

BYLAWS OF THE GREAT FALLS INTERNATIONAL AIRPORT AUTHORITY

ARTICLE 1. THE BOARD OF AIRPORT AUTHORITY COMMISSIONERS-LEGAL STATUS AND OPERATION

1.1 Legal Status and Operation.

The Great Falls International Airport Authority (“the Authority”) was created jointly by the City and County Commissions in 1980 pursuant to the provisions of Title 67-11-103, Montana Code Annotated through joint resolution 7451 and 80-1 as a regional airport authority. The Authority is authorized to exercise all of the powers, duties and functions granted to it by Title 67, Montana Code Annotated, as amended. The joint resolution further provides that the Authority conduct its operations and the operations of the Great Falls International Airport in accordance with the terms and conditions of existing applicable municipal and county resolutions and ordinances and the requirements of Title 67, Chapter 11, Montana Code Annotated as amended.

A regional airport authority is a political subdivision of the city, county and State and acts as a separate, independent form of government. The Authority is not a department, division or agency of either of the City or the County. By law, the Great Falls International Airport Authority is a body corporate and politic, the functions of which are public and governmental. The Authority is a “stand alone”, autonomous entity governed by its own Board which is responsible for its governance and operation.

The Authority provides for the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection and policing of the Great Falls International Airport as well as any other legal function directed toward those ends. The Authority is an independent governing body responsible for the business of the Airport. The Authority is governed by its Board of Commissioners and operates through its Airport Director and staff.

The policies of the Board define the organization of the Board and the manner of conducting its official business. The Board’s operating policies are those which the Board adopts from time-to-time to facilitate the performance of its responsibilities. Policies and By-Laws shall continue until and unless the Board changes them.

1.2 Principal Office

The office of the Authority is located in the terminal building at 2800 Terminal Drive, Great Falls, Montana 59404.

1.3 Financial

The fiscal year of the Authority shall begin July 1, and close June 30 of each year. All monies of the Authority shall be deposited in an FDIC insured bank. Authority reserves shall be invested per the Authority’s investment policy. All Authority accounting will meet all generally accepted governmental accounting standards as verified in the annual audit.

1.4 Claims

All claims against the Authority shall be approved by the Airport Director and presented to the Authority monthly in financial reports. The Airport Director may execute contracts \$20,000 or less so long as the expenditure is within the limits of the overall budget constraints and in accordance with all applicable statutes.

1.5 Seal

The seal of the Authority shall be an embossed circular seal consisting of two (2) concentric circles. The inner circle shall contain “OFFICIAL GFIAA SEAL” and the seal shall contain the wording “Great Falls

International Airport Authority”.

1.6 Integrity

The Authority holds itself and its associated components accountable for integrity, accuracy, and honesty in all activities that pertain to the Great Falls International Airport. This includes the Authority’s expectation that it will receive truthful and accurate information from Authority Board members, staff and all other participants in Authority activities. The Authority discourages carelessness with facts and inappropriate or misleading representations in all presentations or communications by, to or among the Authority Board and staff.

ARTICLE 2. THE BOARD OF COMMISSIONERS

2.1 Eligibility and Appointment

Persons with a substantial private interest, personally or in an entity which has significant transactions or seeks to have significant transactions with the Authority, cannot serve on the Authority Board. The Authority shall notify the City or the County of any known transactions and the City or County shall make the final determination of significance. The Authority, in cooperation with local government, has adopted an appointment and selection process to facilitate selecting the most qualified candidates. General eligibility criteria for Board appointment is established by the appointing Commission. Appointment of prospective Board members is, in accordance with Montana law, the prerogative of the appointing body, subject to qualification in accordance with Montana law, Authority policies and other applicable requirements. Prior to seating an appointed Commissioner, the appointee must complete the conflict of interest disclosure statement, which will be reviewed by the Airport Director and Authority counsel. Upon appointment an appointee will be sworn in to the position.

2.2 Taking Office

A newly appointed Authority Commissioner shall take office as soon as the appointment has been made and certified to the Authority Board by the appointing entity and the newly-appointed Commissioner is determined to be qualified.

2.3 Organization and Membership

The Board is composed of seven (7) members, four (4) of whom are appointed by the City of Great Falls and three (3) of whom are appointed by Cascade County. Board members serve for a term of three (3) years each upon appointment and qualification, or until their successors are appointed and qualify, as established by law. Terms of Commissioners are staggered as provided by law. Vacancies in a Commissioner’s position will be filled in accordance with Montana law.

All power of the Authority is vested by Montana law in the Board. The Board’s powers and duties include the broad authority to adopt and enforce all necessary rules and policies for the management and governance of the airport.

Official action by Board members must occur at a duly called and legally conducted meeting. “Meeting” is defined as the convening of a quorum of the constituent membership of the Board, whether in person or by means of electronic equipment, to hear, discuss, or act upon a matter over which the Board has supervision, control, jurisdiction, or power.

Authority Board members, as individuals, have no authority over Authority or airport affairs, except as authorized by the Board.

2.4 Annual Organization Meeting

After appointment of the new Commissioners to the Board, at the first meeting of the Board in January of each year, the Board shall elect, from its membership, officers for any vacant officer positions. Board officers include both the Chair and the Vice-Chair and both shall serve a one-year term. If a Board member is unable to

continue to serve as an officer, a replacement shall be elected at the earliest opportunity by the Board. In the absence of the Chair and Vice-Chair the Board shall appoint a Chair *pro tempore*, who shall perform the functions of the Chair during the latter's absence. The Airport Director, or his or her designate, shall act as Board Secretary.

The normal order of business shall be modified for the annual organizational meeting by considering the following matters after the approval of the minutes of the previous meeting:

- 1) Welcome and introduction of newly appointed and qualified Board Members by the current Chair.
- 2) Swearing in of newly appointed and qualified Commissioners.
- 3) Call for nominations for Chair to serve during the ensuing year.
- 4) Election of Chair (if applicable).
- 5) Assumption of office by new Chair (if applicable).
- 6) Call for nominations for Vice-Chair to serve during the ensuing year.
- 7) Election of Vice-Chair (if applicable).
- 8) Assumption of office by new Vice-Chair (if applicable).

