

WAMA Organization and Operations Manual

***Introduction, Table of Contents, Organization
Officers and Board of Directors
Committee Activities
Airport, Legislative, Membership,
Conference, Scholarship, Finance, HR
Appendix
Policies, Plans, Templates***

Description & Purpose

The purpose of this document is to provide basic guidance especially for new Board members and Committee chairs. Reference is frequently made to the WAMA bylaws, which provide detail regarding operating requirements.

Table of Contents

Organization.....	3
1. Members	3
Membership Categories	3
Officers and Board of Directors.....	4
2. Officers	4
3. Board Members (non-officer).....	4
4. Officers	4
Terms	4
Selection.....	4
Responsibilities.....	4
5. Directors & Officers Insurance.....	5
Key Responsibility: Strategic and Business Planning	5
Key Responsibility: Legislative Advocacy.....	6
Key Responsibility: Financial Management (with Finance Committee).....	6
Executive Director	6
6. Principal Responsibilities.....	6
Standing Committees	6
7. Appointment of Committee Chairs and Vice-Chairs.....	7
8. Committee Chair/Executive Director Relationship	7
9. Airport Committee	7
10. Legislative Committee	7
Factors Affecting State Legislative Advocacy	8
Personal Services Contract – Legislative Consultant	8
Membership Management	8
Website	9
11. Scholarship/Internship Committee.....	10
Scholarships/ Grants	11
Internships.....	11
12. Conference and Education Committee	11
Annual WAMA Conference Policies, Plan, and Agenda	11
13. Finance Committee	12
Financial Policies	13
Annual Budget	13

Budget tracking	13
Financial Details and Accounts	14
14. Human Resources Committee.....	14
15. Awards	15
Appendix.....	16

[Appendix](#)

The WASHINGTON AIRPORT MANAGEMENT ASSOCIATION

Organization

Members – WAMA is a membership organization. Most of the activities are conducted by member volunteers. The Association’s activities are conducted by volunteer Officers and Board members. They are supported by a paid Executive Director and several limited contracts. The definitions of Membership Categories and Member Airports and Dues Structure are developed by the Membership Recruitment and Relations Committee Chair, working in close consultation with WAMA’s Executive Committee.

Membership Categories

The following membership categories have been established by WAMA:

- Management
- Associate
- Honorary
- Complimentary
- Education
- Retirees

The first five categories above are defined in WAMA’s Bylaws. The Retirees membership category is an informal membership category to help maintain contact with some past members. Per the Bylaws, voting privileges are limited to Management members in good standing and Associate members serving on the Board of Directors. See the table of [membership categories and dues](#).

Officers and Board of Directors

Officers

- President
- Vice-President
- Secretary
- Treasurer
- Immediate Past President

Board Members (non-officer)

- Four Management members
- Up to two Associate members

The following are brief descriptions. Refer to the [bylaws](#) for detailed information.

Officers

Terms – one or two years. *This policy is subject to continuing consideration.* One year is generally inadequate to develop necessary knowledge of the status and needs of the Association; two years may be too long given the expectation that an individual will serve on a track through several Officer positions.

Selection – by vote of the Management members of the Association, conducted annually by the Secretary and the Nominating Committee

Responsibilities

President: General supervision of the Association; Appoint committee chairs and support activities of the committees; preside at all Board meetings, share signature authority with the Secretary

Vice President: Act in the absence of the President.

Secretary: Prepare and sign (with the President) official documents and correspondence; keep the minutes of Board meetings (now delegated to the Executive Director); maintain custody of the records and see to appropriate preservation ([records retention checklist](#)); Maintain a register of members (with the Membership Committee); manage the voting process, and the nominating process (with the Human Resources committee)

Treasurer: maintain a roll of membership (with the Membership Committee); be responsible for all Association funds; keep a record of receipts and disbursements; provide regular reports of financial activities to the Board. These activities are conducted with the assistance of the finance committee and with the bookkeeper. See detail in Finance Committee

Immediate Past President: Serve the Board of Directors without election until a successor assumes the position.

Directors/Board members

Term – two years

The Board consists of four members in addition to the 5 officers.

