship
 - Social Media (Ad Hoc)

- Strategic Planning (Ad Hoc)
- Young Professionals
- TZØØ Visual and Audio Production

1st Vice President

The 1st Vice President shall assume the duties of the President in their absence, inability, or refusal to perform. The 1st Vice President shall serve as the Chairperson of the Time and Place Committee in the determination of the location of the Chapters Summer Conference. The 1st Vice President shall serve as Chairperson of the Finance Committee. They shall perform such other tasks as assigned to them by the President. The 1st Vice President shall assume the duties/position of President at the end of their term or succeed to the office of the President in the event the President is unable to function or continue in that office.

Roles and Responsibilities

- Principle representative of the Chapter at the Annual Conference of AAAE (President and/or 1st VP).
- Attend AAAE conferences and events when possible. Chapter can provide support to attend.
- Committee Responsibilities:
 - Chair the Finance Committee
 - The committee shall oversee the financial operation of the Chapter, provide recommendations to the Board of Directors on matters of revenue and adjustment of budget expenditures, conduct a yearly review of the performance of the Executive Director as pertains to their contract and Constitution and Bylaws requirements, and perform a yearly review of Chapter financial operations, assets, and liabilities.
 - Responsibilities include quarter financial reporting at all Board of Directors and General Membership meetings, as well as preparation of the annual budget. The Executive Director will provide a draft budget each year to the 1st Vice President.
 - Chair the Time and Place Committee
 - The committee shall be responsible for providing oversight of the timing, location and general content of all significant Chapter meetings, conferences, and other events. The Committee shall meet as necessary to make recommendations to the Board of Directors.
 - The President, First Vice President and chairperson of the Legislative Committee shall serve as an Ad-Hoc Committee to take action regarding pending legislative matters critically impacting the Chapter and requiring action prior to the next scheduled Board of Directors meeting.

2nd Vice President

The 2nd Vice President shall assume all duties of the 1st Vice President in their absence, inability, or refusal to perform. They shall maintain the Constitution and Bylaws of the Chapter and be responsible for appropriate amendments and other interpretations of the contents of this document. They shall perform such other tasks as are assigned to him/her by the President. The 2nd Vice President shall assume the duties/position of the

1st Vice President at the end of their term and shall progress through the Presidential positions in the Chapter.

Roles and Responsibilities

- Serve as a representative of the Chapter at the Annual Conference of AAAE if the President and First Vice President are unavailable to attend.
- Attend AAAE conferences and events when possible. Chapter can provide support to attend.
- Committee Involvement
 - Chair the Bylaws Committee
 - They shall maintain the Constitution and Bylaws of the Chapter and be responsible for appropriate amendments and other interpretations of the contents of this document.
 - Responsibilities also include presenting Bylaw amendments to the Board of Directors and general membership for approval when applicable.
 - Chair the Policy and Procedures Committee
 - They shall maintain the Policy Decisions and Procedures of the Chapter and be responsible for appropriate amendments and other interpretations of the contents of this document.
 - Responsibilities also include presenting amendments and/or new policy decisions to the Board of Directors and general membership for approval when applicable.
 - For additional information on Policy Decisions and Procedures, please refer to the current Bylaws.

Past President

The Past President shall serve as a member of the Board of Directors for a period of one (1) year following their term as President. They shall serve as Chairperson for the Ethics Committee and the Nominating Committee and shall advise the Board as to the eligibility of any member considered for a nomination or appointment to the Board of Directors as outlined in Article VI, herein.

Roles and Responsibilities

- Chair the Nominating Committee
 - Committee members shall be appointed by the Past President and approved by the President. The committee shall consist of a minimum of three (3) Executive/ Executive Emeritus members and a minimum of one (1) Corporate Member.
- Chair the Ethics Committee
 - Committee shall consist of a minimum of two (2) Executive members and one (1) Corporate member or Associate member whom shall be appointed by the First Vice President
 - Committee is to investigate and report to the Board of Directors any breach or alleged breach of the Code of Ethics by any member of the Chapter which comes to the attention of the committee.

Finance Committee Procedures

Revised July 2023

Representation and Authority

The Financial Committee shall be chaired by the 1st Vice President. Membership shall consist of the 2nd Vice President as Vice Chair, the Executive Director, and if desired, another member of the Board of Directors, who shall be appointed by the 1st Vice President.

The Committee shall:

- Oversee the financial operation of SWAAAE;
- Make recommendations to the Board of Directors on matters of revenue and adjustment of budget expenditures;
- Conduct a yearly review of the performance of the Executive Director as pertains to their contract and Constitution and Bylaws requirements; and
- Perform a yearly review of SWAAAE's financial operations, assets and liabilities.

Program Areas

Oversee Development of Quarterly Financial Reports

The Executive Director shall prepare draft reports which include profit/loss, actuals compared to budget and balance sheet, and year-over-year actuals. The 1st Vice President will work with the Finance Committee to review the draft reports, amend as necessary, and will report on them to the Board of Directors at each quarterly board meeting.

Development of Annual Budget

A proposed annual budget shall be developed by the Executive Director for review by the Finance Committee. The 1st Vice President will work with the Finance Committee and Executive Director to finalize the budget for approval by the Board of Directors, followed by the General Membership at the Summer Conference in accordance with chapter Bylaws and Policy Decisions.

The 1st Vice President with assistance from the Executive Director will prepare the financial reports to report to the Board of Directors at each quarterly board meeting.

Recommendations for Expenditures Not Budgeted

The Finance Committee shall review requests for spending on items not budgeted and make recommendations to the Board.

Timeline

Quarterly Financials

1st QTR (July 1 – September 30) will be provided by the Executive Director to the 1st Vice President a minimum of two weeks prior to the Fall Board meeting (typically held in October) to be discussed and/or amended for presentation to the Board of

Directors.

2nd QTR (October 1 – December 31) will be provided by the Executive Director to the 1st Vice President a minimum of two weeks prior to the Winter Board of Directors meeting (held prior to the beginning of the Winter Airport Management Short Course at the end of January) to be discussed and/or amended for presentation to the Board of Directors.

3rd QTR (January 1 – March 31) will be provided by the Executive Director to the 1st Vice President a minimum of two weeks prior to the Spring Board of Directors meeting (typically held in April) to be discussed and/or amended for presentation to the Board of Directors.

4th QTR (April 1 – June 30) will be provided by the Executive Director to the 1st Vice President a minimum of two weeks prior to the Summer Board of Directors meeting (held prior to the beginning of the Summer Conference at the end of July) to be discussed and/or amended for presentation to the Board of Directors.

Annual Budget

The annual budget is developed by the Executive Director and provided to the 1st Vice President at least two weeks prior to the Spring Board Meeting for review and amendment. The 1st Vice President should contact Finance Committee, Board of Directors and Executive members as needed to refine the budget with accurate estimations. The annual budget is then presented to the Board of Directors at the Spring Board Meeting for Board of Directors approval. The budget is then provided to the General Membership for approval at the Annual Summer Conference.

Fiscal Year

The fiscal year for the Chapter shall start July 1st of each year and end on June 30th of the following calendar year.

Governance Committee Procedures

Revised July 2023

Representation and Authority

The Governance Committee shall be chaired by the 2nd Vice President. They shall maintain the Constitution, Bylaws, Policy Decisions, and Procedures Manual of SWAAAE and be responsible for appropriate amendments and other interpretations of the contents of this document.

Policy decisions may be adopted by the Board of Directors or the general membership. Such decisions may expand, interpret and/or implement the intent and provisions of the Chapter Constitution and Bylaws. Such policy decisions shall be numbered serially according to the time of adoption and shall be filed with the official minutes of the meetings of SWAAAE and/or the Board of Directors.

The Procedures Manual shall incorporate the Bylaws and Policy Decisions to guide the Board of Directors, Committee Chairs, other key volunteers, and the Executive Director in the management of the affairs of SWAAAE, consistent with the Articles of Incorporation.

Program Areas

Bylaws - The Bylaws rule and govern the internal affairs of SWAAAE and will be required to be amended from time to time. Typical amendments include incorporating Policy Decisions into the Bylaws rather than continually reaffirming a Policy Decision. All Bylaw amendments are required to be submitted to the national AAEE for approval prior to their adoption.

Policy Decisions – Policy Decisions shall implement actions of the Board of Directors and the General Membership. This Committee shall be responsible for maintaining the Policy Decisions, appropriate amendments, and other interpretations of the Policy Decisions.

Procedures – The Procedures Manual shall reflect the current procedures to implement the business of SWAAAE. The Board of Directors and Committee Chairs shall use the manual in the course of their responsibility. The Policy Manual shall be amended from time to time to keep current in the actions.

Timeline

The Bylaws should be reviewed periodically during SWAAAE's fiscal year. Amendments shall be proposed/developed at the Board of Director's meetings. The General Membership shall vote to approve any amendments to the Bylaws at the General Membership Meeting held during the Airport Management Short Course or the Annual Summer Conference. Specific timing requirements for posting proposed changes in advance to the General Membership must be followed in accordance with the Bylaws.

Policy decisions are reviewed annually at the Winter Conference and will either be incorporated into the Constitution and Bylaws where applicable or reaffirmed as a continuing policy by the General Membership. Policy decisions remaining in effect will be

renumbered serially and identified with the year of reaffirmation.

The Procedures Manual will be updated regularly as needed and presented to the Board of Directors and reviewed by the General Membership at the Summer Conference.

Miscellaneous Notes

The Bylaws and the Policies go hand in hand.