2.5 Committees

Generally, the Authority Board will function as a committee of the whole. Nevertheless, the Board may create Board committees as deemed necessary or useful. All committees created by the Board to serve a clear public and governmental purpose shall comply with the open meeting laws and all other laws applicable to public bodies.

Standing committees of the Board may be created and their purpose defined by a majority of the Board. The Board Chair shall appoint Board members to serve on such committees. Board committees shall be limited to less than one-half (1/2) of the Board.

In determining whether any meeting of the Board or a committee of the Board should be held in compliance with Montana Open laws, the following factors, although not exhaustive or dispositive in nature, should be considered:

- 1) The frequency of the meetings being held;
- 2) Whether the committee is a deliberation or simply to gather facts;
- 3) Whether the deliberations concern a matter of policy rather than merely a ministerial issue;
- 4) Whether the meeting involves administrative functions;
- 5) Whether the committee members have Board authority and experience; and
- 6) The results of the meeting.

2.6 Duties of Board Officers

2.6.1 Duties of the Chair

The duty of the Chair is to ensure the integrity of the Authority and to manage the governance process and the affairs of the Authority in addition to all responsibilities of a member of the Authority. The Chairperson has signatory authority for official Authority business. The duties of the Chair are:

- 1) To preside at all meetings of the Board and conduct orderly meetings in the manner prescribed by law and the Board's policies;
- 2) To make all Board committee appointments;
- 3) To sign all papers and documents as required by law and as authorized by the action of the Board; and
- 4) To close Board meetings as prescribed by Montana law and Board policies.
- 5) To act as the designated person who speaks for the actions of the Authority unless the Authority specifically authorizes others.
- 6) To ensure Authority deliberations are timely, fair, orderly and efficient (limited to time and kept to point).
- 7) To provide leadership through a vision of the organization and foster cooperative relationships between the Board and its constituencies.
- 8) To develop Authority knowledge and capabilities through oversight of the information presented to and the continuing education opportunities provided for Authority members.
- 9) To assist in the recruitment and orientation of new members and assure the development of future leadership, with a smooth transition to the next chairperson.
- 10) To represent the Authority effectively to its various constituencies and act as the Authority's primary spokesperson to the public.
- 11) To provide counsel and work closely with the Airport Director, maintain a close interchange of opinions as to Authority process, procedure and deliberations.
- 12) To serve as a liaison between the Authority and the Airport Director on personnel matters.
- 13) To manage the establishment of performance expectations for the Director and the conduct of the evaluation process.
- 14) To uphold the Authority's bylaws, policies and codes of conduct and to intervene with members of the Authority whenever circumstances warrant.

2.6.2 Limitations of the Chair

The chairperson's authority does not extend to making decisions regarding the means by which the Airport Director carries out Authority directives.

2.6.3 Participation by the Chair

The Chair is permitted to participate in all Board meetings in a manner equal to all other Board members, including the right to participate in debate and to vote. The Chair may not make a motion, but may second motions.

2.6.4 The duties of the Vice-Chair are:

- 1) To preside at all Board meetings in the absence of the Chair
- 2) To perform all of the duties of the Chair in the event of the Chair's absence or disability.
- 3) To lead the process of completing the Airport Director's annual review.

2.6.5 The duties of the Secretary are:

- 1) To attend all meetings of the Board, unless excused by the Chair, and keep an accurate journal of its proceedings.
- 2) To retain custody of the records, books, and documents of the Board. In the absence or inability of the Secretary to attend a Board meeting, the Board will designate a person to serve as Secretary for the meeting.
- 3) To keep and maintain, personally or through staff and designates, an accurate and detailed account of all receipts and disbursements made by the Authority.
- 4) To cause to be prepared and published all legal notices required for the conduct of all Board meetings and actions.

2.7 Duties of the Airport Director

The duties of the Airport Director are established by contract. A part of the contract duties of the Airport Director are that he or she, personally or through staff or designates, prepares and submits to the Board monthly a financial report of receipts and disbursements of all Authority funds.

2.8 Duties of Individual Commissioners

The authority of any individual Commissioner is limited to participating in actions taken by the Board as a whole when legally in session. Commissioners shall not assume responsibilities of administrators or other staff members. The Board or staff shall not be bound by an action taken or statement made by an individual Commissioner except when such statement or action is pursuant to specific instructions and official action taken by the Board.

Each Commissioner shall review the agenda and any study materials distributed prior to each Board meeting and be prepared to participate in the discussion and decision-making for each agenda item. Each member is obligated to attend Board meetings regularly. Whenever possible, each Commissioner shall give advance notice to the Chair or the Airport Director of the Commissioner's inability to attend a Board meeting. The Board shall determine the validity of an excuse for absence from a Board meeting. The Board shall declare a position vacant after three (3) consecutive unexcused absences from regularly scheduled Board meetings or if the Commissioner has been absent from the State for ninety (90) consecutive days.

Commissioners should refrain from representing Board positions to the press unless the Board has taken an official position.

ARTICLE 3. AUTHORITY BOARD POLICIES

3.1 Adoption and Amendment of Policies

Amendments to these Bylaws may be proposed by any member of the Authority and shall be filed with the Secretary. A copy of the proposed amendment shall be furnished to each member for discussion at the next regularly scheduled work session subject to public notice requirements. The proposed amendments shall be voted upon at the Board meeting next scheduled immediately thereafter. A simple majority of the Board, at any public meeting, is necessary to adopt or amend Bylaws and Policies.

All new or amended policies shall become effective upon adoption; unless a specific effective date is provided in the motion for adoption.

ARTICLE 4. BOARD MEETINGS AND RECORDS

4.1 Regular Meetings

Unless otherwise specified, all meetings will be held in the Authority meeting room at the Great Falls International Airport. Regular Board meetings will be held at 1:00 o'clock p.m. on the last Tuesday of every month, except the month of July when no regular meeting will be held and regular work sessions will immediately follow regularly scheduled Board meetings.

4.2 Special Meetings

In the event of an emergency or a need to conduct a meeting more frequently than the next regularly scheduled Board meeting, the Board may meet at such other times upon determination of the Chair or the Director of the need for such a meeting, which may be requested by any Commissioner or the Director, provided lawful notice is given.