Members must be Management members except the Secretary may be an Associate member.

The Board may appoint up to two Associate members who will serve as advisory members and will be in addition to the nine regular members.

Each Board Member will attest to the following policies upon initial appointment to the Board.

[Role](#); [Code of Ethics](#); [Conflict of Interest](#).

Responsibilities

Manage the business and affairs of the Association. Typically, this may include serving as the chair of a committee.

Executive Committee

President, Vice President, Secretary, Treasurer and Immediate Past President.

Responsibilities: Act for the Board in certain limited circumstances

Directors & Officers Insurance

WAMA maintains the following types of insurance for its Officers, Directors, and Executive

Director: Information is kept by the Executive Director

- Not-for-profit organization Directors & Officers Liability Insurance
- Employment Practices Liability Insurance
- Fiduciary Liability Insurance
- Workplace Violence Insurance
- Internet Liability Insurance

Key Responsibility: Strategic and Business Planning

Business and strategic planning is a key responsibility of WAMA's Board of Directors, as directed by its President. The following specific plans address WAMA's purposes and objectives.

- WAMA's Five-Year Strategic Plan (with entire Board).
- WAMA's Two-Year Business Plan (with entire Board).
- WAMA's Annual Budget (with Finance Committee).
 - See Section 12.
- WAMA's Two-Year Legislative Cycle Strategy (with Legislative Committee).
 - See Section 9.
- WAMA's One-Year Legislative Session Strategy (with Legislative Committee).
 - See Section 9.

[Business and Strategic Planning Timeline](#)

Key Responsibility: Legislative Advocacy

The three WAMA Directors charged with the greatest responsibility for legislative interaction are the WAMA President, the Immediate Past President, and the Chair of the Legislative Committee. Advocacy is directed by the President and supported by the Legislative Committee. Details of advocacy efforts are described in the Legislative Committee section. [Current Board-approved Five-Year Strategic Plan and Two-Year Business Plan.](#)

Key Responsibility: Financial Management (with Finance Committee)

Finance and Accounting is a key responsibility of the Treasurer and the Finance Committee, usually chaired by the Treasurer.

Financial management is conducted in accordance with the Association's [Financial Policy](#). Refer to process details below in Financial Committee. Detailed accounting is provided by a Bookkeeper, supervised by the Treasurer.

Executive Director

The [job description](#) and [employment agreement](#) documents for the Executive Director are the responsibility of the Human Resources Committee Chair, working in close consultation with WAMA's Executive Committee.

Principal Responsibilities

- Initiate and support [Board meetings \(see agenda\)](#)
- Support committee activities
- Track and support committee action items
- Participate in committee meetings as possible
- Encourage membership
- Maintain an electronic file of Association documents
- Provide regular news items to membership
- Support annual conference planning and presentation

Standing Committees – *organization, operations, responsibilities*

Committee membership and current activities are posted on the wama.us web site

The purpose of WAMA's standing committees is to analyze issues and make recommendations to WAMA's Board of Directors. The following standing committees, and their specific areas of responsibility, have been established by Article V of WAMA's Constitution and Bylaws. A basic description of the responsibilities of the various committees follows. Refer to the bylaws for a complete definition of each of the following standing committees. Additional information is in the Committee section of the web site.

- Airport Committee
- Legislative Committee
- Membership Recruitment and Relations Committee
- Scholarship/Internship Committee
- Conference/Education Committee

- Finance Committee
- Human Resources Committee
- Nominating Sub-Committee

Appointment of Committee Chairs and Vice-Chairs

As soon as possible in each new year Committee Chairs are appointed by the President. They are subject to the President's supervision. They perform the duties enumerated for them in the bylaws and such additional duties as the President or Board may request. Typically, Committee Chairs are selected from existing Board Officers and Directors.

The President, in consultation with the Committee Chair, may also appoint a Committee Vice-Chair in order to provide continuity to Committee operations in the event of personnel changes. Committee membership generally continues from one year to the next as the Chairmanship may change. The Committee Chair will seek additional Committee Members whenever desired and may seek particular expertise to address specific issues.

