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"The Big Bear Airport District provides Big Bear Valley with a safe, efficient and superior venue for aviation operations."

## **SPECIAL BOARD OF DIRECTORS MEETING WORKSHOP**

**Big Bear Airport District  
Terminal Building – West Wing Board Room**

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**Wednesday, August 23, 2023  
1:00 P.M.**

## **AGENDA**

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### **BOARD MEMBERS:**

**Rick Seifert, President  
Marikay Lindstrom, Vice-President  
Steve Castillo  
Chuck Hicks  
Julie Smith**

Unless you are a public safety official, please turn off your cell phone or place it on vibrate mode during the Meeting.

This Agenda is prepared and posted pursuant to the requirements of the California Government Code Section 54954.2, which is a portion of California's Open Meeting Law called the "Brown Act." The agenda contains a brief, general description of each item of business to be discussed and/or transacted. Prior to acting on any Agenda item, the Board will consider public comments.

**1. CALL TO ORDER**

**2. FLAG SALUTE**

**MISSION STATEMENT:** The Big Bear Airport District serves the Big Bear Valley by providing a safe, efficient, and exceptional venue for aviation operations.

**3. ROLL CALL AND INTRODUCTIONS**

**4. APPROVAL OF AGENDA**

**PUBLIC COMMENTS:** Because this is a special meeting, comments will be heard only on agenda items. A person wishing to comment on an Agenda item should come to the podium and wait for the President to recognize them. Unless otherwise provided for a specific item, all comments are limited to 3 minutes each with an overall total of 15 minutes. No speaker may allot their time to others.

**Comments on Agenda items:** Comments concerning matters on the agenda will be heard at the time the matter is considered.

**Comments on non-Agenda Items:** Because this is a special meeting, comments will be heard only on agenda items.

**5. BUSINESS MATTERS – DISCUSSION AND POSSIBLE ACTION**

**5.1.** Presentation on Board Dynamics by Consultant Brent Ives.

**5.2.** Discussion and possible updates to the Board of Directors Policy Manual. (Pages 4-36)

**5.3.** The Role of an Individual Board Member.

**5.4.** The Role of the Board.

**5.5.** Review Airport Strategic Plan. (Pages 37-51)

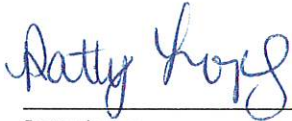
**6. NEXT MEETING DATE:**

Wednesday, October 11, 2023, at 4:00 P.M. – Regular Board of Directors Meeting

Location: Terminal Building- West Wing Board Room

**7. ADJOURNMENT**

**CERTIFICATION:** I, Patty Lopez, Board Secretary of the Big Bear Airport District, do hereby certify that I posted a copy of the foregoing Agenda on August 19, 2023, at least 24 hours in advance of the Regular Board of Directors Meeting (Government Code Section 54954.2).



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Patty Lopez  
Board Secretary  
Big Bear Airport District

The Big Bear Airport District Board Meeting area is handicapped accessible. Persons with disabilities can receive this Agenda in an alternative format and should call the Airport Office at (909) 585-3219. Notification of 48 hours prior to the Meeting will enable the district to make arrangements to assure accessibility to the Meeting. The agenda is available for review. Agenda items are posted on the District Website at [www.flybigbear.com](http://www.flybigbear.com). If access to the Website is not available, copies may be obtained by calling the Airport Office.

# BIG BEAR AIRPORT DISTRICT

## Board of Directors Policy Manual



This Policy Manual was REVISED AND APPROVED on May 9, 2018 and supersedes all prior versions.

# Board of Directors Policy Manual

**Mission Statement:** The Big Bear Airport District serves the Big Bear Valley by providing a safe, efficient, and superior venue for aviation operations.

**Board Oath of Office:** I do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.



TABLE OF CONTENTS  
POLICIES

POLICY NO. AND POLICY TITLE

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4000 GENERAL RULES	1
4010 CODE OF BEHAVIOR	2
4011 GENERAL MANAGER DUTIES & POWERS	4
4015 HARASSMENT AND DISCRIMINATION	5
4020 ATTENDANCE AT MEETINGS	7
4030 REMUNERATION AND REIMBURSEMENT	8
4040 REIMBURSEMENT FOR TRAINING, EDUCATION & CONFERENCES	9
4050 MEMBERSHIP IN ASSOCIATIONS	12
4060 BOARD OFFICERS	13
4080 COMMITTEES OF THE BOARD OF DIRECTORS	15
5000 BOARD MEETING PROCEDURES	19
7000 TICKETS, PASSES & GIFTS - DISTRIBUTION POLICY	30
8000 CONFLICT OF INTEREST	31

**POLICY TITLE: GENERAL RULES**  
**POLICY NUMBER: 4000**

**4000.10 Purpose:** The purpose of this Policy Manual is to provide guidelines for the conduct of the Board of Directors ("Board") of the Airport District ("District"), as provided by Public Utilities Code Division 9, Aviation; Part 2, Airport Districts; Chapter 3, Internal Organization and other provisions of applicable law.

**4000.11 Suspension, Change or Repeal of Rules:** Any of the within rules not required by law or regulation may be suspended, changed, or repealed by a majority vote of the Board at a duly noticed meeting.

**4000.12 Basis of Authority:** The Board of Directors is the unit of authority within the District. Apart from their normal function as a part of this unit, Directors have no individual authority. As individuals, Directors may not commit the District to any policy, act, or expenditure.

**Governing Laws:** District officers will comply with, and be guided by, all applicable federal and state laws and regulations including, but not limited to, the Ralph M. Brown Act (Government Code Section 54950 et seq) as those may be amended from time-to-time.

As set out in applicable law, the District shall defend and indemnify Board Members from any claim, liability or demand that arises out of a Director's performance of his/her duties as a Board Member or Officer of the District within the requirements of the State law.

The District Legal Counsel reports to the Board as a whole advising the Board on matters of general District-wide concern and is available to each Director for consultation regarding legal matters particular to that Board Member's participation or conflict of interest. Otherwise, legal opinions or advice from the District Counsel is only available to individual Board Members with concurrence by the full Board.

District Legal Council may be requested to attend any and all Board meetings by the Board President or General Manager

**POLICY TITLE:           CODE OF BEHAVIOR**  
**POLICY NUMBER:        4010**

**4010.10**     The Board of Directors is committed to providing excellence in legislative leadership that results in the provision of the highest quality services to and representation of the Airport's constituents. In order to assist in the governing of the behavior between and among members of the Board of Directors, the following guidelines are recommended.

**4010.11**     The needs and desires of the District's constituents should be the priority of the Board of Directors.

**4010.12**     The primary responsibility of the Board of Directors is the formulation and evaluation of policy. Routine matters concerning the operational aspects of the District are to be delegated to the Airport General Manager ("General Manager").

**4010.13**     Directors should commit themselves to emphasizing the positive, avoiding hidden agendas and other negative forms of interaction.

**4010.14**     Directors should commit themselves to focusing on issues and not personalities. The presentation of the opinions of others should be encouraged. Cliques and voting blocs based on personalities rather than issues should be avoided.

**4010.15**     Different viewpoints are healthy in the decision-making process. Individuals have the right to disagree with ideas and opinions. Once the Board of Directors takes action, Directors should not create barriers to the implementation of such action.

**4010.16**     Directors should practice the following procedures:

- A. In seeking clarification on informational, operational, and policy items, Directors should directly approach the General Manager to obtain information needed to supplement, upgrade or enhance their knowledge to improve legislative decision-making.
- B. In handling operational complaints from citizens, tenants, and property owners in the District, said complaints should be referred to the General Manager.
- C. In handling items related to safety, concerns for safety or hazards should be reported to the General Manager or to District personnel.

D. In seeking clarification for administrative policy-related concerns, especially those involving personnel, legal action, land acquisition, finances, and programming, said concerns should be directed to the General Manager.

**4010.17** When approached by District personnel concerning specific District policy, Directors should direct inquiries to the General Manager. The chain of command should be followed.