4.3 Executive Sessions

Under Montana law, the Board may hold closed or executive sessions to consider matters of individual privacy. Prior to closing the meeting, the Chair or presiding officer must determine that the demands of individual privacy exceed the merits of public disclosure. The Board may also close a meeting to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position of the Authority. This exception does not apply if the litigation involves only public bodies or associations as parties. Prior to closing a meeting for this purpose, the Authority may obtain legal advice on the appropriateness of this action. No formal action shall take place during executive session.

4.4 Records Available to Public

All Authority records except those restricted by state and federal law shall be available to citizens for inspection at the Authority's office.

A reasonable fee may be charged for any copies requested. Copies will be available within a reasonable amount of time following the request.

Draft minutes from a Board meeting shall be available on the airport website within ten (10) working days of a Board meeting. The public should note that draft minutes are not official and have not been approved by the Board. A written copy of official Board minutes shall be available to the general public within five (5) working days following approval of the minutes by the Board. If requested, one (1) free copy shall be provided to the local press within five (5) working days following approval by the Board.

4.5 Board Meeting Procedure

4.5.1 Agenda

The agenda for any Board meeting shall be prepared by the Director and staff under the Director's supervision, in consultation with the Chair. Items submitted by Board members to the Chair or the Director shall be placed on the agenda. Community members may also suggest inclusions on the agenda. Such suggestions must be received by the Director at least ten (10) days before the Board meeting, unless the time period is waived as determined by the Chair and the Director. Determination to place any suggested item on the agenda shall be made by the Chair and Director.

Individuals who wish to be placed on the Board meeting must also notify the Director, in writing, of the request at least ten (10) days before the Board meeting. The request must include the reason for the appearance. Determination to allow any person requesting placement on the agenda shall be made by the Chair and Director.

Upon consent of the majority of the members present, the order of business at any meeting may be

changed. Generally copies of the agenda for the current Board meeting, minutes of the previous Board meeting, and relevant supplementary information will be prepared and distributed to each Board member at least forty-eight (48) hours in advance of the Board meeting, and will be available to any interested person at the Director's office twenty-four (24) hours prior to the Board meeting. An agenda for other types of Board meetings will be prepared if the circumstances necessitate an agenda.

The agenda will normally be divided into the following topical areas:

Call to Order
Consent Agenda
Approval of Minutes
Financial Reports
Action Items
Director's Report
Public Comments
Board Comments
Adjournment

4.5.2 Consent Agenda

To expedite business at a Board meeting, the Board approves the use of a consent agenda, which includes those items considered to be routine in nature. Any item which appears on the consent agenda may be removed by a member of the Board. Any Board member who wishes to remove an item from the consent agenda should to the extent practicable give advance notice in a timely manner to the Director or the Chair. Any items on the consent agenda not removed will be voted on by a single motion. The approved motion will be recorded in the minutes, including a listing of all items appearing on the consent agenda.

4.5.3 Minutes

The Secretary shall keep written minutes of all open Board meetings, which shall be signed by the Chair and the Secretary. The minutes shall include:

- 1) The date, time and place of the meeting;
- 2) The presiding officer;
- 3) Board members recorded as absent or present;
- 4) A summary of discussion on all matters discussed (including those matters discussed during the "public comment" section), proposed, deliberated, or decided, and a record of any votes taken;
- 5) A detailed statement of all expenditures;
- 6) The purpose of any recess to executive session; and
- 7) Time of adjournment.

When issues are discussed that may require a detailed record, the Board may direct the Secretary to record the discussion verbatim.

Unofficial minutes shall be delivered to Board members in advance of the next regularly scheduled meeting of the Board. Minutes need not be read publicly, provided that members have had an opportunity to review them before approval. A file of permanent minutes of Board meetings shall be maintained in the Authority office.

4.5.4 Quorum

No business shall be transacted at any meeting of the Board unless a quorum of the members is present. A majority of the full membership of the Board shall constitute a quorum, whether the individuals are present physically or present via a speaker telephone or video conferencing. A majority of the quorum may pass a resolution, a policy or take other action.

4.5.5 Meeting Conduct and Order of Business

General rules of parliamentary procedure are used for every Board meeting. Robert's Rules of Order may be used as a guide at any meeting. The order of business shall be reflected on the agenda. The use of proxy votes is not to be permitted. Voting rights are reserved to those Commissioners in attendance, participating by speaker phone or video conferencing. Voting shall be by acclamation or show of hands.

4.5.5.1 Open Meeting Law

Pursuant to MCA 2-3-201-221, The Montana open meeting law requires that all meetings of public or governmental bodies must be open to the public. This includes any committee or subcommittee appointed by a public body. For the purposes of this law, "meeting" means the convening of a quorum of commissioners of a public agency, whether corporal or by means of electronic equipment, to hear, discuss, or act upon a matter over which the agency has supervision, control, jurisdiction, or advisory power.

Use of electronic mail (e-mail) by members of the Board and Authority staff will conform to the same standards of judgment, propriety and ethics as other forms of Authority and Board-related communications. Board members and Authority staff will comply with the following guidelines when using e-mail in the conduct of Board responsibilities:

- 1) The Board should not use e-mail as a substitute for deliberations at Board meetings or for other communications or business properly confined to Board meetings.
- 2) Board members should be aware that e-mail and e-mail attachments received or prepared for use in Board business or containing information relating to Board business may be regarded as public records, which may be inspected by any person upon request, unless otherwise made confidential by law.
- 3) Board members and Authority staff should avoid reference to confidential information about employees, tenants or other matters in e-mail communications, because of the risk of improper disclosure.

4.5.5.2 Public Notice

Public notice of any meeting and agenda items to be acted must be issued 48 hours prior to the meeting. This notice is issued via email to the local newspaper and TV stations. The agenda is also posted on the airport website.

4.5.6 Audience Participation

The Board recognizes the right and value of public comment on issues which come before the Board and the importance of involving members of the public in its meetings. The Board also recognizes the public's statutory and constitutional rights to participate in governmental operations. In order to permit fair and orderly expression of such comment, the Board will permit public participation through oral or written comments prior to a final decision on a matter of significant interest to the public. The Chair may control such comment to ensure an orderly progression of the meeting.