Committee Chair/Executive Director Relationship

Although one of the President's responsibilities is to supervise the committees, that responsibility is shared with the executive director, who will participate in committee activities as possible and will track and help to facilitate activities.

Airport Committee

Evaluates proposed guidelines or standards related to environmental compatibility, planning, zoning, design, operations or financing of airports. At the request of the President (or the Board) represents the Association regarding proposals potentially affecting airports and the airport environs, made by State and Federal agencies. Advises the membership through the Board of Directors, of operational, financial and environmental trends as they pertain to airports. In all such matters, at the request of the President, and on behalf of the Association, may develop recommended policies or standards for consideration by State and Federal Agencies.

As needed or directed, may also create a subcommittee to focus on an issue affecting any group of airports.

The airport committee should be comprised of members representing all airport classifications including major, regional, community, local and general use.

Legislative Committee

The three WAMA Directors charged with the greatest responsibility for legislative interaction are the WAMA President, the Immediate Past President, and the Chair of the Legislative Committee.

WAMA legislative interaction relates primarily to Washington state legislative activities although there may be opportunities to comment on proposed federal legislation.

The primary responsibility of the Legislative committee is to develop and implement WAMA's Two-Year Legislative Cycle Strategy and WAMA's One-Year Legislative Session Strategy. The

current Two-Year and One-Year Legislative Strategies are posted on the Legislative Committee page of the web site. In addition, the members may participate in legislative visits or hearings.

Factors Affecting State Legislative Advocacy

- The Washington State fiscal period is a biennium, commencing July 1 of odd numbered years and continuing until June 30 of the next odd numbered year.
- Similarly, the Washington State Legislative Cycle is also two years in length, beginning in odd numbered years. There are two kinds of legislative sessions: regular and extraordinary. Regular sessions begin the second Monday in January each year. In odd-numbered years, the regular session is 105 days long; in even-numbered years, it is 60 days long. Extraordinary sessions are called by the Governor to address specific issues and can last no more than 30 days.

Personal Services Contract – Legislative Consultant

WAMA contracts with a Legislative Consultant (lobbyist) on annual basis to provide direct assistance with legislative interaction at the state level in Olympia, WA. [Template for Personal Services Contract.](#)

The Legislative Committee chair or the President coordinate with the legislative consultant regarding potential legislation as well as Association involvement therein. WAMA will inform its legislative consultant of policy decisions about issues which may come before the Washington State Legislature or state agencies. Only once directed by WAMA will the consultant lobby the Washington State Legislature and any necessary state agencies for the results determined to be desired by WAMA. The consultant will provide periodic status reports to the WAMA Board on aviation-related issues.

One method for delivering WAMA’s legislative message is through joint sponsorship of an annual “Aviation Legislative Action Conference” at the State Capitol in Olympia. This event is generally coordinated via the Washington State Aviation Alliance.

[Legislative Strategy General Planning Timeline](#)

Membership Recruitment and Relations Committee

Membership Management and Communications are key responsibilities of the Secretary and the Membership Recruitment and Relations Committee Chair.

Membership Management

WAMA conducts all membership management functions via a cloud-based software application supplied by Wild Apricot, Inc. It is specifically designed for small associations as an automated tool for membership and event management, information sharing, financial reporting, and electronic balloting. Although the system is regularly being updated, currently specific features include the following:

- Automatic membership renewals and database management/tracking.
- Website platform.
- Event registration with payment processing and automated messaging.
- Integrated e-mail management, newsletters, and reminders.

- Collection, management, and tracking of payments and invoices.
- Surveys of members

Management Renewals and Tracking – Responsibility: Committee Chair

WAMA membership is based on the calendar year. The renewal process commences on January 1 with all notification and reminders to members handled automatically online. On-line Payments are handled automatically as well except that many members prefer to pay by check. In that case payments are made by check to the treasurer and the treasurer/bookkeeper maintains the financial records and assures the Wild Apricot records and the cash payment records are accurately coordinated.