**4010.18** The smooth working of the District is a team effort. All individuals should try to work together in the collaborative process, assisting each other in conducting the affairs of the District.

**4010.19** Directors should develop a working relationship with the General Manager wherein current issues, concerns and District projects can be discussed comfortably and openly.

**4010.20** Directors should function as a part of the whole.

**4010.21** Directors are responsible for monitoring the District's progress in attaining its goals and objectives, while pursuing its mission.

**4010.22** Members of the Board should conduct themselves in a professional manner, being honorable and supportive in their relations with Board colleagues, District staff and citizens of the community.

**4010.23** Members of the Board should commit themselves to promote communication, courtesy, honesty, respect and trust within the Board, staff and citizens.

**4010.24** In the event of personal conflict within the Board, members should address their issues promptly, privately and directly with other person or persons in question, in a manner consistent with the Brown Act, as we seek resolution.

**4010.25** Each Board member should accept responsibility for his or her actions, be understanding of the concerns of others and support the values of service to the public in good government.

**POLICY TITLE: GENERAL MANAGER DUTIES & POWERS**  
**POLICY NUMBER: 4011**

**4011.10** Public Utilities Code Section 22439 provides that the General Manager has the following powers and functions:

- A. Full charge and control of the construction, maintenance, and operation of the physical properties of the district.
- B. Except as otherwise provided in this article, full power to employ and discharge all employees and assistants at pleasure, prescribe their duties, and, subject to the approval of the board, to fix their compensation.
- C. Such other duties as may be imposed by the Board.

**4011.11** Interference with General Manager Duties & Powers

- A. No board member intentionally or otherwise shall impede the General Manager's powers and functions as set out in Public Utilities Code Section 22439. Once the Board by majority vote has given direction to the General Manager (whether generally, specifically, or through the adoption of a Strategic Plan) no Board member shall interfere with the General Manager carrying out that direction.
- B. Any Board member wishing to speak with the General Manager about District business shall make an appointment in advance with the General Manager to raise matters of District business. Except as otherwise required by law, the General Manager may limit the time for communication with Board members (including but not limited to meetings) based upon District workflow needs. Board members shall not contact staff directly except in the absence of the General Manager or in an emergency.

**POLICY TITLE: HARASSMENT AND DISCRIMINATION**  
**POLICY NUMBER: 4015**

**4015.10** Each Board Member is governed by the procedures set out in the Employee Handbook for dealing with a harassment complaint. In the event the General Manager is the subject of the harassment complaint, the complaint shall be reported to and handled by the Board President.

**4015.11** Harassment or Discrimination. The Big Bear Airport District strives to maintain a workplace that fosters mutual employee respect and promotes harmonious, productive working relationships. The District believes that harassment or discrimination in any form constitutes misconduct that undermines the integrity of the employment relationship.

Harassment includes "abusive conduct" which means there is malicious conduct that a reasonable person would find hostile, offensive and unrelated to business, including but not limited to verbal abuse and threatening conduct.

Therefore, the Big Bear Airport District maintains a strict policy prohibiting all forms of unlawful harassment, including sexual harassment and harassment based on race, color, religion, national origin, age or any other characteristic protected by state or federal law. This policy applies to Board members as well as to all agents and employees of the District, including supervisors and non-supervisory employees. It prohibits unlawful harassment of any form, including verbal, physical and visual harassment. It also prohibits retaliation of any kind against individuals who file valid complaints or who assist in a District investigation.

**4015.12** Sexual harassment includes, but is not limited to, making unwanted sexual advances and requests for sexual favors where either (1) submission to the conduct is made either an explicit or implicit condition of employment, status or promotion, (2) submission to or rejection of the conduct is used as the basis for an employment decision affecting the harassed employee; (3) the conduct has the purpose or effect of substantially interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment; or (4) submission to, or rejection of, the conduct is the basis for any decision affecting benefits, services, programs, or other available activities.

**4015.13** Unlawful harassment may take other forms, including: (1) verbal conduct, such as derogatory comments, slurs or epithets; (2) physical conduct, such as assault, blocking normal movement, or interference with work directed at an employee because of the employee's sex or other protected characteristic; or (3) visual conduct, such as derogatory posters, cartoons, drawings or gestures.

**4015.14** Any director who believes he or she has been harassed by a co-worker, supervisor, or officer of the District should firmly and clearly tell the person engaging in the harassing conduct that it is unwelcome, offensive and should stop at once. The person should also promptly report the occurrence to the General Manager or the President of the Board of Directors if the harassing conduct involves the General Manager. The District will promptly and thoroughly investigate the claims, either through its own personnel, or through a contract investigator. Disciplinary action, up to and including termination, will be taken against any employee who engages in harassing behavior. The District will conduct its investigation in as confidential a manner as possible. A timely resolution of each complaint will be reached and communicated to the employee and the other parties involved. Appropriate corrective action, up to and including termination, will be taken promptly against any employee engaging in discrimination and/or harassment. Retaliation against any employee or Director for filing a complaint or participating in an investigation is strictly prohibited. However, any employee that knowingly makes a false claim of harassment and/or discrimination will be subject to corrective action, up to, and including, termination.

**4015.15 Retaliation:** Retaliation is any adverse conduct taken because a covered individual has opposed harassment or discrimination, or has participated in the complaint and investigation process described herein. "Adverse conduct" includes but is not limited to: taking sides because an individual has reported harassment or discrimination, spreading rumors about a complaint, shunning and avoiding an individual who reports harassment or discrimination, or real or implied threats of intimidation to prevent an individual from reporting harassment or discrimination.

**4015.16 Option to Report to Outside Administrative Agencies:** An individual has the option to report harassment, discrimination, or retaliation to the U.S. Equal Employment Opportunity Commission (EEOC) or the California Department of Fair Employment and Housing (DFEH). These administrative agencies offer legal remedies and a complaint process. The nearest offices are listed in the government section of the telephone book.

**POLICY TITLE: ATTENDANCE AT MEETINGS; VACANCY**  
**POLICY NUMBER: 4020**

**4020.10** Members of the Board of Directors are expected to attend all regular and special meetings of the Board unless there is good cause for absence.

**4020.11** A vacancy in the office of Board member occurs as provided in Govt. Code Sections 1770 et seq as those may be amended from time to time.

**4020.12** A Director has permission for an absence when excused by the Board President or Vice-President at the time of roll call for attendance at any meeting if he or she is absent for good cause. By way of example, and not of limitation, "good cause" includes, but is not limited to, reasons related to personal or family matters or to attend a Board-approved conference. An unexcused absence requires a finding by the Board that the absence is without good cause.

**POLICY TITLE: REMUNERATION AND REIMBURSEMENT**  
**POLICY NUMBER: 4030**

**4030.10** Members of the Board of Directors will receive a Director's Fee in the amount of \$100.00 per Board meeting, not to exceed four (4) meetings per calendar month.

**4030.11** Subject to the limitation above, Directors will be paid the Director's Fee for attending all Board, Special, Standing Committee and Ad Hoc Committee meetings in accordance with the Public Utilities Code 22407 and conferences or organized educational activities conducted in compliance with Govt. Code Section 54952.2, including but not limited to ethics training pursuant to Govt. Code Sections 53232.1 et seq.

**4030.12** Members of the Board of Directors also will be reimbursed for all legitimate expenses necessarily incurred in the performance of their official duties, not to exceed \$100.00 per month, as determined by Motion on July 13, 2011. Such reimbursement does not include that under Section 4040.

**POLICY TITLE: REIMBURSEMENT FOR TRAINING, EDUCATION AND CONFERENCES**

**POLICY NUMBER: 4040**

**4040.10** Members of the Board of Directors are encouraged to attend educational conferences and professional meetings when the purpose of such activities is to improve District operation. Hence, there is no limit as to the number of Directors attending a particular conference or seminar when it is apparent that their attendance is beneficial to the District.