Leadership Development Committee

Developed July 2023

Representation and Authority

The Leadership Development Committee (LDC) Chair will be appointed by the President in consultation with the Executive Committee. The Chair of the LDC serves as the Chapter Leadership Development Officer (LDO) and represents SWAAAE on the National Leadership Development Committee. AAEE requires that the Chapter representative to the National LDC be an Accredited Airport Executive.

The Committee Chair will appoint members to the LDC in consultation with the Chapter President. The Committee members are comprised of members who represent the following groups: Board of Examiners, Nominating Committee, Academic Relations Committee, Scholarship Committee, Young Professionals, Credentialing Committee and others as appropriate.

Program Areas

Academic Relations – Consultation with Committee to support and assist with opportunities and outreach to students in the region.

Board of Examiners – Consultation to build interest and awareness of the ACE, CM and AAE credentialing programs for Chapter members and to track progress and encourage completion.

Credentials Committee - Consultation to build interest and awareness of the CAE and other credentials.

Nominating Committee - Consultation to determine candidates who are prepared for State, Regional and National association positions.

Scholarship Committee – Consult with Committees to assist with decision making for award of financial assistance to support members with a Pathway Plan at the Chapter and National levels.

Representative duties and responsibilities of the LDC Chair:

Encourage and promote continuing education and professional development for all Chapter members.

- Identify, invite and assist Chapter members to establish their professional development plan using Pathways to Engagement as a guide (i.e., the Pathway Plan).
- Interface with the SWAAAE Board of Examiners Representative and Credentialing Committee to build interest and awareness of the CAE, ACE, CM and AAE credentialing programs for Chapter members and to track progress and encourage completion.
- Interface with the Chapter Academic Relations Committee to conduct outreach to students within the Chapter's geographic boundary.

- Develop programs and materials to emphasize the importance of AAAE membership, professional credentialing and participation in continuing education/training and leadership activities to Chapter members and their employers.
- Confer with and serve as a member of the Chapter Nominating Committee to develop and place candidates for Chapter Committee leadership positions and Chapter Executive Committee.
- Confer with or serve as the Chapter's representative to the national Nominating Committee regarding preparation of candidates for Regional Director and National At-Large Director positions on the AAAE Board, as well as preparation of candidates for nomination by the Chapter to stand for election as national Secretary/Treasurer (Executive Committee).
- Confer with Chapter Academic Relations and/or Chapter Scholarship Committees to assist with decision making for award of financial assistance to support members with a Pathway Plan at the Chapter and National levels.
- Evaluate the ideal attributes and competencies needed to be a successful airport/aviation industry leader and recommend modifications to existing programs or creation of new programs to meet emerging trends.
- Coordinate transition of members in leadership who transfer to another Chapter when relocating and to ensure continuity of service at the national level for members who may relocate for job-related purposes.
- Recommend and provide oversight for leadership and professional development events provided by the Chapter, for SWAAAE members.

AAAE Representation

The Chair of the LDC represents SWAAAE on the National LDC and works with the SWAAAE LDC to socialize and implement National initiatives. The charge of the AAAE Leadership Development Committee is:

- To operationalize the AAAE Pathways to Engagement model with the objective of developing leaders with broad knowledge of the airport/aviation industry and the AAAE organization that are engaged, collaborative, creative and committed to the highest professional standards and competencies.
- The Committee will plan, organize, direct and coordinate their work with the Chapter Professional Development/Leadership Development Officers as well as with the Board of Examiners, Academic Relations, Young Professionals and Corporate Committee members and the Nominating Committee to ensure a holistic and coordinated approach to leadership development within AAAE and its Chapters.
- The Committee will annually report on its activities and recommend operating and capital budget resources at the national level to implement leadership development initiatives and related activities.

Timeline

The Committee will meet regularly to discuss LD opportunities, review AAAE LDC initiatives and provide feedback and discuss ways to implement national goals and objectives in the region.

LDC Chair attends AAAE LDC meetings as scheduled and provide updates to SWAAAE Committee.

Miscellaneous Notes:

- *AAAE LDC was formed in January 2022 by Chair Larry Krauter
- The Pathways to Engagement is a AAAE document and can be provided by the SWAAAE Executive Director

This document was written by Alice Bimrose, A.A.E., ACE, CAE, inaugural SWAAAE LDC Chair in July 2023.

Legislative & Industry Engagement Committee

Revised July 2023

Representation and Authority

The Legislative & Industry Engagement Committee shall be chaired by either an Executive Member appointed by the President, or another member as recommended by the Executive Committee. The Chair shall select a Vice Chair and submit to the President for approval. Committee members shall be appointed by the Committee Chair and comprised of members from each of the States represented by SWAAAE. The Committee shall be responsible for providing the Board of Directors with details of significant pending legislation, industry issues and make recommendations regarding positions or actions to be taken by SWAAAE.

The President, 1st Vice President and Committee Chair shall serve as an Ad-Hoc Committee authorized to take appropriate action regarding proposed legislation or legislative issues impacting SWAAAE membership and requiring action before the next scheduled meeting of the Board of Directors. If such action is taken, the Board of Directors shall be advised as soon as practical and such action shall be ratified (after the fact) by the Board of Directors at their next regular meeting.

In addition, the Chair shall brief the Executive Committee on emerging issues in the industry impacting SWAAAE membership and requiring action before the next scheduled meeting of the Board of Directors. If such action is taken, the Board of Directors shall be advised as soon as practical and such action shall be ratified by the Board of Directors at their next regular meeting.

Program Areas

Monitoring - Monitor federal and state legislative and regulatory issues affecting SWAAAE membership.

Dissemination – After consultation with the President, provide Executive Director with details of pending legislation for dissemination to SWAAAE membership.

Advice - Recommend to the Board of Directors appropriate positions and/or actions to be taken regarding pending legislation or legislative issues.

Logistics

Committee Members - The Chair of the Committee select a Vice Chair and submit for approval by the President. In addition, the Chair shall appoint Committee members from among the membership in the States represented by SWAAAE. The Chair, after coordination with the State airports organizations (preferably the President), shall select committee members who actively participate in those State airport organizations.

Monitoring of Legislative Issues -Committee members shall monitor legislative activity in their areas and alert the Chair to legislative issues or proposed legislation

affecting the SWAAAE membership. As an additional resource, representatives of State agencies overseeing aviation activities and members of State, regional or national aviation advocacy groups, whether or not serving as committee members, can provide valuable information regarding legislative activity in their respective jurisdictions.

Dissemination to SWAAAE Membership - The Chair shall report to the Board of Directors at their regular meetings on legislative activity and issues affecting airports and aviation in the SWAAAE region. The Chair shall also provide the President and Executive Director information regarding significant legislative proposals for dissemination to SWAAAE membership by appropriate means which may include email blasts, newsletters, and/or inclusion on the SWAAAE web page.

Advice on Legislative Issues - When deemed necessary by the Committee Chair, the Chair shall make recommendations to an Ad Hoc Committee comprised of the President, 1st Vice President and the Chair regarding appropriate actions or positions to be taken prior to the next scheduled meeting of the Board of Directors. In such an event, notice of such actions or positions shall be brought to the Board of Directors as soon as possible and ratified (after the fact) by the Board of Directors at their next regular meeting.

Timeline

The Committee will act accordingly on legislation, industry issues, and identified positions affecting SWAAAE membership, as required.

Membership Committee Procedures

Revised July 2023

Representation and Authority

The Membership Committee shall be Chaired by a Chapter Member appointed by the President. The Chair shall select a Vice Chair and submit to the President for approval. Committee members shall be from any class of membership and shall be appointed by the Committee Chair and approved by the President. The Committee shall be responsible for encouraging and coordinating outreach for new and renewing individual and group memberships.

Program Areas

The Chair and their Committee shall periodically review the descriptions of the types of memberships and the benefits that comes with each membership type that is based on the role in the industry. The membership types include:

Airport/Aviation Employee - Airport employees; employees in federal, state, or local governments in the field of aviation or airport development; members of airport commissions or airport authority/governing/regulatory boards.

Corporation/Corporation Employee - Public or private corporations, and employees of such corporations, engaged in activities/business enterprise relating to the use of airports or aviation and/or providing products and services used in airport and aviation activities. Company Group memberships are available.

Academic - Faculty and students engaged in the study of airport management or related field at an accredited university or college.

Airport Group - Airports interested in a group membership.

The Chair and their Committee shall periodically recommend updates to the Board of Directors. The Membership Committee coordinates with other Committees to recommend updates for fees, membership categories, awards, certification, and accreditation.

Timeline

The Chair, with the assistance of the Executive Director, shall present all new applications by membership type to the Board of Directors at each of the quarterly meetings. The Chair shall resolve all questions/comments on the membership type. Where necessary, the Chair will return to the Board of Directors at the next meeting and resolve questions/comments that were raised.

The Executive Director shall invoice membership fees in May of each year with renewals due on July 1. The Chair shall work with the Board of Directors to contact those that have not renewed by the Fall Board of Directors meeting.

Miscellaneous Notes

The Chair and their Committee shall work throughout the year to market the benefits of SWAAE membership. In addition, the Chair shall work with the Executive Director on any new member information to provide to a new member.

As new Airport Executives move to the Airports in the SWAAE region, consideration shall be given to welcome the Executive with explaining the benefits of SWAAE membership.

Nominating Committee Procedures

Revised July 2023

Representation and Authority

Article XI – Section 2 Standing Committees Nominating Committee.