Annual Conference Registration and Tracking – Responsibility: Committee Chair

Because the automated member management system includes the ability to conduct and track conference registrations, the Member Management committee assists the Conference committee in this process. Conference registration and payment processing for the annual conference is shared with the Treasurer/bookkeeper. The conference committee manages a concurrent manual registration process. Close coordination with the Treasurer is needed when accomplishing this function to ensure that WAMA's bookkeeping records reflect the same information as the website.

Electronic Balloting – Responsibility: Secretary

WAMA's annual elections are conducted via Wild Apricot software either by email – sending to and receiving responses from voting members, or by using the “poll” function.

Membership Promotion

Encouragement of new membership is a principal responsibility of the Membership Committee. Most of the larger airports in the State are current members, so membership growth must come from the small airports and potential associates.

Website

WAMA's website is the portal into the activities of the Association and is the primary means of making information on current activities available to members and the public. Certain features of the website are available to members only.

The WAMA domain name is www.wama.us. It is registered with Network Solutions. Although Network Solutions hosts WAMA's e-mail server, the WAMA website is managed through the Wild Apricot software referenced above.

The WAMA Executive Director oversees content and the operation of the website, with site operations provided by WAMA's website manager. Additions or changes to the site are developed through coordination between the Secretary and the website manager.

Current features of the web site include the following

- Committee structure, membership and activities
- A banner naming associate members who have made a donation to support the site.

- Annual conference announcement and information and registration
- News and Announcements including
 - Annual Officer and Director Elections
 - Board Vacancies
 - Legislative Updates
 - Industry News
 - Job Announcements/Searches
 - Requests for Assistance to/from Members
 - Retirements
 - Events including the annual conference

E-Mail Protocols

WAMA's e-mail server is hosted by Network Solutions.

The convention for each WAMA e-mail address is <position>@wama.us. The following mailboxes exist on the network:

- president@wama.us
- vicepresident@wama.us
- secretary@wama.us
- treasurer@wama.us
- board1@wama.us
- board2@wama.us
- board3@wama.us
- board4@wama.us
- director@wama.us
- membership@wama.us
- scholarships.grants@wama.us
- webmaster@wama.us

Officers and Board Members are assigned a WAMA e-mail address from the above list according to their position. Assistance to the responsible individuals is provided by the website manager who also maintains a record of current passwords for the email addresses.

Scholarship/Internship Committee

Internships and Scholarships/Grants Awards are the key responsibilities of the Scholarship/Internship Committee Chair.

Awards are announced annually at the WAMA Conference and are to be exercised within the time period June 1 to May 31. The process generally commences in the fourth quarter of each calendar year with a review of award criteria and all related documents. Then, based on the date of the WAMA Conference, a timeline is established that includes the following elements:

- Generate maximum awareness of the WAMA Scholarship and Professional Grant Programs.
- Distribute letters and applications to WAMA membership and institutions of higher learning.
- Specify a deadline return date for applications.

- Select a candidate review board.
- Review applications, select eligible candidates, and conduct interviews.
- Determine award recipients.
- Prepare certificates and awards for presentation.

The primary source of information regarding eligibility and application requirements for each funding opportunity is the WAMA website. They are:

Scholarships/ Grants

- Thomas Eller Memorial Scholarship (students in an aviation course of study)
- Professional Development Grant (Management member)
- Community Aviation Education Grant

Internships

- Airport Management Internship

Conference and Education Committee

Annual WAMA Conference Policies, Plan, and Agenda

The WAMA annual conference has, for the past several years, been managed by members representing the Port of Benton. The Port has provided the staff to conduct planning and implementation of the conference. WAMA's Executive Director and other officers provide significant assistance and oversight. The Port staff are essentially the Conference Committee. The following information is based on the Port's process.

WAMA conducts an annual conference for its membership and others, generally in the second quarter of each year. The conference is moved each year to a different site within the state.

The purposes of the annual conference are:

- To conduct an annual business meeting of the Association.
- To receive the latest updates from the FAA, WSDOT Aviation, and other state and/or federal agencies.
- To identify and address problems and opportunities among statewide airports.
- To participate in various educational and consultant presentations addressing member needs.
- To provide networking opportunities including golf and an evening hospitality suite.
- To provide for the presentation of scholarships and awards.
- To honor those who have made a significant contribution to WAMA and/or Washington state aviation.