**4040.11 Travel Policy:** It is the policy of the District to encourage Board development and excellence of performance by reimbursing expenses incurred for tuition, travel, lodging and meals as a result of training, educational courses, participation with professional organizations, and attendance at local, state and national conferences associated with the interests of the District, appearances before or meetings with other governing or regulatory bodies, ceremonial functions, or ethics training. There will be no reimbursement for alcohol or for spouse or guest meals.

**4040.12 Travel Arrangements:** The Administration Manager is responsible for making arrangements for Directors for conference and registration expenses. Directors shall provide as much notice as possible to allow staff to make such arrangements. Reimbursement, when appropriate, shall include reimbursement of expenses for mileage, meals, lodging and travel, subject to the restrictions below. If an advance for expenses is requested prior to the Director leaving, a check will be issued by the Administration Manager, subject to the limits set out here. Notwithstanding, an expense form and receipts are required upon the Director's return, and the Director must reimburse the District for any amount paid for which there is no receipt. If the request for payment is submitted after the Director has already attended the function, the request must be submitted on an expense reimbursement form provided by the District. In addition, a receipt must be submitted and only the exact amounts of the receipts will be paid (not to exceed the authorized amount).

**4040.13 Meal Reimbursement:** Travel meals will be reimbursed at no greater than \$75.00 per day.

**4040.14 Conference Lodging:** When the lodging to be reimbursed is for an organized educational conference the reimbursement cannot be more than the group rate published by the conference assuming it is available at the time the reservation is made. If the group rate is not available, then the District should seek the governmental rate. If neither the group nor the government rate is available, the maximum which may be paid for lodging in California is \$200.00/per night. All greater amounts or lodging outside California requires prior approval as set out below.

**4040.15 Transportation and Other Lodging:** When available, Board members must use government or group rates for transportation and lodging. If such rates are not available, the maximum rate for air travel is \$500.00 round trip within California. Airport shuttles and public transit shall not exceed \$100.00/day. If a taxi is necessary, such cost shall not exceed \$100.00/day. Car rentals should not exceed \$60.00/day. Directors should utilize long-term airport parking.

**4040.16 Amounts above the Set Rate:** When the amount to be expended or reimbursed is going to exceed the Policy limit the expenditure must be approved at a public Board meeting before it is incurred. A Director may choose to pay additional amounts at his/her own expense.

**4040.17 Mileage:** Reimbursement for the cost of the use of a Director's vehicle on District business will be on the basis of total miles driven and at the maximum rate specified in the Internal Revenue Service Guidelines in effect at the time of the vehicle usage.

**4040.18 Private Aircraft:** Directors may use private aircraft on District business provided it is insured with an endorsement naming the Big Bear Airport District as an additional insured. Reimbursement for use of a private aircraft will be at the same rate per statute mile as the IRS rate for Director's vehicle driven to the same destination. Mileage shall be determined from point-to-point as published on highway road maps. The Director also shall be reimbursed the actual amounts for any landing fee and the cost of aircraft parking.

**4040.19 Report:** At the next Regular Board of Directors meeting after a Board Member's attendance at a conference or other event at District's expense, the Board Member shall provide a brief or written report regarding that conference. The written report may be provided on a form, which will be included with the agenda packet.

**4040.20 Penalties for Violating the Reimbursement Policy:** Pursuant to provisions set out in Government Code Section 53232.4, penalties for violating the reimbursement policy should differ depending upon the violation. A violation of the requirement to take the required training every two years (as evidenced by a certificate) could be subject to a penalty such as a public warning by the Board or even censure for continued or intentional non-compliance. In contrast, however, Section 53232.4 provides that the penalties for "proven misuse of public resources or falsification of expense reports" may include, but are not limited to, no reimbursement for these or future expenses, restitution, or civil penalties for misuse of public resources or referral to the District Attorney for criminal prosecution for misuse of public resources.

**4040.21 Board Development:** Board Members are expected to participate in ongoing development as a Board Member.

A. New Board Members will:

1. Participate in AB1234 Ethics Training within the first year of taking office and every other year thereafter.
2. Participate in AB1825 Sexual Harassment Training pursuant to Govt. Code Sections 53237 et seq. within the six months of taking office and every other year thereafter.
3. Be given access to Board Development Webinars.

B. All Board Members will participate in:

1. Biennial Ethics Training in compliance with AB1234.
2. Biennial Sexual Harassment Training in compliance with Govt. Code Sections 53237 et seq.
3. Budget and Development Workshops.
4. A yearly self-assessment.
5. Any other training as required by law or approved by a vote of the Board.

**POLICY TITLE: MEMBERSHIP IN ASSOCIATIONS**  
**POLICY NUMBER: 4050**

**4050.10** The Board shall ordinarily hold membership in and attend meetings of such national, state, and local associations as may exist which have applicability to the functions of the District, and shall look upon such memberships as an opportunity for in-service training.

**4050.11** The Board shall maintain membership in the California Special Districts Association and shall insure that annual dues are paid when due.

**4050.12** The Board shall maintain membership in the San Bernardino County Association of Special Districts and shall insure that annual dues are paid when due.

**4050.13** At the Regular Board Meeting in January of each year, a member of the Board may be selected to represent the District at the San Bernardino County Association of Special Districts in accordance with said Chapter's Constitution/Bylaws, and another member of the Board or a staff member shall at the same time be selected to serve as an alternate for the representation.

**4050.14** The Board may approve membership to other organizations as it deems appropriate.

**4050.15** The Board of Directors shall maintain membership in the Big Bear Chamber of Commerce.

**POLICY TITLE: BOARD OFFICERS**  
**POLICY NUMBER: 4060**

**4060.10 President:** The President will perform the duties of presiding officer at all meetings of the Board of Directors and will carry out the resolutions and orders of the Board of Directors and perform such other duties as the Board of Directors prescribes including appointment of members to serve on ad hoc and standing committees of the Board and designation of committee chairs. The Presiding Officer may make motions or second motions and debate and vote on any matter under consideration.

**4060.11 Vice President:** If the President resigns or is absent or disabled, the Vice President will perform the President's duties. If the President disqualifies himself/herself from participating in an agenda item or declares himself/herself partisan in the debate on any such item, the Vice President shall perform the duties of the Presiding Officer.

**4060.12** Annually at the Regular December Board Meeting, after the seating of any newly-elected or re-elected Board Member, the Board shall select a President, Vice President and other Board Officers to serve during the coming calendar year. At the January Regular Board Meeting, the President will make assignments to the standing and any ad hoc committees. These ad hoc committee assignments do not prevent the President from assigning an ad hoc committee at any time throughout the year.

The Board Secretary will post an Agency Report of Public Official Appointments – FPPC Form 806 in December and then update with any changes.

- A. **Presiding Officer:** The Presiding Officer may make motions or second motions and debate and vote on any matter under consideration. The President may work with the General Manager in the development of agendas but has no unilateral authority, over and above that of other Board Members, to direct action of the General Manager or staff.
- B. **Call to Order:** The Meeting of the Board shall be called to order by the Presiding Officer. In the absence of both the President and the Vice President, the Meeting shall be called to order by the Board Secretary, whereupon the Board Secretary shall immediately call for the selection of a temporary Presiding Officer by majority vote of the remainder of the Board.
- C. **Question to be Stated:** The Presiding Officer or Board Secretary verbally shall restate each question immediately prior to calling for the vote. Following the vote, the Presiding Officer or Board Secretary shall verbally announce whether the question carried or was defeated and those voting for or against the question. The Presiding

Officer may also publicly state the effect of the vote for the benefit of the audience before proceeding to the next item of business.

D. **Signing of Documents:** The President, or Vice President, in the absence of the President, shall sign resolutions and contracts adopted by the Board of Directors. The Board Secretary shall attest to the signature of the President or Vice President.

E. **Maintenance of Order:** The Presiding Officer is responsible for the maintenance of order and decorum at all times. No person is allowed to speak who has not first been recognized by the Chair. All questions and remarks shall be addressed to and through the Chair. Once a Director has spoken, he/she must wait for other Directors to speak before further engaging in dialogue or debate.

**POLICY TITLE: COMMITTEES OF THE BOARD OF DIRECTORS**  
**POLICY NUMBER: 4080**

**4080.10** Annually at the Regular January Board Meeting, the Board President shall appoint members to standing committees established by the Board pursuant to Section 4060.12, above.