- (1) The Nominating Committee shall be chaired by the Immediate Past President. Committee members shall be appointed by the Committee Chairperson and confirmed by the President. Membership shall consist of a minimum of three (3) Executive/ Executive Emeritus members (which includes the Chair) and a minimum of one (1) Corporate Member. The Nominating Committee Chairperson shall also reference the Chapter's Policy Decision for achieving diversity in the makeup of the Committee Membership. The Committee will provide the membership with nominees for the applicable Officer positions as specified in Article VI, Section 1 – Officers Qualifications and Section 3 - Nominations, of the Bylaws.
- (2) The Nominating Committee shall be mindful of the needs and purposes of SWAAAE membership and provide for appropriate diversity in the makeup of the Board of Directors. The Board should also reflect SWAAAE's ethnic and minority participation in SWAAAE. Reasonable effort will be made for the Board of Directors, as finally constituted, will have a range of representation relative to the size and type of the airports, geographical region representation, and the appropriate diversity that reflects the membership of SWAAAE. The Nominating Committee shall also reference the Chapter's Policy Decision for achieving diversity in the makeup of the Committee Membership.

Program Area

SWAAAE Officers and Board of Directors

The Nominating Committee is chaired by the Immediate Past President. The Nominating Committee Chair may recommend the potential Committee members to be approved by the newly elected President, usually in consultation with the other members of the Executive Committee. Past Presidents of SWAAAE are often called upon to serve on the Nominating Committee.

The Nominating Committee is responsible for providing to the membership a slate of nominees for President, 1st Vice President, 2nd Vice President, Directors, and Corporate Directors in accordance with the Bylaws. Traditionally, the 2nd Vice President moves up to become the only nominee for 1st Vice President, and the 1st Vice President moves up to become the only nominee for President. For 2nd Vice President, Corporate Directors, and Directors, it is optimal for there to be at least two nominees for each position. There is no provision in the Bylaws for nominations from the floor.

Refer to the specific language in the Bylaws, Article VI for the qualifications of each Officer and Board of Directors.

AAAE Representation

The Nominating Committee is also responsible for proposing to the Board or the general membership one or more nominees to represent the Chapter as a candidate for AAAE Board of Directors, AAAE Secretary/Treasurer, and Board of Examiner positions and possibly other AAAE elected office in accordance with the Bylaws, Article IX. The positions presented to the Board for vote include candidates for Chapter representative for the AAAE Nominating Committee, Chapter representative for the Board of Examiners and At-Large Secretary/Treasurer Candidates. The positions presented to the general membership include Chapter representative for the AAAE Board of Directors and Chapter candidates for Secretary/Treasurer. The AAAE Board of Directors position and the AAAE Secretary/Treasurer nominations shall be elected during the general membership meeting at the Airport Management Short Course Conference held in the winter. The Chapter Representative to the nominating Committee shall be elected by the Board at the Board meeting at the Airport Management Short Course Conference. The Board of Examiners (BOE) Chapter Representative position will be nominated to the AAAE Chair of the Board of Examiners (BOE) every three years for approval by the AAAE President. The nominees will be presented to the Board for a Board vote at the Spring Board Meeting. It is encouraged to submit at least two names for consideration by the Chair of the BOE. If any requests for support are received by self-nominating candidates for At-Large Secretary/Treasurer consideration, those will be evaluated by the Nominations Committee Chair for meeting qualifications. Once reviewed and if meeting qualifications, those nominees will be presented to the Board for a Board vote at the Spring Board Meeting.

AAAE Position Guidelines:

Position	Term	Vote	Notes
Chapter Representative – Board of Directors	2 years	General Membership Meeting – Winter Conference	Two positions, alternating every year, electing a representative each year. Solicitations should start by December 1 st , candidates must be posted 2 weeks prior to Meeting.
Chapter Representative – Nominating Committee	1 year	Board of Directors	Board Meeting at Winter Conference. Solicitations should start by December 1 st .

Chapter Representative – Board of Examiners	3 years	Board of Directors	Spring Board Meeting - Solicitation of membership should occur each time the position comes up for reappointment. The Board may also have the opportunity to recommend for at-large positions
Chapter Representative – Sec./Tres. Position	Letter of Support	General Membership Meeting – Winter Conference. Vote should be to support or not support the candidate (yes or no vote)	Solicitations should start by December 1 st , candidates must be posted 2 weeks prior to Meeting. Vote of membership needs to be either we support or we do not support candidate to provide Chapter letter of support for their nomination to AAAE
At-Large Representative – Sec./Tres. Position	Letter of Support	Board of Directors	Typically would need to be a Special Board Meeting to meet AAAE time requirements for candidates and Chapter. The Chapter may support up to three at-large candidates and this support does not affect support for a Chapter nominated candidate.

Timeline

Week of the Summer Conference	President prepares a list of potential Nominating Committee members to recommend to the incoming President.
Fall	A notice to the General Membership shall be distributed via a SWAAAE Alert on the opportunity for AAAE Chapter Board of Director, AAAE Nomination Committee member and Secretary/Treasurer. In addition, the Past President may reach out to potential nominees for the AAAE Board of Directors and AAAE Nomination Committee positions to determine their level of interest and commitment.
Late Fall/ Early Winter	AAAE Board of Directors, AAAE Nomination Committee and Secretary/Treasurer Candidates are to provide a resume, a personal letter of commitment, and a letter of support from their employer.
Four Weeks prior to the Airport Management Short Course Conference	Nomination Committee recommends the slate of AAAE Board of Directors, and Secretary/Treasurer Candidates to the SWAAAE Board of Directors. The Board of Directors confirms the slate of AAAE nominees via an email vote at least three weeks prior to the scheduled election of
Two weeks prior to the Airport Management Short Course Conference	the General Membership. Notice for the AAAE Board of Directors and Secretary/Treasurer Candidates must be posted at least two weeks prior to the
Airport Management Short Course Conference – Board Meeting	scheduled General Membership election. Nominating Chair presents AAAE Nomination Committee Member
Airport Management Short Course Conference – General Membership meeting	Candidates for vote by the Board. Election held for AAAE positions. President notifies AAAE Nominating Committee Chair of results of elections.

Late Winter/early Spring	<p>A notice to the General Membership shall be distributed via a SWAAAE alert on the opportunity for SWAAAE 2nd Vice President and Board of Director positions. In addition, the Nominations Chair may reach out to potential nominees to determine their level of interest and commitment. The Nominations Chair shall review the Participation Matrix from the Credentials and Records Chair.</p> <p>Every three years, the President, with the assistance from the Nominations Chair, will send a notice to the General Membership distributed via a SWAAAE alert for potential candidates to fill the</p>
	<p>SWAAAE representation on the Board of Examiners to determine their level of interest and commitment. In addition, the Nominations Chair may reach out to potential nominees to determine their level of interest and commitment. The Nominations Chair shall review the Participation Matrix from the Credentials and Records Chair for potential nominees.</p>
Early Spring	<p>SWAAAE 2nd Vice President and Board of Director nominees shall provide a Resume, letter of interest and letter of support to the Nomination Committee.</p>
Four weeks prior to the Summer Conference	<p>Committee recommends slate of SWAAAE 2nd Vice President and Board of Director candidates to the existing Board of Directors to confirm the slate at the Spring Board of Directors meeting or via an email vote at least four weeks prior to the scheduled election.</p>
Two weeks prior to the Summer Conference	<p>SWAAAE 2nd Vice President and Board of Director candidates submit a "Campaign Statement" for inclusion in a SWAAAE email alert.</p> <p>-</p> <p>The Board of Directors recommends the slate of candidates to the General Membership. The slate must be posted at least two weeks prior</p>
General Membership meeting at Summer Conference	<p>to the scheduled election. SWAAAE elections held in accordance with Bylaws.</p>

Miscellaneous Notes

The Past President, acting as the Chair, with the National Representation to the AAE Nominating Committee, shall review the appropriate sections of the Bylaws regarding qualifications, diversity, and commitment.

Existing Corporate Directors should be consulted regarding nominees to the Corporate Director positions.

Additional assistance may be provided by Past Presidents and the National AAE.

Scholarship Committee Procedures

Revised July 2023

Representation and Authority

The Scholarship Committee shall be Chaired by a Chapter Member appointed by the President. The Chair shall appoint a Vice Chair and submit to the President for approval. Membership shall consist of a minimum of two (2) Executive members and one (1) Corporate or Associate member appointed by the Committee Chair and approved by the President. The Committee shall be responsible for developing criteria for award of scholarships, and selection of the recipients to receive such scholarships as Academic, Airport Management Short Course, Professional Accreditation, and Conference Scholarships.

Program Areas

The available scholarships are to promote the development of Airport Executives in the SWAAAE Region. The available scholarships and its intent is below:

Airport Management Short Course Scholarship:

This scholarship is awarded to a member of SWAAAE to attend the annual Airport Management Short Course Conference held every January or February (location may vary). This scholarship is to support airport personnel by defraying the cost associated with attendance at the conference. The scholarship is given to up to two individuals and the amount varies between \$500 and \$2,000. Conference registration is waived for scholarship recipients.

Summer Conference Scholarship:

This scholarship is awarded to a member of SWAAAE to attend the Annual Summer Conference (locations vary). The scholarship is to support airport or airport-supporting (corporate) personnel by defraying the costs associated with attendance at the conference. The scholarship is given to up to two individuals and the amount varies between \$500 and \$2,000. Conference registration is waived for scholarship recipients.

Professional Accreditation & Certification Scholarship:

This scholarship is awarded to a member of SWAAAE enrolled in the AAEE Accredited Airport Executive Program, the AAEE Certified Member Program, or planning to attend an Airport Certified Employee (ACE) Program, or a SWAAAE training program. In addition, the scholarship may be used to attend the AAEE Accreditation/Certification Academy Written Exam Review, one of the ACE Programs, or the AAEE/SWAAAE Final Interview Workshop.

There are several scholarships available and each scholarship is awarded to up to a \$2,000 award each.