Planning Considerations

Intensive planning by the Conference/Education Committee commences early in the first quarter of the year. The President, Executive Director, and a Conference Committee Member coordinate regarding agenda, venue and financial issues. [Annual Conference Planning List](#).

The Executive Director is the conference facilitator, ensuring, with the help of the committee, that all logistical needs are met and the conference is running on time. The Executive Director may also serve as host at the Hospitality Suite.

Recent agendas, summaries and presentations are posted on the WAMA website.

Supplemental note: As noted above, the recent conferences have been largely managed by the Port of Benton staff. It is not clear how long this can last. In years past, individual airport members have volunteered to hold the conference in their community. WAMA should be prepared to revert to the previous practice should that become necessary. In that case the Conference agenda would be the responsibility of the Conference Committee and logistics would become the responsibility of the airport, presumably with the assistance of their community' hospitality organization.

Other Educational Opportunities

The Committee is responsible for considering and proposing to the Board, other educational opportunities, such as small meetings on specific subjects, joint sponsorship of WSCAAs annual conference, airport tours and other activities which can provide educational opportunities to the membership.

Finance Committee

Finance and Accounting are key responsibilities of the Treasurer and the Finance Committee Chair.

This section is based on the Board-approved [Financial Policy](#)

WAMA revenues have five primary sources:

- Conference Sponsorships and Registration Fees
- Membership Dues
- Contributions from Organization Partners
- Advertising
- Interest Income

WAMA funds support the following specific expense categories:

- Annual Conference.
- Executive Director Payroll & Expenses
- Professional Services for Legislative Consultant, Website Management, Bookkeeper, and CPA
- Website/Newsletters
- Scholarships/Grants/Internships
- Membership Support
- Liability Insurance (for Officers, Directors, and Executive Director).
- Event Participation
- Membership Fees for Other Organizations
- Administrative Support (Bankcard Processing Fees, E-Mail System, Software, Office Supplies)

Financial Policies

WAMA is a tax-exempt (non-profit) organization under Section 501 (c) (6) of the Internal Revenue Code. Its financial reporting requirements are therefore governed by this section of the Code.

WAMA treats its fiduciary responsibility to its members very seriously. The WAMA Treasurer is charged with maintaining WAMA's financial receipts, disbursements, and record-keeping (as delineated in WAMA's Bylaws). Financial records are maintained on a monthly, quarterly, and annual basis. Year over year performance is an essential element of these records, as is trend reporting against the annual budget.

The primary purpose of WAMA's Finance Committee is to create and monitor the performance of the annual budget. The Treasurer normally chairs this Committee. Additional duties of this committee are specified in WAMA's Bylaws.

The Treasurer's Report is a continuing agenda item at each WAMA Board Meeting. This provides the entire Board with the opportunity to review and comment on the association's financial performance. Acceptance of the Treasurer's Report by motion and vote at each Board Meeting provides the Board's official stamp of approval on an ongoing basis on the Treasurer's performance and record-keeping.

It is WAMA's policy to not undertake any debt and to maintain adequate reserve funds in the event of variability in year over year conference and membership revenues.

WAMA uses Generally Accepted Accounting Principles in all financial record-keeping and reports.

WAMA contracts with a tax account consultant to provide annual tax reporting. Additionally, WAMA also contracts with a financial audit consultant to periodically and independently audit its financial records.

Annual Budget

WAMA's fiscal year is the calendar year. Producing an annual budget is the responsibility of WAMA's Finance Committee.

Budget estimates and inputs will be provided to the Finance Committee by all Board members, Committee Chairs, and the Executive Director by October 31 of each year. The Finance Committee will review these budget inputs against budget performance for the year in progress and develop a budget for the coming fiscal/calendar year. The proposed annual budget will be presented for review and discussion by the Board of Directors at its November meeting. Final approval of the budget will occur no later than December.