Individuals wishing to be heard by the Chair shall first be recognized by the Chair and asked to identify themselves. The person should proceed to comment as briefly as the subject permits. The Chair may interrupt or terminate an individual's statement when appropriate, including when statements are out of order, too lengthy, personally directed, abusive, obscene, or irrelevant. The Board as a whole shall have the final decision in determining the appropriateness of all such rulings. Board meetings are held in public, but are not public meetings. Members of the public are to be recognized and allowed input during the meeting, at the discretion of the Chair.

ARTICLE 5. CODE OF ETHICS FOR BOARD MEMBERS

The Authority has adopted a policy on Board member ethics which is consistent with State law. The Code of Ethics includes rules on conflict of interest.

In general, an Authority Commissioner may not:

- 1) engage in a substantial financial transaction for the Commissioner's private business purpose with a person whom the Commissioner or the Authority inspects or supervises in the course of official duties;
- 2) perform an official act which substantially affects a business or other undertaking in which the Commissioner either has a substantial financial interest, is engaged as counsel, consultant, representative or agent for, or which is a competitor to a business in which the official has a substantial personal interest;
- 3) act as an agent or solicitor in the sale or supply of goods or services to the Authority;
- 4) have a pecuniary interest, directly or indirectly, in any contract made by the Board, when the Commissioner has an interest in the corporation or other entity with which the Authority contracts; or
- 5) be employed in any capacity by the Authority.

ARTICLE 6. BOARD-DIRECTOR RELATIONSHIP

The Authority Board-Director relationship is based on mutual respect for complementary roles. The relationship requires clear communication of expectations regarding the duties and responsibilities of both the Board and Director.

The Board recruits, hires, evaluates, and seeks the recommendations of the Director as the Authority's chief executive officer. The Board adopts policies necessary to provide the legal responsibilities and the general direction for the Authority and to encourage achievement of Authority goals. The Director develops plans, programs, and procedures needed to implement the policies and directs the Authority's day-to-day operations.

The above bylaws adopted by the Great Falls International Airport Authority this 15th day of December, 2006.

Great Falls International Airport
Chairperson

Great Falls International Airport
Secretary

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3-31-09	Contracts and Leases	Page 1 of 3

A. Policy Statement

This policy details the requirements and expectations of the Board of Commissioners of the Great Falls International Airport Authority for the land, facility and service contract and lease process.

While this document is not all inclusive of the processes that are required to negotiate, approve and implement leases and contracts, it is written to give all parties notice of the process and what is expected of the process.

B. Overview

The Great Falls International Airport Authority (GFIAA) utilizes industry best practices in developing leases and contracts for those conducting business on or with the GFIAA. Airport staff is responsible for the negotiation and preparation of proposed lease documents to be submitted for Board of Commissioners' consideration and approval. Lease and contract negotiations are bound by fair market value and best return to the GFIAA. Airside ground rents, fuel flowage fees and landing fees are set annually in the budget process by the Board of Commissioners in conjunction with covering the cost of improving and maintaining the airside infrastructure. The GFIAA's operations are fully funded by GFIAA generated revenue. The GFIAA strives to maintain an appropriate balance of reasonable competitive fee structures that promote development but adequately cover required costs in providing and servicing GFIAA improvements.

Federal grant assurances require the GFIAA to obtain fair market value for utilization of GFIAA property and facilities. Fair market value is determined based on comparable rates at peer airports and appraised value as available.

GFIAA improvements and financing are negotiated at fair market and/or minimal return to the GFIAA to cover the cost of the improvements.

Leases and contracts must meet the requirements of:

- Airport Minimum Standards
- Airport Master Plan
- Airport Land Use Plan
- Stormwater Master Plan
- FAR part 139, 1542, and EEO/Nondiscrimination
- City Code

Term of Leases vary based on financial benefit to the GFIAA.

Lease terms are researched to develop each lease to best industry practices.

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Contract and lease recommendations will come before the Board of Commissioners in the form of the attached action form or in additional documents as may be requested by the Board of Commissioners. Drafts will be presented through Director's reports and/or work sessions to keep the Board of Commissioners apprised of negotiation progress. Terms are not final until presented for action and approval in a Board meeting.

C. Implementation Protocol

The responsibilities of the various parties involved with the identification, negotiation and approval of land, facility and service contracts and leases associated with the GFIAA are as identified below. Note: This does not include contracts dealing with employment contracts, or other personnel matters.

1. Airport Professional Staff

- a. The Airport Director and staff are responsible for the identification of users and uses of leases and contracts dealing with GFIAA land, facilities and services.
- b. The Airport Director and staff are responsible for negotiations and preparation of draft lease documents subject to Board of Commissioners review and approval.
- c. The Airport Director is responsible for the distribution to the Board of Commissioners contract/lease summary document (See Form GFIAA-001A) and/or the construction contract summary (See Form GFIAA-001B) for consideration.
- d. The Airport Director is responsible for the availability of complete lease and/or contract documents upon completion, for approval, or at the request of the Board of Commissioners.
- e. The Airport Director is responsible for informing the Board of Commissioners of prospective, current and future negotiations with prospective clients and users.

2. Airport Authority Board of Commissioners

- a. The Board of Commissioners shall allow the Airport Director and staff to actively seek out clients and users, as well as to prepare and negotiate contracts and leases.
- b. The Board of Commissioners shall be responsible for the review of lease summary forms and/or the full lease or contract itself at the discretion or request of the Board of Commissioners. A Commissioner may request additional supporting data to the lease summary forms that have been presented by the Airport Director.
- c. The Board of Commissioners shall be responsible for the ultimate approval or disapproval of all contracts and leases dealing with GFIAA land, facilities or services.

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3. Legal

Contracts or leases shall undergo legal review before approval unless otherwise determined by the Board of Commissioners

D. Forms

1. GFIAA-001A – Board Contract/Lease Summary
2. GFIAA-001B – Construction Contract Summary
3. GFIAA-001C – Airport Vendor Contract

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A. Policy Statement

This policy generally describes the roles of the Board of Commissioners and the role of the Airport Director. The policy does not act as, and is not intended to be, a limitation on the powers vested in the Board of Commissioners by virtue of Title 67 of the Montana Code.