Scholarship applications will be accepted in concurrence with the Airport Management Short Course Conference and Summer Conference Scholarships and will be awarded at

these conferences (presence is not required to receive scholarships).

\$1,500 Academic Scholarships:

This scholarship is awarded to anyone pursuing an undergraduate or graduate degree in Airport Management, Public Administration, or Business Administration. Applicants need not be members of SWAAAE, but they must attend a college in Arizona, California, Nevada, or Hawaii to be eligible.

The scholarship is awarded to up to two individuals in the amount of \$1,500 each. Individuals are awarded the scholarship at the annual Airport Management Short Course Conference held in January/February. In addition to the academic scholarship, a travel stipend of up to \$1,000 is awarded to attend the conference and conference registration is waived for the scholarship recipients.

Timeline

July of previous year – Committee Chair seeks committee volunteers and receive SWAAAE President's approval of Committee members.

- *For Airport Management Short Course Conference, \$1,500 Academic Scholarship:*
 - November of previous year – Send SWAAAE Alert/email blast to General Membership requesting scholarship applications.
 - Early December of previous year – Receive scholarship applications. Chair will distribute to committee members. Chair will compile Committee member's scores. The Chair, or their designee, will notify all scholarship applicants as to their status (receiving a scholarship or did not receive scholarship).
 - President awards scholarships at Airport Management Short Course Conference Awards Banquet.

- *For Summer Conference Scholarship:*
 - April of previous year – Send SWAAAE Alert/email blast to General Membership requesting scholarship applications.
 - May of current year – Receive scholarship applications. Chair will distribute to Committee members. Chair will compile committee member's scores. The Chair, or their designee, will notify all scholarship applicants as to their status (receiving a scholarship or did not receive scholarship).
 - President awards scholarships at Summer Conference Awards Banquet.

For Professional Accreditation and Certification Scholarship:

- Applications are received concurrent with the Winter and Summer Conference applications above. Applications received with the Airport Management Short Course Conference will be presented at that Conference. Applications received with the Summer Conference will be presented at that Conference. The President will award the scholarships at respective Conference Banquet.

Time and Place Committee Procedures

Revised July 2023

Representation and Authority

The Time and Place Committee shall be Chaired by the 1st Vice President. Members shall consist of the 2nd Vice President as Vice Chair, the Executive Director, and if desired, additional Executive members, all of whom shall be appointed by the 1st Vice President.

Program Areas

General

The Committee shall be responsible for providing oversight of the timing, location, and general content of all significant SWAAAE meetings, conferences, and other events. The Committee shall meet as necessary to make recommendations to the Board of Directors.

Airport Management Short Course Conference

The Time and Place Committee will participate in contract negotiations with the hotel for future conferences, currently the Monterey Plaza through 2020. The Committee will monitor development of the conference in conjunction with the conference Chair. If necessary, the Committee will explore other venues if contract negotiations fail with the Monterey Plaza.

Summer Conference

Beginning with the Summer Conference in 2021, the Time and Place Committee will conduct outreach to the appropriate regions in identifying future locations for Summer Conferences to be held. This effort will include respective Board of Directors and will be based on the following rotation to align with the Outgoing President's region:

Northern California
Southern California
States of Arizona or Nevada

The Committee will also participate in the contract negotiations with each hotel for the conferences. The Committee will monitor development of the conferences in conjunction with the conference Chairs.

Other Duties

The Time and Place Committee will identify locations for the Spring and Fall Board Meetings, those not associated directly with the Airport Management Short Course or Summer Conferences. The Winter Board Meeting is typically held in the home city of the President, or in the city where the association management firm is located, at the discretion of President. The Spring meeting will be held at the upcoming Summer Conference hotel location to allow for site tours and working through conference details with members of the Board of Directors.

Timeline

Identification of the host airport / city for the Summer Conference should take place at least two (2) years in advance to allow for proper planning. The venue and dates must be determined at least a year in advance to allow for planning and promotion, etc. Negotiation and execution of the Airport

Management Short Course Conference should also take place at least two (2) years in advance to ensure continuity or adjustment, as required.

The Fall and Spring Board Meetings should be scheduled at least six (6) months in advance, if possible, to allow for proper planning for attendance by the Board of Directors.

Young Professionals (YoPro) Committee Procedures

Developed July 2023

Representation and Authority

The Young Professionals (YoPro) Committee shall be Chaired by a Chapter Member appointed by the President. The Chair shall appoint a Vice Chair and submit to the President for approval. Leadership shall consist of a minimum of two (2) Executive members and one (1) Corporate or Associate member appointed by the Committee Chair and approved by the President.

Committee members shall be from any class of membership and is open to members 40 years of age and under. The Committee is intended for those just entering the workforce or early in their career. There is no additional cost for members who wish to participate in the Committee. Recruitment, development, and involvement of Young Professionals is critical to the future of SWAAAE.

Program Areas

The Committee shall be responsible for:

- Promotion of professional development through trainings, events, and programing,
- General education opportunities for members,
- Support the Academic Relations Committee in marketing the Young Professionals Committee to chapter student members,
- Coordination with AAEE regional chapters to support their growing Young Professional members, and
- Networking opportunities.

Zebra Zero Zero Visual and Audio Production Committee Procedures

Revised July 2023

Representation and Authority

The Zebra Zero Zero Visual and Audio Production Committee, often referred to as the ZØØ Crew, shall be Chaired by a Chapter Member appointed by the President. The Chair shall recommend a Vice Chair, from any class of membership, for approval by the President. Members shall be from any class of membership and shall be appointed by the Chair and approved by the President. The Committee shall be responsible for providing recommendations and oversight for the technology needs of SWAAAE.

Program Areas

Recommendations – The Committee shall evaluate emerging technologies which may enhance the dissemination of information during SWAAAE events, and throughout the year. The Committee shall endeavor to recommend the most suitable hardware and software that meet the needs and purposes of SWAAAE.

Oversight – The Committee shall operate and maintain SWAAAE owned audio/visual equipment during all SWAAAE sponsored events. It shall provide logistical support for this equipment before, during, and after events.

Budget – The Committee shall proactively estimate and communicate budgetary needs to the Finance Committee Chair. The Committee shall manage expenditures in a manner which ensures the Committee stays within budget.

Inventory – The Committee shall maintain and update the inventory of assets annually, prior to the budget planning process for the next fiscal year. Ideally, this should be completed and turned over to the Finance Committee Chair and Executive Director within 2 weeks of the conclusion of the Airport Management Short Course. The Committee is also responsible for facilitating the storage and safe keeping of the A/V equipment, as well as shipping and receiving the equipment for events in a timely fashion, as appropriate.

Timeline

The Committee will continuously monitor the technology and innovation in the industry. The Chair shall provide recommendations to the Board of Directors at their regular meetings and, as necessary, between meetings for timely implementation. Specific timelines include:

- Provide equipment and budgetary needs to the board for consideration at the Winter Board Meeting
- Submit Inventory within 2 weeks of the conclusion of the Airport Management Short Course to the Finance Committee Chair and Executive Director
- Confirm equipment and budgetary needs with the Finance Committee Chair and

Executive Director within 2 weeks of the conclusion of the Airport Management Short Course

- Coordinate Shipment of equipment with Executive Director at least 2 weeks in advance of a conference or event, as appropriate.
- Produce and upload recordings of conference sessions within 4 months of the conclusion of the Airport Management Short Course or Summer conference.
 - Uploads will be made to the designated hosting platform currently in use and available to all SWAAAE members.

Miscellaneous Notes

Due to the labor-intensive nature of managing A/V during SWAAAE conferences, Policy Decision 19-18 allows the association to pay for the Committee Chair and Vice Chair to attend each of the two conferences.

Association Timeline

Revised July 2023

Due Date	Task	Responsibility	Notes
June 1	Annual membership invoices are sent electronically	Executive Director/SWAAAE Headquarters	
July 1	Annual membership dues shall be paid	Executive Director/SWAAAE Headquarters	Unpaid dues shall become delinquent and member benefits will be suspended on September 1 of each year.
Two Weeks Before Board Meeting	Publish Board of Directors agenda	SWAAAE Officers/Executive Director	Announced via SWAAAE Alert and personal email from the Executive Director
First Quarter Board Meeting	<p>A quorum for action to be taken at any Board of Directors meeting shall be at least seven (7) directors. Approval of any motion shall be by a majority of those votes cast on said motion.</p> <p>*Time and Place Committee to announce Board meeting schedule for the year</p>		
Two Weeks Before Annual Winter Conf. Meetings	Publish Board of Directors and General Membership agendas	SWAAAE Officers/Executive Director	Announced via SWAAAE Alert
Two Weeks Before Annual Winter Conf	Publish absentee ballot for applicable AAAE Secretary /Treasurer Nominations to voting members	Past President/ Executive Director	Announced via SWAAAE Alert
Two Weeks Before Annual Winter Conf.	Publish absentee ballot for applicable AAAE Board Positions to voting members	Past President/ Executive Director	Announced via SWAAAE Alert
Annual Winter Conf.	<p>Second Quarter Board Meeting</p> <p>*Appoint/Reappoint AAAE Nominating Committee Rep</p> <p>General Membership Meeting</p> <p>*AAAE Nominating Committee Rep is Appointed/Reappointed</p>	Executive Committee/ Executive Director	To be placed on the General Membership agenda