Budget tracking

The Treasurer prepares monthly, quarterly and annual reports of the status of the following:

Balance sheet

WAMA owns no real property. Its only physical assets are an LCD projector and the Executive Director's laptop and backup external hard drive. Assets are therefore primarily cash funds on hand, kept in interest-bearing accounts, plus accounts receivable and certain prepaid conference deposits. Liabilities are minimal, including only accounts payable and certain employer payroll liabilities. Equity is comprised only of retained earnings plus net income.

Profit and Loss Statement Statement of cash flows

Financial Details and Accounts ([see appendix](#))

WAMA contracts with a Certified Public Accountant for both tax return preparation and periodic financial audits. Audits are performed at least once every five years including at the change of responsible bookkeeper.

WAMA uses QuickBooks software for bookkeeping management. All bookkeeping is conducted in accordance with WAMA's Financial Policy document.

WAMA maintains a bank account including checking as well as a money market account. See appendix for details

Bookkeeper

WAMA uses QuickBooks software for bookkeeping management. All bookkeeping is conducted on the accrual basis, in accordance with industry accepted principles of accounting, and consistent with WAMA's Financial Policy Document. Bookkeeping activities are monitored and directed by the WAMA treasurer and all disbursements and purchases are approved in advance by the treasurer or the president. The bookkeeper is responsible under the direction of the treasurer to prepare financial reports for presentation at the regular and special board meetings and also the annual membership meeting. The bookkeeper's responsibilities include the preparation of all year-end financial documentation requested by the Certified Public Accountant for both year-end tax preparation and all documentation necessary to conduct financial reviews or audits as directed by the board. The bookkeeper and the treasurer maintain a close working relationship.

Human Resources Committee

The HR committee, working in concert with the President and the Board of Directors, facilitates handling of human resources and personnel activities associated with paid or volunteer positions in the association. As necessary, the committee identifies and recommends an individual for selection as Executive Director. Following appointment, the committee regularly monitors the ED's performance as it relates to the ED position description.

The Nominating Committee is a subcommittee of the Human Resources Committee with members appointed annually by the President. It develops a slate of candidates for the annual elections and monitors the vote. [Nominating Procedures](#).

Awards

The Awards & Recognition Program is a key responsibility of the Human Resources Committee Chair.

Nominations are solicited by the Board of Directors early in the first quarter of each year. Submission deadline is generally 5 to 6 weeks prior to the annual conference to allow time for reviewing nominations and preparing the awards. Nominations must be made in writing and must include a detailed narrative of the basis for the award. Award nominations are reviewed by a selection of WAMA Board Members, generally in 3-5 weeks prior to the annual conference.

Award Categories:

- Management Member of the Year
- Airport Project of the Year

Individuals recognized as the Management Member of the Year award will have achieved a specific accomplishment or cultivation of an environment that supports excellent airport management, and be a single individual, with team recognition if appropriate. An Airport Project of the Year award is designed to acknowledge a specific implemented project with significant construction of airport facilities, a completed master plan or system plan, or completed real estate acquisition for a defined purpose.

Each year at the Annual Conference, WAMA provides formal recognition of the selectees in each category.

Additionally, WAMA will provide special recognition to WAMA members on one or two occasions:

1. Following completion of dedicated service as a WAMA Board Member
2. President's Award
 - This is the choice of the WAMA President to recognize any individual or organization for any special contribution deemed appropriate by the President.

Appendix

- [Membership categories and dues](#)
- [By-laws](#)
- [Records retention checklist](#)
- [Role of a Board Member](#)
- [Board Code of ethics](#)
- [Conflict of interest](#)
- [Business and Strategic Planning Timeline](#)
- [Current Board-approved Five-Year Strategic Plan and Two-Year Business Plan](#)
- [Financial policy](#)
- [Complimentary conference registration policy](#)
- [ED job description](#)
- [ED employment agreement template](#)
- [Personal services contract – legislative](#)
- [Standard board meeting agenda template](#)
- [Legislative planning timeline](#)
- [Annual conference planning list](#)
- [Financial Details and Accounts](#)
- [Nominating procedures for Board members](#)