



**Stevensville Airport Board Meeting  
Agenda for  
TUESDAY, AUGUST 08, 2023  
5:30 PM  
206 Buck Street, Town Hall**

1. Call to Order and Roll Call
2. Approval of Minutes
3. Financial Reports
4. Engineers Report
5. Airport Business: Discussion/Decision
  - a. Review of Presentation of Resolution to the Town Council
6. New Business
  - a. Discussion/Decision: Volunteer Task Schedule
7. Airport Manager's Report
8. Public Comments
9. Adjournment

**Guidelines for Public Comment**

Public Comment ensures an opportunity for citizens to meaningfully participate in the decisions of its elected officials. It is one of several ways your voice is heard by your local government. During public comment we ask that all participants respect the right of others to make their comment uninterrupted. The council's goal is to receive as much comment as time reasonably allows. All public comment should be directed to the chair (Mayor or designee). Comment made to the audience or individual council members may be ruled out of order. Public comment must remain on topic, and free from abusive language or unsupported allegations.

During any council meeting you have two opportunities to comment:

1. During the public comment period near the beginning of a meeting.
2. Before any decision-making vote of the council on an agenda item.

Comment made outside of these times may not be allowed.

Citizens wishing to speak during the official public comment period should come forward to the podium and state their name and address for the record. Comment during this time maybe time limited, as determined by the chair, to allow as many people as possible to comment. Citizens wishing to comment on a motion for decision before any vote can come forward or stand in place as they wish. Comment must remain on the motion before the council.

**File Attachments for Item:**

- a. Review of Presentation of Resolution to the Town Council

**Proposed** – Greg Overstreet edits to

**Bylaws of the Stevensville Airport Board**

- Chapter 1** Stevensville Airport Board Legal Statement
- Chapter 2** Membership
- Chapter 3** Officers
- Chapter 4** Committees
- Chapter 5** Board meeting procedures and records

## Chapter 1

The purpose of the Stevensville Airport Board ("Board") is to provide information, advice, and recommendations to the town council as it pertains to the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection, and policing of the Stevensville Airport.

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, and town council approves.

All new Board members are required to review and identify they have received and accepted these Bylaws with the Board's Secretary prior to the new members first meeting.

Amendments to these Bylaws may be proposed by any member of the Board. Once an agenda item is created a copy of the proposed amendment shall be furnished to each member of the Board for discussion subject to public notice requirements. The proposed amendments shall be voted upon at the Board meeting. A simple majority of the Board is necessary to pass on to town council for discussion and motion.

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

The following sections are from the Stevensville, Montana Code of Ordinances as it pertains to the Stevensville Airport Board.

### ARTICLE II. - MUNICIPAL AIRPORT

#### Sec. 3-32. - Municipal regulation.

The town council, in accordance with MCA 67-10-301, shall be authorized to adopt, amend, and repeal ordinances, resolutions, rules and orders as it shall deem necessary for the management and use of the Stevensville Airport in conformance with federal and state laws, regulations and standards, and shall have the power to enforce penalties for the violation of such ordinances, resolutions, rules and orders. In addition, the town shall have the power to enforce the payment of charges for improvements, services, leases, rentals, and other charges by placing a lien, as provided by law, on any real or personal property at the airport until payments have been made in full.

(2) All ordinances, resolutions, rules, and orders issued by the town council shall be kept in substantial conformity with the laws of this state or any regulations promulgated, or standards established pursuant thereto and, as nearly as may be, with the federal laws governing aeronautics and the rules and standards duly issued thereunder.

**Commented [G01]:** The text of the airport provisions below is from the current Town Code. It does not reflect the changes proposed by the Board. Once the Town Council changes the Town Code to reflect the Board's changes, this section of the Bylaws will need to be amended to reflect the changes.

### Sec. 3-33. - Creation of airport board.

The town shall have an advisory board known as the Stevensville Airport Board.

The purpose of the Board is to provide information, advice, and recommendations to the town council as it pertains to the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection, and policing of the Stevensville Airport.

The Board shall consist of eight members: six persons appointed by the mayor with the concurrence of the town council for staggered three-year terms, plus one council representative chosen by the town council. The council representative shall continue to serve only while a member of the town council. The Airport Manager will serve as the eighth member of the Board and will be a voting member.

The appointed members shall organize, select officers and from time to time adopt and amend rules that govern its body. There are no limits on how many times an individual may be appointed.

(2) The Stevensville Airport Board will adopt and uphold bylaws and rules of procedure to govern its body as it pertains to the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection, and policing of the Stevensville Airport. No bylaw or rule of procedure shall be effective until approved by town council. The bylaws and rules of procedure may be amended at any time by the board with the approval of town council.

### Sec. 3-34. - Duties of airport board.

The Stevensville Airport Board shall provide information, advice, recommendations, and implements of such to the town council as it pertains to the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection, and policing of the Stevensville Airport. Specific duties, and rules of procedure will be outlined in the Stevensville Airport Board Bylaws.

Specifically, the board shall:

(1) Along with the airport manager and mayor, develop the airport's annual operating and capital budget along with the Airport Master Plan and the airport Capital Improvement Plan (CIP) to be presented to the town council for adoption.