	<p>*Election for applicable AAAE Board Positions</p> <p>Election of SWAAAE Nomination to run for AAAAE Secretary/Treasurer</p> <p>*Policy Decisions and Procedures approved by the General Membership</p> <p>*Bylaw amendments approved, if necessary</p>		
Early Spring, Preferably prior to the Third Quarter Board Meeting	Nominations for SWAAAE Board Members	Immediate Past President and his Nomination Committee	
Third Quarter Board Meeting	Nominations for Board of Examiners	Immediate Past President and his Nomination Committee	Nominations to the Chair of the Board of Examiners every three years (2019, 2022, 2025, etc)
Third Quarter Board Meeting	Board is to approve annual budget to present to the general membership at the Summer Conference. Board is to also approve any other documents, as necessary, to report to the general membership at the Annual Summer Conference.	First Vice President	Executive Director to prepare budget draft and review with 1 st VP/Officers
Two Weeks Before Meetings	<p>Publish Board of Directors and General Membership Agendas</p> <p>*President to confirm Committee Chairs</p>	SWAAAE Officers/Executive Director	Announced via SWAAAE Alert
Two Weeks Before Annual Summer Conf.	All documents to be approved by the general membership must be published for review.	Committee Chairs/Executive Director	This includes annual budget draft (required), Policy Decisions and Procedures, Bylaws and other documents as necessary
Two Weeks Before Annual Summer Conf.	Publish absentee ballots for Board election to voting members.	Past President/ Executive Director	Announced via SWAAAE Alert
Annual Summer	Nominations for the offices of 2nd Vice President, Director and	Past President/ Executive	

Conference	Corporate Director, as appropriate	Director	
Annual Summer Conference	<p>Fourth Quarter Board Meeting</p> <p>General Membership Meetings</p> <p>*Annual budget is approved</p> <p>*Board elections</p> <p>*Committee Chairs Announced</p> <p>*Bylaw amendments approved, if necessary</p>		
Post Annual Summer Conf.	Send most current association Bylaws to AAAE	President	

Appendix A

Conference Sponsor Conference Prospectus

SPONSOR PROSPECTUS

www.SWAAAE.ORG



TUCSON, AZ

A large, stylized letter 'F' with a vertical gradient from blue at the top to orange at the bottom. A white rocket with orange and red flames is positioned at the base of the 'F'. An orange airplane is flying above the 'F', leaving a white trail that loops around the word 'Future'.

BACK TO THE
Future

THE JOURNEY OF TRANSFORMATION
SWAAAE | 2019





ATTENTION POTENTIAL SPONSORS, EXHIBITORS, AND CONTRIBUTORS

The conference committee is looking forward to seeing you at this year's 73rd Annual Summer Conference. We've outlined a program with interactive topics using roundtable discussions involving current events, challenges, and opportunities in our industry. This conference will bring together a diverse group of innovative thinkers from across the region, to discuss the ongoing transformation of airports and their professionals. As you know, it takes amazing Sponsors like you to help make this conference a reality. The sooner we have your commitment, the earlier and longer your logo will be displayed on the conference website. Our opportunities have something for everyone and we look forward to your support in making this year's conference a success! Benefits include:

- **BRAND VISIBILITY**
- **ACCESS TO INDUSTRY PROFESSIONALS**
- **FLEXIBILITY**
- **PREMIER EXHIBITOR PLACEMENT**





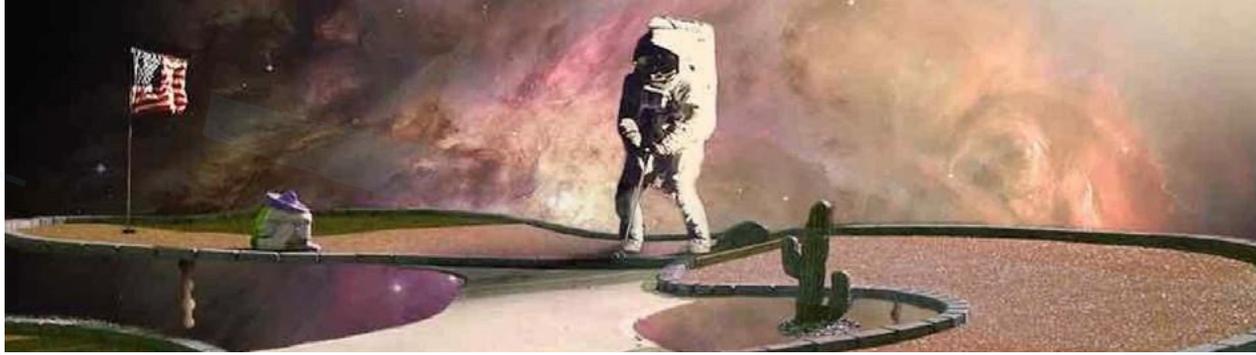
CONTACT:
 Matt Quick
 mquick@coffmanassociates.com
 (602) 993.6999

TUCSON | JULY 28-31



SPONSOR TIER	PLATINUM	GOLD	SILVER	BRONZE	COPPER
MINIMUM	\$3,300+	\$2,300+	\$1,300+	\$750+	\$250+
WEBSITE, MASTER DIGITAL DISPLAY, CONFERENCE PROGRAM, POWERPOINT, SWAAAEE ALERTS	LOGO	LOGO	LOGO	LOGO	LOGO
ELIGIBLE CONFERENCE BAG INSERT	BROCHURE AND GIVEAWAY	BROCHURE AND GIVEAWAY	GIVEAWAY	GIVEAWAY	GIVEAWAY
CONFERENCE OPENING REMARKS	MENTION	MENTION	MENTION	MENTION	MENTION
PROFESSIONAL SESSIONS	LOGO	LOGO	MENTION AT 1 SESSION	MENTION AT 1 SESSION	MENTION AT 1 SESSION
RECEIVE CONFERENCE ROSTER	21 DAYS IN ADVANCE	14 DAYS IN ADVANCE	10 DAYS IN ADVANCE	7 DAYS IN ADVANCE	4 DAYS IN ADVANCE
PRESIDENT'S BANQUET	MENTION	MENTION	MENTION	MENTION	
BOARD MEETING AND DINNER TABLETENTS	LOGO MENTION	LOGO MENTION	LOGO MENTION		
POSTBANQUET RECEPTION	LOGO	LOGO	LOGO		
COMPLIMENTARY REGISTRATION	1	1			
GENERAL MEMBERSHIP MEETING	LOGO MENTION	LOGO MENTION			
PRESIDENT'S BANQUET COCKTAIL RECEPTION	LOGO				

SPONSOR TIERS



AVAILABLE	TYPE	COST	DETAILS	BENEFITS	
WELCOME BAG	1	IN-KIND	@COST	SUSTAINABLE/REUSABLE TOTE WITH OR WITHOUT GOLF KIT	LOGO ON BAG
GOLF KIT	1	IN-KIND	@COST	SHOULD INCLUDE: SLEEVE OF GOLF BALLS, SUNSCREEN, TEES, BALL MARKERS, ETC.	LOGO ON GOLF CART
LONGEST DRIVE COMPETITION	1	CASH	\$200	PRIZE FOR MALE AND FEMALE WINNER	LOGO SIGN BOARD ON TEE BOX
LONGEST PUTT COMPETITION	2	CASH	\$200	COMPETITION ON COURSE LONGEST GREEN DURING NORMAL PLAY	LOGO SIGN BOARD ON GREEN
CLOSEST TOPIN COMPETITION	4	CASH	\$200	PRIZE FOR MALE AND FEMALE WINNER	LOGO SIGN BOARD ON GREEN
INDIVIDUAL HOLE	18	CASH	\$150	FIRST COME FIRST SERVE CHOOSE A SINGLE HOLE	LOGO SIGN BOARD AT INDIVIDUAL HOLE
BREAKFAST BURRITO BOXES	1	CASH	\$750		LOGO STICKER ON BOXED BREAKFAST
BEVERAGES	1	CASH	\$400		LOGO ON DRINK TICKETS

GOLF OPPORTUNITIES

* GOLF SPONSORSHIPS OVER \$500 COUNT TOWARDS CONFERENCE SPONSORSHIP



EVENT OPPORTUNITIES

	AVAILABLE	COST	DETAILS	ASSURED TIER
WELCOME RECEPTION	1	\$7,500	Includes digital display and underwriting, on first come basis, can be a team of sponsors. Call for more information. Sponsor is eligible to provide additional displays.	PLATINUM
WELCOME RECEPTION BAR HOST	1	\$2,500	Includes table tent display and underwriting, on first come basis, can be a team of sponsors. Call for more information.	GOLD
MONDAY NIGHT SOCIAL	1	\$6,000	Digital or printed display based on venue and underwriting, on first come basis, can be a team of sponsors. Call for more information. Sponsor is eligible to provide additional displays.	PLATINUM
MONDAY NIGHT SOCIAL BAR HOST	1	\$2,500	Table tents with logo and underwriting, on first come basis, can be a team of sponsors. Call for more information. Sponsor is eligible to provide additional displays.	GOLD
PRESIDENT'S BANQUET COCKTAIL RECEPTION	1	\$3,300	Includes digital display and underwriting, on first come basis, can be a team of sponsors. Call for more information.	PLATINUM
PRESIDENT'S BANQUET	1	\$7,500	Includes digital display and underwriting, on first come basis, can be a team of sponsors. Call for more information. Sponsor is eligible to provide additional displays.	PLATINUM
POSTBANQUET RECEPTION	1	\$1,000	Includes digital display and underwriting, on first come basis, can be a team of sponsors. Call for more information. Sponsor is eligible to provide additional displays.	BRONZE
SPONSORED MORNING OR AFTERNOON REFRESHMENTS	4	\$2,500	Includes printed table top tent.	GOLD

	AVAILABLE	COST	DETAILS
BANQUET WINE/CORKAGE	1	@cost	Value applied towards tier status. Sponsor to provide wine labels.
WELCOME RECEPTION TABLE CENTERPIECES	1	in-kind	Value applied towards tier status.
MONDAY NIGHT SOCIAL TABLE CENTERPIECES	1	in-kind	Value applied towards tier status.
BANQUET TABLE CENTERPIECES	1	in-kind	Value applied towards tier status.
WIFI HOST	1	\$2,000	Value applied towards tier status and logo recognition.
CONFERENCE BAG	1	\$500	Design must include SWAAAE logo and Sponsor Logo. Minimum BRONZE sponsorship required. (+cost)
LANYARDS	1	@cost	Lanyard may include sponsor logo. Minimum BRONZE Sponsorship required. (+cost)
PRINTING/BOARDS	1	@cost	Value applied towards tier status.
SPONSOR BANNER	N/A	\$2,000	May be a Banner or Banner Stand, location will be decided by Conference Chair. Minimum BRONZE Sponsorship required. (+cost)

DOOR | RAFFLE PRIZES

Contact: Gladys Brown
gladys@yumaairport.com

We are looking for sought after items:

- Gift Cards
- iPad
- GoPro
- Airline Tickets

BAG GIVEAWAYS | SOUVENIRS

With a focus on sustainability we are strongly encouraging items that will not be left behind in the hotel room. We are offering two options for registration bags:

1. Provide approximately 200 sustainable/reusable items. Please consider items such as: stainless steel travel cups, water bottles, beach towels, travel kits, and mobile phone accessories.
2. Provide \$150 donation to a pool where the committee will purchase items, this does NOT apply towards tier status.