**4080.11** All meetings of standing committees shall meet Brown Act requirements. The standing committees that have established a regular time and place for their meetings shall publish and post the meeting agenda at least 72 hours prior to the meeting. Agenda items must provide sufficient information for the public to determine whether to attend and/or participate. Meetings of standing committees that have not established a regular time and place for their meetings are considered special meetings. The agenda for such special meetings shall be published and posted at least 24 hours prior to the meeting. Agenda items shall provide sufficient information for the public to determine whether to attend and/or participate.

**4080.12 Standing Committees:** Standing committees shall meet when requested by Board consensus. The standing committees will make advisory recommendations to the Board based on their review via a written or oral report. Standing committees shall be advisory only and cannot commit the District to any policy, act or expenditure unless specific authority is delegated to such committee by the Board.

**4080.13 Airport Development Committee: Duties and Responsibilities.** The Airport Development Committee is formed to advise and make recommendations to the Board of Directors on issues that include, but are not limited to:

- A. Monitor and review Airport AIP and Capital Improvement Projects (CIP), i.e., snow removal equipment storage facility, taxiway and runway construction, airport lighting, airport signage, and Terminal Building.
- B. Other matters as assigned by the Board of Directors.

**4080.14** Intentionally omitted

**4080.15 Personnel Committee: Duties and Responsibilities.** The Personnel Committee is formed to advise and make recommendations to the Board of Directors on issues that include, but are not limited to:

- A. Annual review of salary and benefits for all District employees.

- B. Plans and procedures for hiring exempt District employees.
- C. Renegotiation of the General Managers employment contract (as required).
- D. Consideration and investigation of complaints against District employees as requested by the General Manager.
- E. Consideration and investigation of grievances by employees against the District.
- F. Consideration and investigation of complaints brought by the public against the General Manager.
- G. Review of District Personnel Manual with amendments as required.
- H. Facilitate and prepare annual performance review of General Manager.
- I. Other matters as assigned by the Board of Directors.

**4080.16 Public Outreach Committee: Duties and Responsibilities.** The Public Outreach Committee is formed to advise and make recommendations to the Board of Directors on issues that include, but are not limited to:

- A. Monitor and review Airport Public Outreach Plan and marketing strategies.
- B. Ensure that Public Outreach Plan is consistent with goals identified in the Airport Strategic Plan.
- C. Review and make recommendations to the Board of Directors on any and all matters related to airport public outreach and community relations.
- D. Other matters as assigned by the Board of Directors.

**4080.17 Safety Committee: Duties and Responsibilities.** The Safety Committee is formed to advise and make recommendations to the Board of Directors on issues that include, but are not limited to:

**4080.18 Ad Hoc Committees.** Notwithstanding, as authorized by the Brown Act, nothing in this section shall prevent the President from appointing an ad hoc committee to carry out a temporary and limited purpose or thereafter from disbanding such committee. Such appointment may be made outside of a Board meeting and is not approved by the Board. The President or General Manager shall notify Board members and staff of the formation and purpose of any ad hoc committee.

**POLICY TITLE: BOARD MEETING PROCEDURES**  
**POLICY NUMBER: 5000**

**5000.10 Purpose:** The purpose and intent of the Board of Directors in adopting these rules shall be to provide guidelines relating to the conduct of the public business by or on behalf of the Board. Notwithstanding, in the event of any noncompliance with or violation of any policy provision herein, such non-compliance will not be deemed to affect the validity of any action taken, unless otherwise specifically provided by law. These procedures are intended to comply with and are governed by the Ralph M. Brown Act, Government Code Section 54950 et seq. (the "Brown Act").

**5000.20 Meetings**

- A. **Regular Meeting:** The Board of Directors of the District shall hold Regular Meetings at the Terminal Building at 501 Valley Blvd., Big Bear City, California, on the second Wednesday of each month beginning at 4:00 P.M. When the day for a Regular Meeting of the Board falls on a legal holiday, the Board, at the preceding Meeting, shall determine the time and date of any rescheduled Meeting. The Board may cancel or change a Meeting time or place in the same manner as the agenda is posted. Any Regular Meeting may be adjourned to a time, place and date certain as long as that date is before the next Regular Meeting. Otherwise, once adjourned, the Meeting may not be reconvened.
- B. **Meetings Governed by Brown Act and Other Applicable Law:** All Meetings of the Board of Directors shall be governed by the provisions of the Ralph M. Brown Act (Govt. Code Section 54950 et seq) as those may be revised from time-to- time (the "Brown Act") and other applicable law.
- C. **Quorum:** A majority of the Board shall be sufficient to do business and motions may be passed 2-1 if only three (3) attend. The following matters, however, require three (3) affirmative votes: orders for payment of money.
- D. **Legally required Participation:** If a majority of the Board shall be disqualified to vote on a matter by reason of actual or apparent conflict of interest, and the action is required, the Board may utilize the applicable rules of necessity to select by lot or other means of random selection, or by such other impartial and equitable means as the Board shall determine, that number of its disqualified members which, when added to the members eligible to vote, shall constitute a quorum. Those members may vote but not discuss.

## 5000.30 Agenda

A. **Order of Business:** The Order of Business of each Meeting shall be as contained in the Agenda prepared by the Board Secretary. The Agenda shall be a numbered listing by topic of the subjects which shall be taken up for consideration in the following order. (When a Special Agenda is needed, items will be listed only as needed but the order will be maintained.) Special Meetings that fall on the same day as a Regular Meeting may be shown on the same Agenda.

- Call to Order
- Flag Salute
- Mission Statement
- Presentations and Proclamations:
  - Civil Air Patrol
  - Big Bear Pilots Association
- Roll Call and Introductions
- Approval of Agenda
- Public Comments (not on agenda)
- Consent Agenda
- Pulled Consent Agenda Items
- Committee and Board Conference Reports
- Business Matters
- General Manager Reports
- Directors Comments
- Future Agenda Items
- Next Meeting Date
- Closed Session
- Adjournment

The Presiding Officer may change the order of the agenda items unless there is an objection from a majority of the Board. Items may be added only as allowed by the Brown Act.

If a quorum is lacking at any Regular or Special Meeting, the Board Secretary may declare the Meeting adjourned to a stated time and place, and he/she shall cause a written Notice of Adjournment to be given to those specified above.

Meetings of the Board of Directors may include Closed Sessions as regulated by the Brown Act. Closed Session Agenda items must be described in a manner that is in compliance with the Brown Act.

Special Meetings, including Closed Sessions, of the Board of Directors may be called by the President or by three (3) Board members. Notice shall comply with the requirements of the Brown Act. Appearance at the meeting waives any defect in notice. The Board

Secretary shall provide notice to those members of the public requesting such notice and to post notice on the District's website. Only those items listed in the call for the Special Meeting may be considered at the Meeting.

**Emergency Special Meeting:** In the event of an emergency situation involving a threat to public safety for which prompt action is required by the District (such as the threatened disruption of public facilities), the Board of Directors may hold an Emergency Special Meeting without complying with the 24-hour notice as otherwise provided in the Brown Act.

The Draft Agenda for Regular Board Meetings prepared by the General Manager and Board Secretary shall be reviewed by the President prior to the 72-hour Public Agenda posting and notifications. The Presiding Officer has the authority to add Agenda items.

Brief staff reports shall accompany business items. The General Manager will provide this public information at the time of the posting of the Agenda. Staff reports will also make reference to the specific District goal being met with the agenda item.

**B. Delivery of the Agenda:** The Agenda for each Regular Meeting of the Board, and reports and other documentation related thereto, generally shall be made available to Members of the Board (in their mail drawers in the terminal building) and made available to the public at least 72 hours prior to the Wednesday Meeting to which it pertains. Agendas shall be posted on the bulletin board at the administrative offices of the District and at such other places the Board has designated for posting notices of Board meetings. Agendas shall be posted on the website at the same time. Any staff reports or other items for a Regular Meeting not available for distribution with the Agenda shall be made available to the public at the administrative offices of the District as soon as provided to the Board of Directors, or at the Meeting if only available then.