B. Overview

The Board of Commissioners, directed by established Bylaws and Title 67 of the Montana Code, is responsible for the management and governance of the Great Falls International Airport Authority (GFIAA) to include, but not be limited to, fiduciary obligation to the GFIAA; all matters surrounding the employment and retention of the Airport Director; developing and reviewing Bylaws; developing, monitoring and enforcing policies and procedures, and monitoring and ensuring outcomes. The Board of Commissioners' legal powers, duties and responsibilities are derived from state statutes and regulations. The Board of Commissioners is authorized to adopt, amend and repeal such reasonable resolutions, rules and orders as it shall deem necessary for the management, governance and use of any airport or air navigation facility owned by it or under its control.

The Airport Director is directly accountable to the Board of Commissioners. The role and job responsibilities of the Airport Director are detailed in the Director's job description and/or employment agreement. These responsibilities include hiring, directing and evaluating the GFIAA staff, implementation of GFIAA policies, budget management and administering tenant contracts.

C. Implementation Protocol

The Board of Commissioners measure meeting the needs of the community served through the master planning process, annual goal setting, budget development and monitoring to assure that finances are in place to fund current and future GFIAA operations. The Airport Director shall implement the policies as established by the Board of Commissioners and is responsible for budgetary management, monthly financial reporting and communication. The performance of the staff utilizing evaluation documents and established job descriptions is the responsibility of the Airport Director. The annual evaluation of the Airport Director is based on performance goals set by the Board of Commissioners, the evaluation form and job description as established and reviewed by the Board of Commissioners.

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D. Forms

1. Director's job description (when completed)
2. Evaluation forms (when completed)

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1-29-19	Procurement Policy for Goods and Services	Page 1 of 9

A. Policy Statement

This policy defines procedures to be used for purchases of goods and services.

B. Regulatory Overview

1. Engineering, Architectural, Design, Planning Projects

Federal Regulation 49 CFR Part 18 and Federal Aviation Administration (“FAA”) Advisory Circular 150/5100-14 govern any procurement for projects that contains grant funding from the Airport Improvement Program (“AIP”). AIP funding constitutes the majority of the Airport’s grant funding and is the largest funding source for Airport Authority projects, particularly in the airfield. Advisory Circular 150/5100-14 (“Advisory Circular”) specifically requires that the selection of design, engineering and planning firms for AIP funded projects be based solely on the qualifications of the proposing companies to complete the proposed scope. The Advisory Circular also provides suggested criteria for evaluating qualifications. According to the Advisory Circular, the Airport Authority must also receive FAA concurrence for the bid documents prior to publication, request to award contracts and pay applications before any of these documents can be acted on by the Airport Authority.

2. Purchases of Vehicles, Machinery, Equipment, Supplies, Construction, Repairs, Maintenance and Other Non-Professional Services

Montana Code Annotated 2009 (“MCA”) Section 7-5-4301 requires public bidding for any contract in which the value of the majority of the services to be rendered constitute services other than professional, technical, engineering or legal services.

MCA Section 7-5-4302 requires public bidding for the purchase by a municipality or county of any vehicle, road machinery or other machinery, apparatus, appliances or equipment, materials or supplies, or for construction, repair or maintenance which exceeds \$50,000. However, MCA Section 7-5-4303 indicates that Section 7-5-4302 does not apply and therefore municipalities may award contracts without a bid if there is a qualifying emergency or if the municipality can achieve savings by buying supplies or equipment from an existing contract of another government agency (“Existing Government Contract”).

MCA Section 7-5-4306 stipulates that if installments will be used to pay for a purchase of greater than \$4,000, then the installments shall extend over a period of less than 10 years.

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MCA Section 7-5-4307 stipulates that old supplies or equipment may be sold to the highest responsible bidder following a request for bids and those supplies or equipment may only be traded in on new supplies or equipment at the highest bid price.

C. Authority Procurement Guidelines

1. Regulatory Compliance

All procurements will be conducted in compliance with applicable federal, state and local laws and regulations including those regulations described herein.

2. Competitive Selection

To encourage a fair and competitive environment, the Airport shall advertise and competitively select vendors for contracts exceeding \$10,000 in total value with the following exceptions i) in the case of a qualifying emergency as defined in MCA Section 7-5-4302, ii) an Existing Government Contract is used for an acquisition iv) contracts requiring specialized supplies, unique brands or qualifications as recommended by the Airport Director and approved by the Board iii) time constrained or confidential situations such as business transactions that require quick action to realize a business opportunity or avoid a financial loss and only as the sole source selection has been recommended by the Airport Director and approved Board prior to awarding the contract.

3. Artificial Division

Purchases and contracts may not be artificially divided to reduce contract values so to avoid a competitive selection or any other procurement requirement.

4. Advertising

Advertising for Airport contracts will be selected to maximize the exposure to potentially interested parties. Ads will be placed in the Great Fall Tribune along with other appropriate local, regional and in some cases national publications and websites with sufficient time for interested parties to react to and prepare any required responses for the advertised contract. Acquisitions governed by MCA 7-5-4302 or Advisory Circular 150/5100-14 must be advertised for a minimum of two weeks. MCA 7-1-427 provides further guidance for construction contracts, requiring that notices be published twice with at least six days between the ads. MCA 7-1-427 also describes the types of publication that must be used. Based on the type of contract being awarded and the value of the opportunity, staff shall consider the likely field of candidates when selecting the advertising outlets to use. For example, the food concession contract in the terminal should include national outlets like the American Association of Airport Executive

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(AAAE) website while selection of a landscaping maintenance company should be advertised locally.

5. Bid Openings

All responsive sealed bid proposals received pursuant to an advertised project bid will be opened in a public venue that has been noticed to the public no less than 72 hours in advance of the bid opening. Bid openings will generally occur on the second floor of the Airport Passenger Terminal unless otherwise noticed.