CONTRIBUTOR OPPORTUNITIES



EXHIBITOR OPPORTUNITIES

CONTACT:

Andrew Swanson
andrew.swanson@cityofpalodito.org
(650) 329.2688

Michael Luetgens
Michael.Luetgens@cityofpalodito.org
(650) 690.5992

Your exhibit space includes refreshment breaks and breakfast tables, allowing for exposure to maximum traffic throughout the conference.

Exhibitor rate is \$1,500.

This includes one complimentary registration.

Appendix B **Golf Tournament Procedures**

Revised July 2019

Typical procedures for setting up the Annual and Past Presidents golf tournaments are as follows:

1. It is recommended that an experienced golfer run the tournament to assure the course and play experience are exceptional.
2. Confirm/coordinate the date and time of the tournament with the Board
 - a. Sunday's are best to assure adequate participation
 - b. For the summer Annual Conference, if it is located in a very warm climate, it is recommended a 7:30AM start to beat the hottest part of the day. If heat is not a concern, later in the morning or noon is better so folks arriving early Sunday can still participate.
 - c. For the January Monterey Past Presidents tournament, a noon start is best. It will generally be after the Board meeting. In addition, it can be a bit cold some years and again allows for Sunday arrivals to participate.
3. Scout for a course at least 4 months in advance, solicit recommendations from local SWAAAE golfers and check out online.
 - a. A couple of courses should be considered to assure we can be profitable for the conference (refer to budget) and to have some variety for the yearly Monterey tournament.
 - b. Course selected should be a top quality course typically designed by one of the top classic course designers and should have good amenities. Solicit recommendations from local SWAAAE golfers for recommendations. For Monterey, there is significant tournament history to help., Carmel Valley and Bayonet have both been excellent. Poppy Hillis is a great course but is expensive and there have been challenges in the past.
 - c. Contact the courses several months in advance to get quotes and start negotiations and request they pencil in the date to reserve the time slot.
4. Tournament requirements and contract
 - a. Tournaments shall be a scramble format with a shot gun start. The scramble format allows novice and beginner players to participate and enjoy the day. This also promotes team comradery and friendly competition among the field. The shot gun start is a must since it assures the tournament is completed hours quicker (approximately 5-5.5 hours total) and it is much simpler to start the tournament vs individual group tee times (6-6.5 hours total)
 - b. Scoring and prizes as follows gives all a fair chance to win something and enjoy the day as well as bragging rights.
 - i. Low net scored by the Peoria determines the tournament winning team - \$100 gift card to each team player.
 - ii. Second place low net team receive \$50 gift cards for each player.
 - iii. Third place low net and most honest team (last place) low net receives \$25 to \$50 gift cards depending on sponsor golf sponsorship levels.

- iv. Low gross team score receives \$50 gift card for each player.
 - v. Closest to the hole, longest drive and longest put player winners receive \$50 gift card
- c. Golf Sponsorships for prizes, meals, beverages, welcome bags etc. to be posted on the sponsorship web page as follows. Golf sponsorships totaling over \$500 count toward conference Tier sponsorship. Below is an example and will be included in the Sponsorship Prospectus.

	AVAILABLE	TYPE	COST	DETAILS	BENEFITS
WELCOME BAG	1	IN-KIND	@COST	SUSTAINABLE/REUSABLE TOTE WITH OR WITHOUT GOLF KIT	LOGO ON BAG
GOLF KIT	1	IN-KIND	@COST	SHOULD INCLUDE: SLEEVE OF GOLF BALLS, SUNSCREEN, TEES, BALL MARKERS, ETC.	LOGO ON GOLF CART
LONGEST DRIVE COMPETITION	2	CASH	\$200 EA	ONE PRIZE FOR MEN AND ONE PRIZE FOR WOMEN	LOGO SIGN BOARD ON TEE BOX
LONGEST PUTT COMPETITION	1	CASH	\$200	COMPETITION ON COURSE ON LARGEST GREEN DURING NORMAL PLAY	LOGO SIGN BOARD ON GREEN
CLOSEST TO PIN COMPETITION	4	CASH	\$200 EA	PRIZE FOR MALE AND FEMALE WINNER	LOGO SIGN BOARD ON TEE
INDIVIDUAL HOLE	18	CASH	\$150 EA	FIRST COME FIRST SERVE CHOOSE HOLE(S) DESIRED	LOGO SIGN BOARD AT INDIVIDUAL HOLE
BREAKFAST LUNCH OR	1	CASH	\$750		LOGO STICKER ON BOXED MEAL
BEVERAGES	1	CASH	\$400		LOGO ON DRINK TICKETS

- d. Contract: Most courses have a standard contract or agreement typical to the attached Bayonet contract from one of our previous tournaments. Contract to include the following services and establish terms as follows:
- i. Rate per player which is to include golf, cart, range balls and boxed lunch or breakfast.
 - ii. Establish deposit requirements, terms of payment and time and date of the tournament.
 - iii. Services to include; Peoria and gross scoring, rule sheet, team score cards, player names on the carts, bag drop services, setting up prizes holes and sponsor signs and starter for shot gun start.
 - iv. Establish minimum number of golfers we must commit to (most courses state they need a minimum but none have enforced this).
 - v. Establish terms of payment, typically a deposit is required in advance.
 - vi. Establish when final count of golfers and foursome listing is required, again some plus or minus the day of the tournament is typical but should be kept to a minimum.

- vii. Confirm per drink costs for the drink cart including tip and set up for ticket collection of our tickets for refreshments for the players on the course. We do not cover the costs of drinks at the club house.
 - viii. Establish club rental rates, we do not include this in our registration cost. Club to have multiple sets available for rental by individual players.
5. The following tournament organization and coordination is the responsibility of the golf committee chair and are to be coordinated with and approved by the Board and our SWAAAE Executive Director:
- a. Scout and recommend course for the tournament
 - b. Coordinate contract with the course to meet the tournament requirements.
 - c. Establish budget for the tournament and help determine the registration fee, for review and approval by the Board.
 - i. Our typical fee for the past several years has been \$135 per player
 - ii. The tournament budget including registration fee and golf sponsorships must cover all costs of the tournament and should be able to give funds back to the conference.
 - d. Coordinate and execute all activities required to execute the contract and payment with our SWAAAE Executive director.
6. The golf committee chair shall coordinate and execute the following additional activities to
- a. Help solicit golfers and sponsorships.
 - b. Determine foursome group teams based on requests from golfers and sponsors. Sponsor requests should be given preference if possible and at least one executive member should be included in each group of corporate members.
 - c. Provide all arrangements with the course for the organization and execution of the tournament.
 - d. Notify golfers of the tournament arrangements, teaming and directions to the course.
 - e. Order prizes gift cards through the course Pro Shop prior to the tournament.
 - f. Greet golfers at the course and confirm participation and payment of registration fee and coordinate last minute changes for additional golfers and cancelations.
 - g. Announce tournament rules, prizes, day's activities and thank all the sponsors!
 - h. Ensure the course services are fulfilled per the agreement and address any issues which may arise.
 - i. Ensure all have a fun day!

Miscellaneous Notes

This document was updated by FY18/19 Assigned Committee Member for Golf events for the Conferences Howard Paige, FY18/19 Summer Conference Committee Chair Danette Bewley, A.A.E., C.A.E., Courtney Johnson, C.A.E, and 2nd Vice President Judy Ross, A.A.E., C.A.E.

Sample Golf Course Contract



PGA

**NATIONAL
CHAMPIONSHIP**

Site of the PGA Professional National Championship
June 2012

Prepared for:

SWAAAE

Bayonet & Black Horse Golf Courses

November 13, 2017

November 13, 2017

SWAAE
Mr. Howard Paige
6913 Austwick Ct.
San Jose, CA 95119

RE: SWAAAE Tournament

Dear Mr. Paige:

I enjoyed speaking with you regarding your SWAAAE golf tournament. As per our conversation, enclosed in this packet is your tournament agreement. Please check it for accuracy and if everything is correct, please sign the "Bayonet / Black Horse Copy" and return it to my attention along with your **10% deposit of \$336.00**. If you are sending a check, please pay to the order of: **Bayonet & Black Horse**, and indicate your account and tournament number on the top of your check.