**C. Roll Call:** Before proceeding with the business of the Board, the Board Secretary shall call the roll of the Directors and the names of those present shall be entered into the Minutes. The order of roll call shall be alphabetical with the President called last.

**D. Minutes of the Board:**

1. Unless requested by a majority of the Board of Directors, Minutes of the previous Meeting may be approved without public reading.

The Secretary of the Board, or designated employee, shall keep Minutes of all open Regular, Special, and Emergency Meetings of the Board. The Minutes shall show only actions taken by the Board and are not verbatim Minutes. Recordings of the Regular Board Meeting will be made available on the District Website.

2. Copies of the Minutes generally shall be distributed to Directors with the Agenda 72 hours prior to the next Regular Board Meeting.
  3. Motions and Resolutions shall be recorded as having passed or failed and individual votes will be recorded unless the action was unanimous.
  4. All Resolutions and Ordinances adopted by the Board shall be numbered consecutively starting anew at the beginning of each calendar year and shall be retained in perpetuity.
  5. Approved Minutes shall be retained permanently.
  6. Notwithstanding, the President or General Manager is authorized to order verbatim transcripts of all or any portion of a regular or special meeting.
- E. **Public Comments:** A person wishing to comment on an Agenda item should raise his or her hand to be recognized by the President/Chair and move to the podium, at which time he or she has three (3) minutes to complete those comments, unless a longer time is granted. No speaker may allot his or her time to others.

**Comments on Agenda items:** Comments concerning matters on the Agenda will be heard at the time the matter is considered.

**Comments on non-Agenda items:** Comments concerning matters not on the Agenda will be heard during the Public Comment section of the Agenda. A speaker's comments should be within the subject matter jurisdiction of the Big Bear Airport District Board.

Please note that if you are addressing the Board on items not on the Agenda, the Brown Act does not allow Board discussion of such items because they are not on the Agenda and thus were not noticed publicly. Therefore, the Board may only do the following: refer the matter to staff, ask for additional information or request a report back, or give a very limited factual response. Your comments may be placed on the Agenda for future discussion. Non-Agenda comments are limited to 15 minutes.

- F. **Consent Agenda:** Items of a routine nature may be placed on the Consent Agenda. All items may be approved by one blanket motion. Prior to, or following review of the Consent Agenda by the Presiding Officer, any Director may request that any item be withdrawn from the Consent Agenda for separate consideration. However, for conflict of interest or other reasons, any Director may abstain from voting on any Consent Agenda item without requesting its removal from the Consent Agenda, and the Board Secretary shall be instructed to record such abstentions in the Minutes.

**Future Agenda Items:** The General Manager shall place operational, business items on the agenda. Any Board member may have an item placed on the agenda by requesting that the President place such item on a future agenda. The Vice President shall act for the President in the President's absence. The President shall work with the General Manager to prioritize placement of such item on the agenda and such item shall be placed on an agenda within the next six months.

#### **5000.40 Rules, Decorum, and Order**

**A. Points of Order:** The Presiding Officer shall act as the Parliamentarian and shall determine all Points of Order subject to the right of any member to appeal to the Board. If any appeal is taken, the question shall be, "Shall the decision of the Presiding Officer be sustained?" in which event a majority vote shall govern and conclusively determine such question of order.

#### **B. Decorum and Order, Directors:**

1. Directors shall thoroughly prepare themselves to discuss Agenda items at any Meeting of the Board of Directors. Information may be requested from staff; information may be exchanged between Directors between Meetings only within the limits of the Brown Act. Any Director desiring to speak shall address the Chair and, upon recognition by the Presiding Officer, shall confine himself/herself to the question under debate.
2. A Director desiring to question the staff shall address his/her question to the General Manager, who may either answer the inquiry himself/herself or to designate some member of his/her staff, consultant, or contractor for that purpose.
3. A Director, once recognized, shall not be interrupted while speaking unless called to order by the Presiding Officer; unless a Point of Order is raised by another Director; or unless the speaker chooses to yield to another Director.
4. Any Director called to order while he/she is speaking shall cease speaking immediately until the question of order is determined. If ruled to be in order, he/she shall be permitted to proceed. If ruled to be not in order, he/she shall remain silent or shall alter his/her remarks so as to comply with rules of the Board.
5. Directors shall accord the utmost courtesy to each other, to District employees, and to the public appearing before the Board and shall refrain at all times from rude and derogatory remarks, reflections as to integrity, abusive comments and

statements as to motives and personalities. Any such breach in decorum may result in public censure by a majority of the Board.

6. Any Director may move to require the Presiding Officer to enforce the rules and the affirmative vote of a majority of the Board shall require the Presiding Officer to so act.

7. Time limits on Directors speaking

A. Agenda items: Each Director may speak for three (3) consecutive minutes regarding the specific agenda item being discussed. The Board President shall call for each Director to speak in any order determined to be appropriate, with the President speaking last. No Director may speak for an additional three-minute period until each Director has been given an opportunity to speak. No Director is required to speak, or to speak for three (3) minutes. Unless otherwise specifically waived by the President, the President shall not call for Director comments more than three (3) times on any agenda item.

B. Directors Comments: Each Director shall limit his or her comments to three (3) consecutive minutes and shall speak to topics only within the jurisdiction of the Airport District.

C. Clarifications and responses: The Board President or any Director may request that the General Manager or Legal Counsel clarify or respond to any comments at the conclusion of any Director's remarks. Any such response shall be addressed to the Board as a whole through the Chair and is not the initiation of debate. Similarly, staff or legal counsel may provide clarifying information, through the President, at the conclusion of a Director's remarks.

D. Directors shall use their best efforts to avoid interruption of any speaker during his or her allotted time.

C. **Decorum and Order, Employees:** Members of the administrative staff and employees of the District shall observe the same rules of procedure and decorum applicable to members of the Board. The General Manager shall insure that all District employees observe such decorum. Any staff member, including the General Manager, desiring to address the Board or members of the public shall first be recognized by the Chair. All remarks shall be addressed to the Chair and not to any one individual Director or member of the public.

**D. Decorum and Order, Public:**

1. **Boisterous Conduct:** No person shall maliciously or willfully disturb the peace or quiet of a meeting or of any person therein, by loud or unusual noises, or by indulging in riotous, boisterous, threatening, indecent or offensive conduct, or by using abusive, profane, indecent or vulgar language. No boisterous conduct shall be permitted at any Board Meeting. Persistence in boisterous conduct which actually disrupts the Meeting shall be grounds for summary termination of the speaker's privilege of address by the Presiding Officer.
2. Continued or repeated willful and actual disruption of any Meeting of the Board of Directors shall not be permitted by the Presiding Officer. If the Presiding Officer with the concurrence of a majority of the other Directors, finds that there is such actual disruption, he or she may order the person causing the disturbance to leave the podium or leave the room, may have such person removed, may recess the Meeting, may clear the room and then continue the remainder of the Meeting, or may continue the Meeting to another date and time. As used here, "willful disruption" means action which makes it unable to proceed with the business of the Meeting.

**E. Enforcement of Decorum:** As set forth in Government Code Section 54957.9, in the event that any Meeting is willfully and actually interrupted by a group or groups of persons so as to render the orderly conduct of such Meeting unfeasible and order cannot be restored by the removal of individuals who are willfully interrupting the Meeting, the members of the Board may order the meeting room cleared and continue in session. Only matters appearing on the Agenda may be considered in such a session. Duly accredited representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. Nothing in this section shall prohibit the Board from establishing a procedure for readmitting an individual or individuals not responsible for willfully disturbing the orderly conduct of the Meeting.

**F. Dissents, Protests, and Comments:** Any Director shall have the right to express dissent from, or protest to, or comment upon, any action of the Board and have the reason entered in the Minutes.

**G. Rules of Order:** Action items shall be brought before and considered by the Board by motion in accordance with this policy. These rules of order are intended to be informal and applied flexibly. The Board prefers a flexible form of Meeting and, therefore, does not conduct its Meetings under formalized procedures of *Robert's Rules of Order*.