6. Contract and Relationship Durations

- a. Professional Services and Supply contracts. To further encourage a fair and competitive environment, staff shall consider the following guidelines when contracting for such services:
 - i. Engineering, architectural, design and planning contracts should be limited to five year terms. A preferred contract method would be a three year base term with two option years at the Airport's discretion. Allowance can be made to extend the contract for special circumstances such as providing construction management services for a project that was designed in the last year of the contract but not immediately implemented due to the availability of federal funds, etc.
 - ii. Audit and accounting services should be limited to five years to allow the appropriate continuity between years but also allow for new perspectives on internal controls and other key audit subjects. A preferred contract method would be a three year base term with two option years at the Airport's discretion. Generally, at the expiration of a contract for audit and accounting services, the airport will select a different firm to help ensure that financial controls are maintained.
 - iii. General consulting contracts for financial consulting, general planning, airline consulting or on-call services should be limited to five year terms. A preferred contract method would be a three year base term with two option years at the Airport's discretion. This guideline does not apply to project specific contracts like master plan updates, which may require a longer term to complete.
 - iv. General supply and materials contracts should be reviewed by staff annually to ensure that pricing is favorable. These contracts should be limited to three year terms unless a compelling reason can be demonstrated for a longer term contract (i.e., a five year long-term gasoline contract at favorable prices).
- b. Business Relationships. The Airport may establish business relationships with companies in the normal conduct of its business and staff should consider the following guidelines when establishing such relationships.

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- i. Agreements for Legal services should be limited to five years, unless such relationship is specific to some project that requires a longer-term such as bond council for long-term financing or litigation support.
 - ii. Liability insurance relationships should be revisited every five years to ensure that the provider is financially viable and cost competitive.
 - iii. Banking services should be revisited every five years to ensure that the institution is financially solvent and cost competitive.
 - c. Leases and Operating Contracts. These agreements tend to be longer-term agreements because the outside party has invested capital at the Airport.
 - i. Leases and concession contracts will be of an appropriate duration to encourage development and allow tenants to recover financing and make a commercial return on their capital investment.
 - ii. Operating and management contracts such as parking lot operation, janitorial contracts and security contracts should be compared to contracts at similar airports prior to solicitation. If feasible compared to comparable contracts, the term of these agreements should not exceed ten years unless the vendor making capital investments (i.e., a new parking revenue control system), in which case the term should be commensurate to recover the cost of the capital investment.

D. Implementation Protocol

1. The Airport Director is responsible for compliance and administration of this policy.
2. Procurements for projects funded by federal funds are subject to FAA approval of both contract award and pay applications.
3. Staff will present a concurrence of award to the Board for action and receive approval to proceed prior to execution of any contract commitment greater than \$10,000 in total value.
4. Contracts valued at less than \$10,000 that are budgeted in the current year's budget as approved by the Board, may be executed by the Airport Director.

E. Procurement Process Guidelines

The Authority's procurements shall comply within established regulations, the policies contained herein and best industry standards for procurement. The following guidelines have been established to describe the general process for conducting procurement. Parties interested in bidding on airport projects and contracts should consult the applicable request for proposals, request for qualifications or bid solicitation for specific details about how to apply or contact airport administration.

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1. Invitation for Bid Process:

An Invitation for Bid ("IFB") is used to select a company for construction or this process can also be used to make purchases where the material to be purchased can be specifically defined such as vehicles, equipment, raw materials, utilities, machinery, or supplies. Any purchase containing federal funding, must comply with Federal Regulation 49 CFR Part 18 and Advisory Circular 150/5100-14. MCA Section 7-5-4302 also applies to purchases made under an IFB. Generally, both federal and state regulation requires that contracts solicited under by IFB are awarded to the lowest responsible bid.

- a. A bid package will be developed by the architect or design engineer ("Designer"). In most cases, the design and bid package will be developed by an outside firm with oversight provided by Airport Authority staff.
- b. The bid will be advertised as described in Section C herein.
- c. Bids will be opened as described in Section C herein.
- d. Designer and Airport Authority staff will review the bids for compliance with bid solicitation requirements, such as required experience, self-performance requirements, etc.
- e. Designer and Airport Authority staff will develop a recommendation to award and work with the FAA to receive concurrence.
- f. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$10,000 in total value, otherwise the Airport Director may approve the contract. For reasons of expediency for projects requiring FAA concurrence, the Airport Director may request that the Board approve a contract subject to receiving concurrence from the FAA. Should the Board approve such a contract, the contract is considered approved for purposes of the Authority; however, work may not commence on such contracts until FAA concurrence is received.

2. Design Build Procurement

Design Build projects combine the design, engineering and construction into one contract. The benefits often cited for this contracting using approach include: i) reduced delivery time, thanks to synergies between design and completion and the need to select and negotiate only one contract ii) potential to increase competition because design documents are not as specific and thus may accommodate more vendors iii) cost may be reduced because the designer and contractor can collaborate on value engineering iv) Creativity can be enhanced for complex projects that require creative solutions for design and implementation. Design Build is not often approved for AIP

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projects and FAA approval should always be solicited before considering this approach for AIP funded projects.

- a. Airport Authority staff and any required consultants will develop a detailed set of specifications that define the performance criteria of the completed project.
- b. A bid package will be developed by staff and appropriate consultants. The bid package will articulate the specifications that were previously developed along with the selection criteria that will be used to choose the winning firm.
- c. The bid will be advertised as described in Section C herein.
- d. Bids will be opened as described in Section C herein.
- e. Airport Authority staff and any consultants will review the bids for compliance with bid solicitation requirements, such as required experience, self-performance requirements, etc.
- f. Designer and Airport Authority staff will develop a recommendation to award and work with the FAA to receive concurrence, if necessary.
- g. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$10,000 in total value, otherwise the Airport Director may approve the contract. For reasons of expediency for projects requiring FAA concurrence, the Airport Director may request that the Board approve a contract subject to receiving concurrence from the FAA. Should the Board approve such a contract, the contract is considered approved for purposes of the Authority; however, work may not commence on such contracts until FAA concurrence is received.

3. Request for Qualification Process:

Request for Qualification ("RFQ") selections would generally be used for engineering, design, planning and construction management contracts that contain AIP funding as required by Advisory Circular 150/5100-14. Generally, the Advisory Circular requires that the selection be made based on the proposers' qualifications to complete the scope of work.