Account No. **T6683**

Tournament No. **7033**

Course: **Bayonet**

Tournament Date: **Sunday, January 28, 2018**

Your initial deposit is due Monday, November 27, 2017 to reserve your date. Please let me know if you need any help in selecting food and beverage arrangements or prizes for your contest holes.

If you have any questions or need further information, please do not hesitate to call. I can be contacted at (831) 392-1900 ext. 302.

Thank you for choosing Bayonet / Black Horse!

Sincerely,

Julio Rodriguez

Julio Rodriguez
Tournament / Banquet Coordinator

Enclosure



Seaside at Monterey Bay, California

Tournament Agreement

Account #: **T6683**

Tourn. No: **7033**

Course Contact: **Julio Rodriguez (831) 392-1900**

Tournament Date: **Sunday, January 28, 2018**

Facility: **Bayonet**

Time: **12pm**

Number of Guests: **32**

Shot Gun: **Yes**

Tournament Name: **SWAAAE**

Contact Person: **Howard Paige**

Company Name: **SWAAE**

Company Address: **6913 Austwick Ct.
San Jose, CA 95119**

Work:

Mobile: **408-656-5026**

E-mail: **hjpaige1@gmail.com**

Tournament Specifics

Format:	
Tees:	White / Red
Tie Breaker:	

Tournament Services

Included in the Price Per Player

Registration Table:	YES
Rule Sheets:	YES
Bag Drop Service:	YES
Starter:	YES
Carts:	YES
Players Names on Carts:	YES
Computerized Scorecards:	YES
Scoreboard Service:	YES
Prize Fund	
Range Balls:	Included

Contest Holes

Longest Drive:	
Closest-to-the-Pin:	
Longest Putt:	
Ace-in-the-Hole:	N/A

Tournament Services

Not included in the Price Per Player

Non Golfer Cart:	\$35 per cart Quantity: _____
Titleist Rental Clubs:	Steel: \$65.00 per set Quantity: _____ <i>Based on Availability</i>
Instructional Clinics:	
Putting Tournament:	Minimum Set-up Fee \$50.00

Payment Arrangements / Critical Dates

◆ Price Per Player: **\$105.00**

◆ Initial Deposit: **\$336.00**

◆ Deposit Due: **Due by Monday, November 27, 2017**

◆ Final Payment: **Due by Sunday, January 14, 2018**

◆ Pairings: **Due 48 Hours Prior to your Event**

Comments: Price per player includes green fee, cart fee, pre-tournament range access with range balls and a Black Horse boxed lunch (see pg. 4).

Tournament Agreement, Food & Beverage Agreement (attached), and Terms & Conditions (attached) Accepted By:

Customer Signature: _____

Date: _____

BBH Representative: **Julio Rodriguez**

Date: **11/13/17**



Seaside at Monterey Bay, California

Food & Beverage Agreement

Account #: **T 6683** Tourn. No: **7033**

Tournament Date: **Sunday, January 28, 2018**

Time: **12pm** Number of Guests: **32**

Shot Gun: **Yes**

Tournament Name: **SWAAAE**

Contact Person: **Howard Paige**

Company Name: **SWAAE**

Company Address: **6913 Austwick Ct.
San Jose, CA 95119**

Work:

Mobile: **408-656-5026**

E-mail: **hjpaige1@gmail.com**

Special Arrangements

(Please Check Accordingly)

	Yes	No
Podium	<input type="checkbox"/>	<input type="checkbox"/>
Microphone	<input type="checkbox"/>	<input type="checkbox"/>
Awards Table	<input type="checkbox"/>	<input type="checkbox"/>
Easel	<input type="checkbox"/>	<input type="checkbox"/>
TV/VCR	<input type="checkbox"/>	<input type="checkbox"/>

Post-Tournament or, Pre-Tournament Banquet Menu

Choice of meat (ham, turkey, roast beef, veggie)
On a Hoagie Roll
Seasonal Whole Fruit
Potato Chips
Chocolate Chip Cookie
Bottled Water

Box Lunches: Yes

Price not included in price per player.

Contact Bayonet/Black Horse for pricing and to determine type.

Type	Quantity
Black Forest Ham	
Smoked Turkey	
Roast Beef	
Veggie	

Beverage Cart Open Tab: Yes No

(Your group will be billed based on consumption plus tax & gratuity)

Food & Beverage Agreement, Tournament Agreement (attached), & Terms & Conditions (attached) Accepted By:

Customer Signature: _____ Date: _____ BBH Representative: _____

Julio Rodriguez

Date: November 13, 2017

(Signature of Confirmation by BBH Representative Needed)



Seaside at Monterey Bay, California

Terms & Conditions

INITIAL DEPOSIT & CONFIRMATION:

A 10% deposit is required within 10 days of receipt of this Tournament Agreement. Your tournament date is temporarily held until we receive your **10% deposit and your signed Tournament Agreement**. Once we receive your deposit and your signed agreement, your tournament date will be confirmed. All tournament prices quoted are subject to change until the original deposit and signed agreement has been received.

FINAL NUMBERS & FINAL PAYMENT:

Your final number of players, and your final payment is **due thirty (30) days prior to your tournament date**. Your final numbers and your final payment is your **confirmation**. We are unable to return fees for players canceling after the confirmation due date. Any additional charges will be due the day of the tournament by Visa, MasterCard, cash, approved personal check, or approved company check. Individual checks will not be accepted. We cannot accept checks that we have not approved. A fee will be charged for returned checks and the tournament will not be guaranteed until sufficient payment is made.

REDUCTION IN NUMBER OF PLAYERS:

A guaranteed minimum of 20 players **is required for tournament play**. **Final numbers and final payment are due 30 days prior to your tournament date**. A minimum of 20 people is required to maintain the contracted price. Should the player count drop below the minimum, we reserve the right to adjust the rate accordingly and the deposit will be lost. If you plan to reduce your numbers, you must notify the tournament director **at least 30 days prior** to your event. We are unable to return fees for players canceling after the confirmation due date.

CANCELLATION POLICY:

In the event that the course manager determines that a tournament must cancel due to inclement weather conditions, the tournament will reschedule at the customers convenience or an equitable adjustment will be made by the course manager. All tournaments that cancel for any other reason must be received in writing ninety **(90) days in advance** of the tournament date in order to receive a refund of the deposit.

TOURNAMENT SERVICES:

In order for Bayonet & Black Horse to produce **Name Plates** and **Computerized Scorecards** we must receive your player entries two days **(48 hours) prior to the tournament date**. Fax: (831) 392-1035.

DRESS CODE:

Proper golf attire is required. All players must have **collared shirts**. Cutoffs, T-shirts, Denim Jeans, & Tank tops are not allowed. Bayonet & Black Horse encourages the use of soft spike shoes but are not required. .

PACE OF PLAY:

Pace of Play: Tournament play is required to abide by Bayonet & Black Horse normal Pace of Play. Our policy allows golfers (15) minutes per hole. Normal pace of play is approximately 4 hours and 30 minutes and is regularly monitored by Course Marshals. Please encourage your participants to maintain pace of play to enhance the experience of all golfers.

FOOD & BEVERAGE: Our full-service restaurant offers breakfast & lunch menus daily. Open and closing hours vary throughout the year. If you are interested in coordinating menu items for your group, we offer an extensive banquet menu for groups to select from. We do require a 7-day minimum with banquet menu selections. Please contact the Tournament Coordinator to arrange. All food and beverage consumed on the course **must be purchased at Bayonet & Black Horse**. California sales tax & gratuity will be added to all final food and beverage bills. Charges will be based on guarantee or actual attendance, whichever is greater. To better serve your tournament, the beverage carts can only be operated by Bayonet or Black Horse personnel.

Initials:

Customer Representative _____ **Date** _____

Thank you for choosing Bayonet / Black Horse!

November 13, 2017

SWAAE
Mr. Howard Paige
6913 Austwick Ct.
San Jose, CA 95119

RE: SWAAE Tournament

Dear Mr. Paige:

Please return this letter with your final numbers and **full payment** by **Sunday, January 14, 2018**. As noted in the Tournament Agreement, this number is your guarantee. A pairing sheet will also be needed 48 hours prior to your tournament date. If you are sending a check, please pay to the order of: **Bayonet & Black Horse**, and indicate your account and tournament number on the top of your check.

Account No. **T6683**

Course: **Bayonet**

Tournament Date: **Sunday, January 28, 2018**

Final Numbers: _____

Payment: \$ _____ x # of players _____ = \$ _____

Pre-Paid Deposit, Due on Monday, November 27, 2017: - \$ 336.00

Total Due, Due on Sunday, January 14, 2018: \$ _____

Thank You,

Julio Rodriguez

Julio Rodriguez
Tournament / Banquet Coordinator

Enclosure

Date: _____

Credit Card Authorization Form

Date of Event: _____

I _____, herby authorize Bayonet Black Horse Golf Course to use
(Print Name)
 the provided credit card information towards tournament deposit, final payments, or any
 other payments for the _____ group.
(Tournament Name)

Additional Notes:

Account: T6683

Card Type: AMX DISC MC VISA		Credit Card #:	
Expiration:		Name on Card: (print)	
CVC Code (back of card)		Billing Address:	
City:	State:	Zip:	Day Phone:
Email:			

By authorizing the above charge, permission is given to Bayonet/Black Horse to process payment to the above credit card.