**H. Rulings of Chair Final Unless Overruled:** The Presiding Officer shall act as the Parliamentarian and shall determine all Points of Order subject to the right of any

member to appeal to the Board. If any appeal is taken, the question shall be, "Shall the decision of the Presiding Officer be sustained?" in which event a majority vote shall govern and conclusively determine such question of order.

#### **5000.50 Addressing the Board**

- A. **Addressing the Board:** Members of the public have a legal right to address the Board on any matter being considered, including Closed Session Agenda Items. Comments on Agenda Items will be taken at the time the item is heard. There is a time limitation of three (3) minutes per person, per agenda item. See Section 5000.30 E.

As the Board is considering Agenda Items, the Presiding Officer will clearly state the time at which the matter is open for comments from the public. After all comments from the public have been heard, the Presiding Officer will close the matter to additional comments. The matter may be reopened to comments from the public if a consensus of the Board agrees to do so.

Any member of the public desiring to address the Board shall proceed to the podium and wait to be recognized by the Presiding Officer. After being recognized, the speaker may state his/her name and address for the record, but will not be required to do so. All remarks and questions shall be addressed to the Presiding Officer and not to any individual Director, staff member or other person.

The Presiding Officer may request that communication be made to the General Manager during regular business hours, or in writing, for subsequent submittal to the Directors. The Presiding Officer may limit the total time for public comments to 45 minutes per meeting.

- B. **Written Correspondence:** The General Manager is authorized to receive and open all mail addressed to the Board as a whole and give it immediate attention to the end that all administrative business referred to in said communications and not requiring Board action, may be disposed of between Board Meetings. A copy of such communication shall be sent to each Director marked "Information Only".

Any communication relating to a matter pending, or to be brought before the Board of Directors shall be included in the Agenda packet for the meeting at which such item is to be considered. Copies of all other communications sent to the Board will be transmitted to them.

## 5000.60 Motions

- A. **Processing of Motions:** When a motion is made and seconded, it must be stated by the Presiding Officer or Board Secretary before Board debate. A motion so stated shall not be withdrawn by the mover without the consent of the person seconding it.
- B. **Motions Out of Order:** The Presiding Officer may at any time, unless a majority objects, permit a member to introduce a resolution or motion out of the regular agenda order.
- C. **Division of Question:** If the question contains two or more divisional propositions, the Presiding Officer may, and upon request of a Member shall, divide the same.
- D. **Precedence of Motions:** When a motion is before the Board, no other motion shall be entertained except the following, which shall have precedence in the following order:
  - 1. Substitute
  - 2. Amend
  - 3. Limit or terminate discussion
  - 4. Table
  - 5. Postpone
  - 6. Reconsider
  - 7. Adjourn
  - 8. Fix hour of adjournment

In acting upon every motion, the motion requires a second except for nominations

- E. **Motion to Substitute:** Substitute motion replaces the motion under debate; when seconded and approved, it prevails. If not seconded or approved, consideration of the original motion continues.
- F. **Motion to Amend:** A motion to amend shall be debatable only as to the amendment. A motion to amend an amendment shall be in order, but a motion to amend an amendment to an amendment shall not be in order. An amendment modifying the intention of a motion shall be in order, but an amendment relating to a different matter shall not be in order. A substitute motion on the same subject shall be acceptable, and voted on before a vote on the amendment. Amendments shall be voted first, then the main motion as amended.

- G. **Motion to Limit or Terminate Discussion:** Such a motion shall be used to limit or close debate on, or further amendment to, the main motion and shall be undebatable. If the motion fails, debate shall be reopened; if the motion passes, a vote shall be taken on the main motion.
  
- H. **Motions to Table:** A motion to table shall be used to temporarily by-pass the subject to an unspecified future date. A motion to table shall be undebatable and shall preclude all amendments or debate of the subject under consideration. If the motion shall prevail, the matter may be "taken from the table" at any time prior to the end of the next regular meeting.
  
- I. **Motion to Postpone:** A motion to postpone to a definite time shall be amendable and debatable as to propriety of postponement and time set.
  
- J. **Motions to Reconsider:** A motion to reconsider enables a majority, within a limited time and without notice, to bring back for further consideration a motion which has already been voted on. The purpose of reconsidering a vote is to permit correction of a hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote. A motion to reconsider can be made only by a member who voted with the prevailing side. "Within a limited time", for the purposes of this motion means on the same day that the vote to be "reconsidered" was taken.
  
- K. **Motion to Adjourn (not debatable):** A motion to adjourn shall be in order at any time, except as follows:
  - 1. When repeated without intervening business or discussion.
  - 2. When made as an interruption of a Member while speaking.
  - 3. When discussion has been ended, and vote on motion is pending, and
  - 4. While a vote is being taken.
  
- L. **Motion to Fix Hour of Adjournment:** Such a motion shall be to set a definite time at which to adjourn and shall be undebatable and shall be unamendable except by unanimous vote.

**5000.70 Voting Procedure**

- A. **Voting Procedure:** In acting upon every motion, the motion requires a second except for nominations. The Presiding Officer or Board Secretary verbally shall restate each question immediately prior to calling for the vote. A vote shall be taken by voice or roll call or any other method by which the vote of each Director present can be clearly ascertained. The order of voting shall be alphabetical with the

President voting last. The Board Secretary shall call the names of all members seated when a roll call vote is ordered or required. Members shall respond 'aye', 'no' or 'abstain', provided that when a vote is collectively taken by voice or when a method of voting other than by voice or roll call is used, any Director not audibly and clearly responding 'no' or 'abstain' or otherwise registering an objection shall have his/her vote recorded as 'aye'. Following the vote, the Presiding Officer or Board Secretary shall verbally announce whether the question carried or was defeated and those voting for or against the question. The vote on each motion shall then be entered in full upon the record. The Presiding Officer may also publicly state the effect of the vote for the benefit of the audience before proceeding to the next item of business.

- B. **Failure to Vote:** Every Director should vote unless disqualified for cause. Directors shall abstain from participating in consideration on any item involving a legal prohibited conflict of interest. Unless such a conflict exists, however, Directors should not abstain from the Board's decision-making responsibilities. A Director who abstains not based upon a conflict shall be considered to have cast a "no" vote.
- C. **Reconsideration:** Any Director who voted with the majority may move a reconsideration of any action at the same or next meeting. After a motion for reconsideration has once been acted upon, no other motion for reconsideration thereof shall be made without unanimous consent of the Board.
- D. **Tie Votes:** Tie votes shall be lost motions. When all Directors are present, a tie vote on whether to grant an appeal from official action shall be considered a denial of such appeal, unless the Board takes other action to further consider the matter. If a tie vote results at a time when fewer than all members of the Board are present, the matter shall automatically be continued to the Agenda of the next Regular Meeting of the Board, unless otherwise ordered by the Board.

#### **5000.80 Use of District Property**

##### **A. Use of District Stationery, Business Cards and District Email:**

1. District letterhead shall be used by the President or Directors for official District business only but shall not be used for personal or political purposes. In order for a President or Director to use District letterhead or otherwise represent the District's position, he or she must obtain Board permission for such position.
2. Business cards shall contain the Director's name, title, District address and telephone number; home and/or business numbers are optional, but Director's business names and addresses shall not be used.

3. Use of District Email. These email addresses must be used only for official, public business. The Board member should have no expectation of privacy in emails sent or received using such email account, unless protected by a recognized privilege, such as the attorney-client privilege. The Board Member shall not provide access to and may not allow use of the account by other and/or private persons.

**B. Use of District Seal and Logo:** The District logo and seal shall not be used without the prior consent of the Board of Directors by majority vote.

**C. Representing the District's Official Position:**

1. In order for a President or Director to use District letterhead or otherwise represent the District's position, he or she must obtain Board permission for such position.
2. No Director shall use District time, staff, property, facilities, equipment or supplies for his/her private gain, except for incidental use allowed under Govt. Code Section 8314.3.
3. Director shall not direct staff to initiate any action or prepare any report that is significant in nature, commits District funds or initiates any project or study without the prior approval of a majority of the Board of Directors.
4. The District Board designates the General Manager, (or his or her designee) to communicate official District positions to the public.