- a. RFQ solicitations will be developed based on best industry practices and any applicable federal and state regulations. Staff will develop appropriate selection criteria for identifying the most qualified firm and include these criteria in the published RFQ; however, the weighting and scoring criteria will not be published prior to selection.
- b. The RFQ will be advertised as described in Section C herein.
- c. Proposals will be received and evaluated by staff for responsiveness to the RFQ.
- d. If necessary, interviews will be scheduled.

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- e. Airport Authority staff and the appropriate consultants will develop a recommendation to award and work with the FAA to receive concurrence, if necessary.
- f. Staff will identify the recommended firm and prepare a recommendation to the Airport Authority Board for action. For reasons of expediency for projects requiring FAA concurrence, the Airport Director may request that the Board approve a contract subject to receiving concurrence from the FAA. Should the Board approve such a contract, the contract is considered approved for purposes of the Authority; however, work may not commence on such contracts until funding and FAA concurrence is received.

4. Request for Proposal Process:

Request for Proposal selections are generally very similar to the RFQ process, except in an RFP selection, pricing, project approach and other considerations may be evaluated along with qualifications. RFP selections are typically not allowed for AIP-funded projects; however, RFP's can be used for projects funded by state grants or by Authority funds.

- a. Staff will develop appropriate selection criteria for determining the selected firm based on best industry practices and any applicable regulations and these criteria will be published in RFP; however, the weighting and scoring criteria will not be published prior to selection.
- b. The RFP will be advertised as described in Section C herein.
- c. Proposals will be received and evaluated by staff for responsiveness to the RFP.
- d. If necessary, interviews will be scheduled.
- e. Staff will identify the recommended firm.
- f. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$10,000 in total value, otherwise the Airport Director may approve the contract.

5. Existing Government Contract

The Airport Authority may purchase from any existing contract negotiated by a federal, state or local agency if such procurement will comply with MCA 7-5-4302. The intent of this type of selection is to achieve savings for the Airport Authority by buying at a higher volume price than the Airport Authority could achieve on its own.

- a. Airport Authority staff obtain pricing from the agency that has the contract.
- b. Staff will research the proposal using local or outside the local trade area comparables to assure competitive pricing.
- c. If necessary, FAA concurrence will be obtained.

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- d. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$10,000 in total value, otherwise the Airport Director may approve the contract. For reasons of expediency for projects requiring FAA concurrence, the Airport Director may request that the Board approve a contract subject to receiving concurrence from the FAA. Should the Board approve such a contract, the contract is considered approved for purposes of the Authority; however, work may not commence on such contracts until FAA concurrence is received.

6. Informal Selection:

Informal Selections are used for i) emergency purchases, ii) unique qualifications, iii) compatibility with existing systems, iv) purchases under \$25,000 that would be uneconomic to complete a full selection process, v) or time constrained or confidential situations such as business transactions that require quick action to realize a business opportunity or avoid a financial loss. In these cases, the RFP/RFQ process may be forgone in favor of an Informal Selection used to select a vendor.

- a. Staff will develop selection criteria and methods for identifying the selected firm.
- b. Informal Selections may be based on any combination of: a firm price quote, qualifications, availability, unit pricing or project approach.
- c. Airport Authority staff will contact a minimum of three vendors to request their participation in the Informal Selection.
- d. Airport Authority may solicit proposals, quotes or qualifications from directly from the selected vendors.
- e. Staff will select the recommended firm and if necessary, FAA concurrence will be obtained.
- f. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$25,000 in total value, otherwise the Airport Director may approve the contract.

7. Sole Source Selections:

Sole Source Selections are used for i) emergency purchases, ii) significant time or resource constraints, iii) unique qualifications, iv) compatibility with existing systems, v) purchases under \$10,000 that would be uneconomic to complete a full selection process, v) or time constrained or confidential situations such as business transactions that require quick action to realize a business opportunity or avoid a financial loss. Due to the aforementioned reasons, the Airport Director may approve the use of a Sole Source selection.

- a. Airport Authority staff will solicit a proposal directly from a provider.

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- b. When possible, staff will research the proposal using local or outside the local trade area comparables to assure competitive pricing.
- c. If necessary, FAA concurrence will be obtained.
- d. Staff will prepare a recommendation to the Airport Authority Board for action if the contract is valued at greater than \$10,000 in total value, otherwise the Airport Director may approve the contract.

8. Bid Protest:

If any bidder that participated in a selection process objects to an award, such bidder shall respond in writing to the selection notice from the Airport Authority within seven (7) calendar days of the date of transmittal of the selection notice, setting forth in such response the express reason or reasons that the award decision is in error.

Thereafter, staying performance of any procurement until after addressing the contentions raised by the objecting bidder, the Airport Authority Board shall review the selection decision and determine whether to affirm its prior award, modify the award, or choose to re-bid, setting forth its reason or reasons therefor. After completion of the review process, the Airport Authority Board may proceed as it deems to be in the public interest.

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4-28-09	Investment Policy	Page 1 of 2

A. Policy Statement

This policy details procedures for investment of monies in excess of those budgeted for operation, maintenance and improvements at Great Falls International Airport Authority (GFIAA).

B. Overview

1. The Airport Director is responsible for oversight of this policy.
2. Investments will be limited in scope to only those investments conforming with Montana law.
3. Investments shall have the following priorities: (1) The safety and security of the investment; (2) The highest rate of return.

C. Implementation Protocol

1. The Deputy Director for Finance is responsible for:
 - a. Implementation of the investment policy and complying with the standards herein.
 - b. Maintaining all financial records and managing the investments as necessary to maintain financial security, liquidity and appreciation in value.
 - c. Monthly reports to the Board of Commissioners as to the status of all GFIAA investments.
2. The "Prudent Person" standard by investment personnel shall be applied to managing of the portfolio.
3. Investment Personnel shall be relieved of personal liability for a security credit risk, market price change or unanticipated cash demands.
4. Investment personnel shall participate in continuing education to further their knowledge of the best investment management practices.
5. The maturity of any one item in the portfolio will be limited to a maximum of five (5) years or longer if marketable.
6. No investments shall be made with any organization not licensed in the State of Montana.
7. Investment Personnel shall receive competitive bids whenever possible, but not be limited to the bidding procedure when qualified investments arise on the market and time is of the essence.
8. A yearly audit by an independent auditing firm shall be conducted. The independent auditor shall produce a written financial report to be presented directly to the Board of Commissioners.