Authorized By: _____

******VERY IMPORTANT******

With this form, send or fax a copy of the **ID** and credit card showing the number and authorized signature to:
FAX: 831-392-1035
1 McClure Way
Seaside, CA 93955

Appendix C

Monterey Short Course Committee “Responsibilities Matrix and Checklist” and “Helpful Timeline”

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	Program Committee	Committee	Executive Director	EC	√ When Task is Complete
1.	Provide hotel site confirmation				√	√	
2.	Provide other conference venues (golf, opening reception, evening event, other social activities)	√		√	√		
3.	Assemble/lead Committee, conduct conference committee meetings, develop conference name, agenda, topics, develop logo	√					
	Ensure conference name and logo are approved	√		√		√	
4.	Prior to the Summer Conference, develop "Save the Date" collateral	√		√			
5.	At Summer Conference						
	Optional: Have table at Summer Conference in Exhibitor Hall; distribute "Save the Date" collateral	√		√			
	Hold Conference Committee Meeting	√					

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	Program Committee	Committee	Executive Director	EC	√ When Task is Complete
6.	Monthly Conference Calls (frequency may change)	√	√	√			
	Develop conference agenda and topics	√		√		√	
	Identify and secure speakers; confirm speakers	√	√				
7.	Participates on the Committee	√		√			
	Provides suggestions for local speakers/keynote speakers	√	√				
	Develops "Save the Date" cards	√		√			
	Optional: Staffs table at Summer Conference; distributes "Save the Date" cards	√		√			
8.	Distributes electronic "Save the Date" cards	√		√	√		
9.	Provides conference gift (\$10.00 - \$20.00 ea.)	√		√			

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	Program Committee	Committee	Executive Director	EC	√ When Task is Complete
	Coordinate hotel accommodations; sign contract				√		
13.	Manages Attendee Roster; sends out electronic updates; includes with conference materials				√		
14.	After conference, sends out final list of the Attendee Roster	√			√		
15.	Program management	√	√				
16.	Recruit and engage volunteers to serve on Committee	√					
	Coordinate budget with SWAAAE	√			√		
	Develop conference content/brochure	√	√		√	√	
	Develops registration materials <ul style="list-style-type: none"> • Golf Interest • Evening Event • Spouse/Guest • Banquet 	√			√		

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	Program Committee	Committee	Executive Director	EC	√ When Task is Complete
	Seminars: <ul style="list-style-type: none"> • Role of Attorney Workshop • AAAE Final Interview Workshop • AAAE Final Interviews 	√			√		
17.	Sponsorship	√		√			
18.	Welcome Bags	√		√	√		
19.	Other bag stuffers	√		√	√		
20.	Conference Logistics	√			√		
	AV	√		√	√	√	
	Speaker Certificates and "Thank You" cards	√	√		√		
21.	Events						
	Board and Conference Committee Dinner	√		√	√		
	Welcome Reception	√		√	√		
	Monday Evening Event	√		√	√		
	Transportation	√			√		
22.	Food and Beverage						
	Breakfast with the Exhibitors	√			√		
	Morning Coffee Breaks	√			√		
	Corporate Luncheon	√			√		

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	Program Committee	Committee	Executive Director	Other	√ When Task is Complete
	President's Reception	√		√	√		
	President's Banquet	√		√	√		
	Post Banquet Reception	√		√	√		
23.	Exhibitors	√		√	√		
	Exhibitor Hall	√		√	√		
	Prizes	√		√			
24.	Golf Tournament	√		√			
	Location	√		√			
	Prizes	√		√			
	Golf Tournament Pairing Form	√		√			

HELPFUL TIMELINE	
12 Months Before Conference	Confirm Hotel location and dates (Immediate Past President).
	Conference Chair seeks committee volunteers.
	Start developing theme of conference.
	Start developing Budget for the Conference.
6 Months Before Conference	At the SWAAAE Summer Conference, announce theme of conference and submit a draft budget for review by the Board at the Summer Board meeting prior to the Conference.
	Distribute "Save the Date" flyer or item
	Conduct initial Conference Committee, assigns leads to coordinate key program elements, and collectively develop/refine the program.
	"Save the Date" email, include in SWAAAE Alert, and post on SWAAAE website.
	Distribute "Save the Date" cards.
	Optional: The Chair and Committee is encouraged to have an Exhibit table at the Summer Conference.
5 Months Before Conference	Committee coordination; continue to refine conference agenda and topics, and recommend speakers.
	Track registration.
	Monitor Budget.
	Start developing the conference logo, in collaboration with the Committee.
	Track Hotel Room Block.
3 Months Before Conference	Committee coordination; continue to refine conference agenda and topics; coordinate speakers to fill slots.
	SWAAAE President to invite the current AAAE President and AAAE Chair to attend conference.
	Confirm hotel rooms, exhibit area, meeting rooms and set ups, war room, draft menu, and confirm other requirements.
Month Before Conference	Confirm menu and AV order with hotel
	Confirm last minute details, modify as needed
During Conference	Implement conference plan and guide the success of the execution of the conference.

1 Month After Conference	Conduct lessons learned meeting with Chair and Committee.
	Financial Results of Conference

Appendix D

Summer Conference Committee “Responsibilities Matrix and Checklist” and “Helpful Timeline”

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	CPC	Host Airport	SWAAAE	SCC	√ When Task is Complete
1.	Provide hotel site suggestions	√					
2.	Provide other conference venues (golf, opening reception, evening event, other social activities)	√					
3.	Assemble/lead SCC, conduct conference committee meetings, develop conference name, agenda, topics, develop logo	√					
	Ensure conference name and logo are approved	√	√				
4.	Prior to the Winter Conference, develop "Save the Date" collateral	√					
5.	At Winter Conference						
	Have table at Winter Conference in Exhibitor Hall; distribute "Save the Date" collateral	√					
	Hold Conference Committee Meeting	√					

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	CPC	Host Airport	SWAAAE	SCC	√ When Task is Complete
6.	Monthly Conference Calls (frequency may change)	√					
	Develop conference agenda and topics					√	
	Identify and secure speakers; confirm speakers					√	
7.	Participates on the SCC			√			
	Provides suggestions for local speakers/keynote speakers			√			
	Develops "Save the Date" cards			√			
	Staffs table at Winter Conference; distributes "Save the Date" cards			√			
8.	Distributes electronic "Save the Date" cards				√		
9.	Provides conference gift (\$10.00 - \$20.00 ea.)			√			
10.	Provides Board Gifts (\$20.00 ea.)			√			
11.	Provides volunteers for conference event(s)			√			
12.	Provides airport tour, including transportation			√			

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	CPC	Host Airport	SWAAAE	SCC	√ When Task is Complete
	Coordinate hotel accommodations; sign contract				√		
13.	Manages Attendee Roster; sends out electronic updates; includes with conference materials				√		
14.	After conference, sends out final list of the Attendee Roster				√		
15.	Program management					√	
16.	Recruit and engage volunteers to serve on SCC	√			√	√	
	Coordinate budget with SWAAAE	√			√		
	Develop conference content/brochure	√			√	√	
	Develops registration materials <ul style="list-style-type: none"> • Golf Interest • Evening Event • Spouse/Guest • Banquet 	√			√		

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	CPC	Host Airport	SWAAAE	SCC	✓ When Task is Complete
	Seminars: <ul style="list-style-type: none"> • Role of Attorney Workshop • AAAE Final Interview Workshop • AAAE Final Interviews 				✓		
17.	Sponsorship	✓		✓		✓	
18.	Welcome Bags	✓		✓	✓	✓	
19.	Other bag stuffers	✓		✓	✓	✓	
20.	Conference Logistics						
	AV	✓				✓	
	Speaker "Thank You" cards				✓		
21.	Events						
	Board and Conference Committee Dinner	✓			✓	✓	
	Welcome Reception	✓			✓	✓	
	Monday Evening Event	✓			✓	✓	
	Transportation	✓		✓			
22.	Food and Beverage						
	Breakfast with the Exhibitors	✓			✓	✓	
	Morning Coffee Breaks	✓			✓	✓	
	Corporate Luncheon						

RESPONSIBILITIES MATRIX AND CHECKLIST
 (Be sure to refer to Procedures for full list of requirements)

	Responsibility	Chair	CPC	Host Airport	SWAAAE	SCC	✓ When Task is Complete
	President's Reception	✓			✓	✓	
	President's Banquet	✓			✓	✓	
23.	Exhibitors	✓			✓	✓	
	Exhibitor Hall	✓			✓	✓	
	Prizes	✓		✓	✓	✓	
24.	Golf Tournament						
	Location			✓			
	Prizes	✓		✓	✓	✓	
	Golf Tournament Pairing Form	✓			✓	✓	

HELPFUL TIMELINE	
12 Months Before Conference	Confirm Host and Hotel location and dates with Time and Place Committee (Immediate Past President).
	Conference Chair seeks committee volunteers.
	Develop theme of conference.
	Recommend to Board of Directors conference logo.
6 Months Before Conference	At the SWAAAE Winter Conference, announce theme of conference
	Distribute "Save the Date" flyer or item
	Conduct initial Summer Conference Committee, assigns leads to coordinate key program elements, and collectively develop/refine the program.
	"Save the Date" email, include in SWAAAE Alert, and post on SWAAAE website.
	The Host is encouraged to have an Exhibit table at the Winter Conference; Distribute "Save the Date" cards.
5 Months Before Conference	SCC coordination; continue to refine conference agenda and topics, and recommend speakers.
	Track registration.
	Monitor Budget.
	Track Hotel Room Block.
3 Months Before Conference	SCC coordination; continue to refine conference agenda and topics; coordinate speakers to fill slots.
	Meet with hotel to confirm hotel rooms, exhibit area, meeting rooms and set ups, war room, draft menu, and confirm other requirements.
Month Before Conference	Confirm menu and AV order with hotel
	Confirm last minute details, modify as needed
During Conference	Implement conference plan and guide the success of the execution of the conference.
1 Month After Conference	Conduct lessons learned meeting with Host and SCC.
	Financial Results of Conference