**POLICY TITLE:     TICKETS, PASSES AND GIFTS**  
**POLICY NUMBER:   7000**

**7000.10**     A Director who wishes to accept a gift of tickets, passes, travel, or related items should consult the current FPPC regulations, the General Manager or General Counsel.

**POLICY TITLE: CONFLICT OF INTEREST**  
**POLICY NUMBER: 8000**

In addition to the Political Reform Act and Fair Political Practices Commission regulations, Government Code Section 1090 applies to Board members and contains additional conflict of interest requirements. In accordance with Government Code, Section 1090, the following shall apply:

**8000.10** Officers of the District or employees shall not be financially interested in any contract made by the District as set out in Section 1090, with exceptions in Section 1091 and 1091.5 and as otherwise provided by case law or Attorney General opinion.

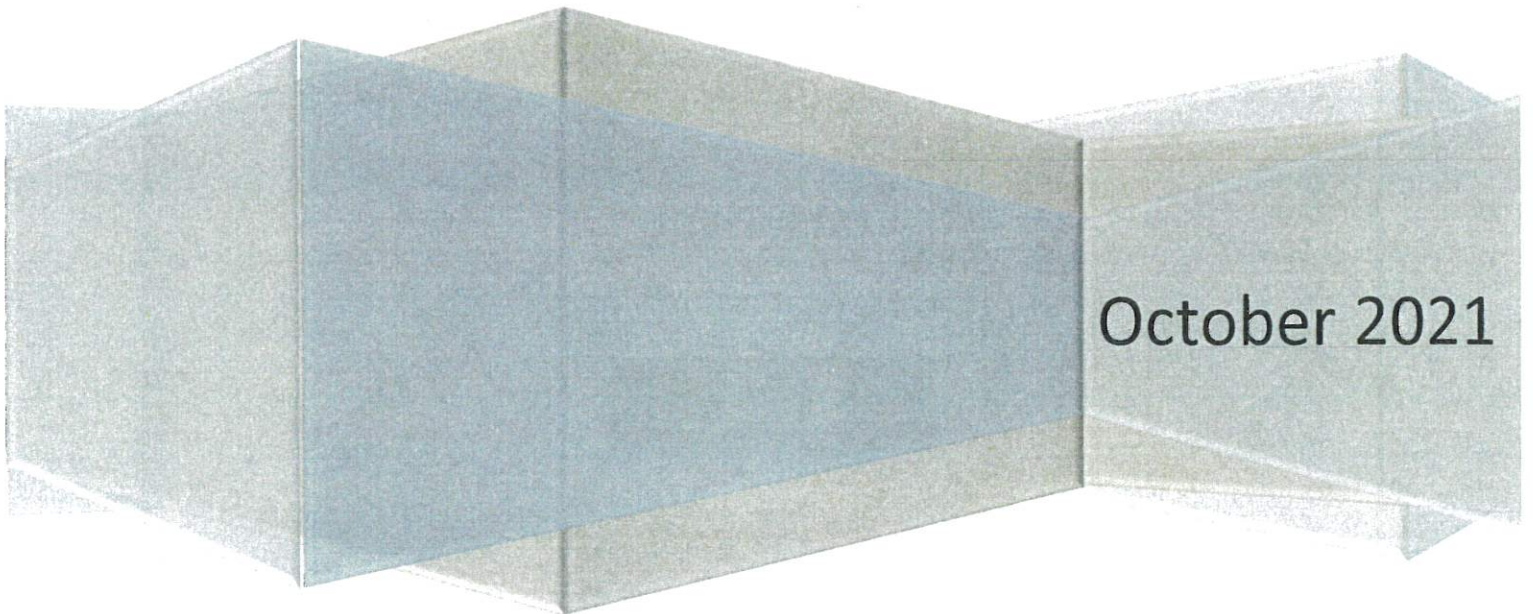
**8000.20** Officers of the District or employees shall not be purchasers at any sale (including District Surplus property) or vendors at any purchase made by the District.

**8000.30** An individual shall not aid or abet a person covered by the above sections in violating the provisions stated above. This provision applies to any person, regardless of relationship to the District.

Any questions regarding application of Govt. Code Section 1090 should be brought to the attention of the General Manager or General Counsel immediately.



# Big Bear Airport District Strategic Plan 2021-2026



## Governing Board of Directors

Rick Seifert, President

(rseifert@flybigbear.com)

Julie Smith, Vice President

(jsmith@flybigbear.com)

Steve Castillo, Director

(scastillo@flybigbear.com)

Wes Krause, Director

(wkrause@flybigbear.com)

Marikay Lindstrom Director

(mlindstrom@flybigbear.com)

## Participating District Staff

Ryan Goss, General Manager

Diane Cartwright, Administration Manager

## Consultant

Brent H. Ives, Managing Consultant



## 1.1 Introduction

A strategic plan is a top-level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what an agency plans to accomplish by selecting a rational course of action.

In early 2021, the Board of Directors of the Big Bear Airport District (District) retained BHI Management Consulting (BHI) to facilitate and coordinate the strategic plan development. This plan incorporates an assessment of the present state of District operations by gathering and analyzing information, setting goals, and then making decisions for the future. Input has been gathered from various sources to add to the vision and implementation plan presented in this document. The plan seeks to learn from past experiences, strengthen and build upon opportunities while addressing areas of concern.

The plan identifies future actions and activities, while integrating efforts that are currently active and needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort contains focus on several of the following areas:

- Looking to the future of the airport with an eye to optimize the current footprint not grow it
- Assure that facilities and services at the airport are of safe, of high quality, sufficiently supported, and appropriate for the airport we need and desire.
- Look to promote the airport as needed in the Big Bear area and as appropriate in the flying community regionally.
- Assure that the airport budget stays financially strong
- Value District employees

## 1.2 Definitions

**Mission Statement:** A declaration of an organization's purpose; why the organization exists. Ideally, all activities of the District should be in support of the mission statement.

**Vision Statement:** A statement that aims the organization toward success over the term of the strategic plan. Vision should focus on the critically important aspects of the organization as determined within the planning term. The vision statement focuses the strategy and action goals to meet the overall strategy within the planning term.

**Strategic Focus Areas:** Areas seen as current and future challenges and opportunities for the District that while completed, will fulfill the Mission statement for the community.

**Strategic Goals:** Strategic action goals are specific and measurable activities or targets that address each focus area. Day-to-day action and projects which are not covered in detail in the strategic plan, will be designed so the strategic focus areas are accomplished.

### 1.3 Plan Development

BHI first gathered input by interviewing individual Board members to get their one-on-one perspectives. The senior management team also engaged with input to the preparatory steps of the process. The following items were discussed:

- Mission Statement
- District Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- Current and Future Issues
- Important Future Projects

The Board supported this process as a way to assure solid perspective for foundation of the strategic plan. A public Board workshop was conducted to develop the design of the plan, capture key areas on which to focus the plan. Each focus area was discussed at length at this meeting providing guidance to the staff and consultant as they detailed to the strategic plan.

District staff worked with BHI to complete the list of strategic goals in support of the vision and focus areas, and to refine the plan prior to a presentation to the full Board for initial review providing a clear understanding of proposed actions, what will need to be supported by the Board throughout the five-year timeframe. Upon final adjustments and refinements, the plan was brought back to the Board in the third public meeting to gain final approval of the 2021 Strategic Plan.

Plan Management - A key part of the strategic planning process is to conduct an annual review and adjustment of the plan. These reviews allow for maintenance of the plan so it will continually reflect the actual needs and progress of the District strategy. The reviews will be documented and followed-up with by either a plan supplement or an updated plan. A five-year planning horizon will be maintained.