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D. Forms

At the time of release of this document, there are no forms to be utilized.

GFIAA-006	Great Falls International Airport Authority	Draft
1-1-14	Option Agreement Policy	Page 1 of 3

A. Policy Statement

This policy details the requirements and expectations of the Board of Commissioners of the Great Falls International Airport Authority (“GFIAA”) for exclusive options for development of airport property.

While this document is not all inclusive of the processes that are required to negotiate, approve and implement leases and contracts, it is written to give all parties notice of the process and what is expected of the process.

B. Applicable Regulations

1. FAA policy prohibits airports from granting exclusive development rights to airport property for free. The property also provides guidance on valuing exclusive options.

2. Great Falls International Airport Authority Policy GFIAA-001 provides guidance on the leasing of airport land.

C. Overview

GFIAA encourages the productive development of its land as a source of income to the Authority and an economic catalyst to the region. The Great Falls International Airport Authority (GFIAA) utilizes industry best practices in developing leases and contracts for those conducting business on or with the GFIAA.

In the due course of negotiating leases for development of land, it may be beneficial for GFIAA to grant exclusive development rights to a potential developer. An exclusive option allows a potential developer to reserve development rights to a parcel while completing site due diligence, project design and lease negotiations.

In accordance with FAA guidance and good financial stewardship practices, option durations should be limited in duration and GFIAA should receive compensation for the lost utility of its developable property.

D. Terms of Exclusive Options

1. Initial Term. Exclusive Options shall remain in effect for ninety (90) days. During such time, the developer has an exclusive right to negotiate a lease on the subject parcel.

2. Extended Term. If the developer presents Airport Administration with an engineered plan for development on the subject parcel during the Initial Term, the Option Agreement shall automatically be extended for an additional one hundred and eighty (180) days upon the expiration of the Initial Term.

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3. **Administrative Fee.** Upon execution of the Option Agreement, the developer shall pay a non-refundable administrative fee of \$1,500. Should the developer execute a lease during the Initial Term or Extended Term of the Option Agreement, this amount shall be credited against future rent for the site. If no lease is executed, GFIAA shall retain this fee.
4. **Option Fee.** The developer shall pay a monthly option fee during the term of the Option Agreement that is equal to 1% of the prevailing ground rental rate for similar land uses at the time of the execution of the Option Agreement. Option Rent is not refundable.
5. **Exclusive Right to Negotiate:** During the term of the Option Agreement, the developer shall have an exclusive right to negotiate a lease for the subject parcel. GFIAA shall not negotiate with any other party for the subject parcel during this period; however, GFIAA may continue to advertise the site as available. GFIAA shall not execute a new lease with a third party for the subject parcel during the term of the Option Agreement. The Option Agreement does not infer any property right to the developer, only the exclusive right to negotiate a lease. The developer may not start construction until a lease is executed.

E. Request for an Exclusive Option

The underlying goal of granting exclusive options is to encourage the development. Accordingly, developers must demonstrate a desire to proceed with development in order to be considered for an option. To be considered for an exclusive option, the developer must present the following items to Airport Administration:

1. **Letter of Intent.** Developer must provide a letter of intent clearly expressing their interest in the parcel and their desire to obtain an exclusive option for the site. The letter should contain the following:
 - a. Number of acres desired and the location
 - b. Proposed land use for site
 - c. Types of structures that are planned for the site
 - d. Proposed schedule including design and construction timeline
2. **Sketch.** Developer must provide a sketch of the parcel and the proposed development. The drawing does not have to be to scale.

Airport Administration will evaluate the request for an exclusive option to determine if the property is available for development and if the proposed development is compatible with existing airport plans and applicable regulations.

The Airport Director shall determine in his or her sole discretion if an exclusive option shall be offered to the requesting developer. The Airport Director shall notify the Chair of the GFIAA Board of his or her intent to enter into an Option Agreement. The Chair may request that an Option Agreement be presented to the Board prior to execution;

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however, to preserve anonymity of the developer and expedite development of land, normal practice shall be to allow the Airport Director to execute Option Agreements.

Airport Administration shall develop a standard form document for Option Agreements and legal counsel shall approve said form.

F. Administration of Exclusive Option Agreements

1. Upon execution of an Option Agreement, the developer shall pay the Administrative Fee and shall begin paying the monthly Option Fee. If required payment under the Option Agreement or any outstanding agreement with GFIAA is late, the Option Agreement shall be terminated.
2. Airport Administration or its appointed representative shall be reasonably available to negotiate lease terms during the term of the Option Agreement.
3. The Airport Director may extend an Option Agreement by no more than sixty (60) days at the Airport Director's sole discretion if the Airport Director determines that negotiations are progressing toward executing a lease for the parcel.
4. Option Agreements are intended to allow developers to entitle a parcel during their due diligence and design. Accordingly, normal rent payments for any resulting lease should begin within 90 days of execution.

G. Forms

1. GFIAA-006A – Option Agreement Form

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4-28-09	Extraordinary Expenses	Page 1 of 1

A. Policy Statement

This policy deals with expenses that are unforeseen or unexpected. This policy does not deal with items contained within the Airport Authority Budget. Expenses beyond the scope of the overview detailed below require Board action.

B. Overview

1. Emergency expenses, of an unforeseen nature, less than \$10,000 are approved.
2. An extraordinary expenditure greater than \$10,000 requires Board of Commissioners oversight.

C. Implementation Protocol

1. The Airport Director is directly responsible to the Board of Commissioners for all expenditures.
2. The Deputy Director for Finance oversees requests for expenditures from all departments, making sure policy is followed.
3. All department heads must acknowledge this policy and maintain expenditure requests within guidelines.
4. An extraordinary expenditure greater than \$10,000 will be included in the monthly Budget Variance Report.
5. Monthly accumulated expenditures exceeding \$20,000 will be included in the monthly Budget Variance Report.
6. A detailed listing of expenditures is required to be documented and maintained in the Deputy Director for Finance files. Only the total dollar amount need be reported as a line item in the monthly financial review to the Board.
7. Any expenditures of a dollar amount greater than allowed in this policy requires prior Board notification and/or approval.

D. Forms

At the time of release of this document, there are no forms to be utilized.