## 1.4 Mission

### Mission of the Big Bear Airport District

*“The Big Bear Airport District serves the Big Bear Valley by providing a safe, efficient and exceptional venue for aviation operations.”*

## 1.5 Vision

### Vision of the Big Bear Airport District

**As Focus Areas, in five years, the District would like to say:**

- We have accomplished a number of new and renewed facilities at the airport including a new terminal building, carefully updated services provided and looked to the future for airport planning.
- We are successfully and proactively promoting the airport and education in aviation.
- We continue to meet and exceed industry safety standards and maintain a healthy financial position and work very hard at protecting and solidifying our current culture of success.
- We have high employee retention and are supporting our employees.

## 1.6 Strategic Focus Areas

Strategic Focus Areas represent the vital areas of the District's operation, planning, and management that will be in-focus for the next five years. These are derived from the foundational Mission and Vision statements of the District. They are linked to action through goals and actions over the five-year period serving to assure that they are well supported and moved forward per Board direction. Strategic focus areas and supportive goals, along with action completion estimate dates make for the completion of a Plan with accountability. They are presented in tabular form in the Strategy at a Glance on the final page of this document.

### Strategic Focus Areas:

- 1.0 Facilities, Services and Airport Development
- 2.0 Enhance Aviation Education
- 3.0 Marketing and Promotion
- 4.0 Finances, Administration and Governance
- 5.0 Personnel Management

## 1.0 Facilities, Service and Airport Development

**Objective:** Our objective is to optimize and protect airport assets to their highest and best use over the next five years.

**Measurement:** We will know we have achieved the objective of this element by evidence of new facilities planned, continued growth levels and quality of service and overall planning for the airport.

### 2022

- **Construct SRE Building:** Construct five-vehicle bay, approximately 10,000 square-foot Snow Removal Equipment (SRE) building, (FAA-approved) to be located west of the existing terminal building.
- **Establish a quality aircraft maintenance facility as a commercial business on the airport:** Advertise for a licensed, skilled aircraft mechanic to provide a much-needed service/maintenance facility.
- **Link transportation networks:** Complete and implement plans for partnership with MARTA (Mountain Area Regional Transit Authority). This partnership will provide public transportation services to and around the San Bernardino Mountain region and separate dedicated service to and from the Airport.
- **Begin construction of new terminal building:** Demolish current building and begin construction of new facility with enhanced amenities to better serve the aviation and non-flying local community.

### 2023

- **Design and construct the Airfield Pavement Rehabilitation:** Continue the design and construction of the FAA-approved APMS pavement surface treatment rehabilitation for the airfield pavements (runway, taxiways, and aprons).

- **Remove obstructions (trees) on Runway 26 approach:** Improve safety for pilots landing at Big Bear Airport.
- **Complete construction of new terminal building:** Finish construction of new terminal building, including interior office space, pilot lounge, and customer service and tenant areas.
- **Plan and design large hangar rental space:** Analyze survey mailed to potential interested tenants. Research best location for construction and appropriate methods of financing.
- **Recruit a premium restaurant for the new terminal building:** Determine the best and highest use of assigned space and the most responsible use of tenant improvement funds.

## **2024**

- **Create public aircraft viewing area near the terminal building:** Work with restaurant tenant to provide outdoor seating in a patio area, incorporating children's playground equipment in an adjoining space.
- **Construct large hangar rental space:** Build appropriate number of large hangars to accommodate larger aircraft and/or multiple smaller aircraft that will not fit in current hangar sizes.

## **2025**

- **Update Airport Layout Plan (ALP):** Prepare an update to the Airport Layout Plan, including a narrative report based on the most recent update completed in 2008. FAA Circular Letters regarding this topic will be used to facilitate the process. An AGIS survey will be accomplished for the items within the airport boundary.
- **Provide additional aircraft services:** Air compressor, pre-heating, oxygen, coffee/ice/catering, ground power.

## **2026**

- **Acquire (2) FAA-approved pieces of snow-removal equipment.**

## 2.0 Enhance Aviation Education

**Objective:** Our objective is to create a culture of aviation enthusiasm, knowledge, safety and education in the Big Bear Valley through interaction, programs and services at the at Big Bear Airport.

**Measurement:** We will know we have achieved the objective of this element if significant new interest in airport and aviation takes place at the airport as shown by increased pilots, airframe mechanics and students at the airport.

### 2022

- **Support Big Bear High School Aviation Curriculum:** Provide support for three-year program including all aspects of aviation – piloting, service, career skills; purchase flight simulator for students’ use in on-site instruction.
- **Solicit certified flight instructors to establish a flight school:** Promote enthusiasm and knowledge of flying as a means to ensure ongoing interest in aviation for future private and commercial pilots.

### 3.0 Airport Marketing and Promotion

**Objective:** Our objective is to promote the value of the airport by proactively communication with both the local community and more widely to the airport to the aviation community.

**Measurement:** We will know we have achieved the objective of this element by experiencing increased local knowledge and appreciation of the airport as well as visibility within the aviation industry.

#### 2022

- **Create and Implement a Marketing/Public Outreach Program:** Work with contracted professional communications firm to promote the value of the airport to the local community as well as visibility within the aviation industry.

#### 2023

- **Promote use of public space in new terminal building:** Publicize to agencies and businesses within the Big Bear Valley the availability of space for meetings and functions. (When a restaurant is operational, catering services may also be provided.)
- **Coordinate Air Fair:** Schedule display aircraft, vendors, volunteers and service-related participants. Promote through professional consultant to maximize impact of airport community involvement

## 4.0 Finances, Administration and Governance

**Objective:** Our objective in this area is to maintain financial oversight, ensure fiscal sustainability, maintain a strong culture of good governance and maintain a healthy and productive District workplace.

**Measurement:** We will know we have achieved the objectives of this element by accomplishing the vision elements within this plan while continuing to experience strong finances and healthy reserves.

### 2022

- **Board Member ongoing education program:** Encourage Directors to utilize training, conferences and webinars offered through the CSDA (California Special Districts Association) in the areas of conduct, meetings and governance aspects of the Board’s work.

### 2023

- **Update Policies and Procedures:** Last update was adopted June 12, 2013. (This document can be updated in-house)
- **Review of Board of Directors Manual:** Review and possibly amend the Board of Directors Manual. This Policy Manual was last amended May 9, 2018, and should be routinely reviewed to include any new policies adopted since the last revision, in addition to any proposed revisions

### 2024

- **Update Rules and Regulations:** Original document was adopted in 1970s. Professional consultant presented draft dated May 18, 2017 – it was not adopted. (Recommend hiring consultant)

## 5.0 Personnel Management

**Objective:** Our objective is to support our employees in the most optimal manner while planning for the future personnel needs of the District.

**Measurement:** We will know we have achieved the objective of this element by experiencing productive employee performance, high employee morale and low-turnover.

### 2022 - 2026

- **Staff Development:** Promote employee tuition reimbursement program to possibly expand current methods of attaining higher skill levels.

### 2023

- **Succession Planning:** Establish a Succession Planning Strategy utilizing resources and sample documents gathered by Administration staff. Submit for Board approval.

## Big Bear Airport District Strategy at a Glance

### **2022**

- Construct a Snow Removal Building (SRE)
- Establish a quality aircraft maintenance facility as a commercial business
- Link transportation networks
- Begin construction of a new Terminal Building
- Support Big Bear High School Aviation Program
- Solicit certified instructors to establish a flight school
- Create and Implement a Marketing and Public Outreach Plan
- Board Member ongoing education program
- Staff Development

### **2023**

- Design and construct the Airfield Pavement Rehabilitation
- Remove obstructions to Runway 26 approach
- Complete construction of new Terminal Building
- Plan and design large hangar rental space
- Recruit a premium restaurant for the new Terminal Building
- Coordinate Air Fair
- Review of Board of Directors Manual
- Update Policies and Procedures
- Succession Planning

### **2024**

- Create a public aircraft viewing area near the Terminal Building
- Construct large hangar rental space
- Update Rules and Regulations

### **2025**

- Update Airport Layout Plan (APL)
- Provide additional aircraft services

### **2026**

- Acquire (2) FAA-approved pieces of snow-removal equipment