(2) Recommend to the town council rates, fees, charges and assessments based upon the capital needs of the airport.

(3) Review and recommend to the town council approval or denial of all construction and development projects, including hanger construction and leases at the airport.

- (4) Review and recommend for compliance with FAA and town standards initial applications for airport business licenses as required in section 3-36 of town ordinance 141
- (5) Develop and recommend to the town council periodic updates to the capital improvement program for the airport.
- (6) Work with the airport manager, who is the as liaison with FAA and Montana Aeronautics, in complying with their respective standards, rules and regulations.
- (7) Create and promulgate a set of minimum standards for the airport in accordance with FAA guidelines; and
- (8) Provide assistance, advice and guidance as needed or requested by the mayor, the town council, and the airport manager.
- (9) After approval and adoption by town council, the Airport Board and the Airport Manager shall implement such within the approvable adoption parameters without further consent of town council. Monthly reports of progression will be made to town council.
- (10) Emergencies regarding aviation safety shall be addressed by the Airport Manager and the Airport Board. Reporting to town council shall occur at the next scheduled town council meeting.

#### Sec. 3-35. - Airport fund.

- (a) There is hereby created an airport fund which shall be the repository for all funds generated by leases, charges, fees and other revenue generated at the airport, as well as all grants and contributions received from the FAA, Montana Aeronautics and other sources.
- (b) The town council shall annually appropriate and transfer funds to the airport fund a portion of the estimated taxes generated at the airport that are collected by the town. The amount of such appropriation shall be determined based upon the proportionate share of services included in the town's tax supported budget that are not applicable or provided to the airport such as, but not limited to, public works, street maintenance and lighting, parks and recreation, and others.
- (c) The town treasurer shall make expenditures from the airport fund for airport related expenses based upon the approved annual budget, Capital Improvement Plan (CIP) and Airport Master Plan as adopted by Town Council.
- (d) The town council shall cause the airport fund to be audited on a bi-annual basis and shall make a charge to the airport for a proportionate share of the town's cost of its regular audit or it shall charge the airport the actual cost of a special audit of the airport fund, whichever is applicable.

(e) The town council shall utilize all available financing methods and tools to generate funds needed for the airport's capital budget following recommendations of the Airport Board and the Airport Manager, including, but not limited to, loans, grants, tax increment financing, selling of bonds and special assessments.

### Sec. 3-36. - Business license.

(a) No person, corporation, partnership, company, association or society shall engage in business, as defined in [section 12-19](#), upon the Stevensville Airport without first obtaining a business license. Any business licensed by the town under this article shall not be required to obtain an additional business license required by [section 12-22](#) for conducting business at the airport.

(b) Applications for a business license under this article shall be in writing to the town clerk on a form provided by the town. All business licenses shall be good for the lessees, lease term. Licenses shall expire at the end of the lessees, lease term.

(c) Businesses licensed by the town under this article shall pay an annual fee as part of part of the lessees annual fee, as established by resolution of the town council; provided, however, that a nonprofit organization shall be issued a license at no charge. License fees shall not be prorated and will not be refunded should a business ownership change and/or cease to operate at the airport.

(d) Upon filing of the application in the proper form and upon payment of the required fee, the town clerk shall, subject to the provisions of [section 3-34\(4\)](#), issue the business license as provided herein. Such license shall be nontransferable, except as to a change of address to a new location within the town. A license shall be denied to any business prohibited by law or regulation of the United States, the state, or by the provisions of this code or any ordinance of the town.

(e) A license may be suspended or revoked by action of the town council for conducting business in violation of Federal, State and Local laws, or in such a manner as to create a public nuisance or constituting a danger to the public welfare, health and safety, as well as fraud or misrepresentation on a license application.

### Sec. 3-37. - Other airport rates, fees, charges, and assessments.

The town council shall, by resolution following the recommendation of the Airport Board, adopt rates, fees, charges, and special assessments at the Stevensville Airport, including but not limited to, land lease rates, infrastructure fees, and airport user fees.

## Chapter 2

### Integrity

The Town of Stevensville holds itself and its associated components accountable for integrity, accuracy, and honesty in all activities that pertain to the Stevensville Airport. This includes the Town of Stevensville's expectation that it will receive truthful and accurate information from Board members and any other participants in the Town of Stevensville's airport activities. The Town of Stevensville discourages carelessness with facts and inappropriate or misleading representations in all presentations or communications by, to or among Stevensville Airport Board Members. ~~(((\*\*\*missing part of sentence\*\*\*)))~~ ~~\*\* (Tim Smead finished the sentence)\*\*~~

### 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 Town of Stevensville, cannot serve on the Board. ~~If A~~ anyone ~~that~~ notifies the Town of Stevensville of any known transactions, ~~then~~ the town council shall make the final determination of significance. The town council has adopted an appointment and selection process to facilitate selecting the most qualified candidates to the Board. General eligibility criteria for Board appointment is established by the appointing town council. 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, Town of Stevensville policies and other applicable requirements. Prior to seating an appointed Board member, the appointee must complete the conflict-of-interest disclosure statement, which will be reviewed by the airport manager, town council and the mayor.

### Seating

Newly appointed Board members will begin their duty as soon as the appointment has been made by town council.

### Members

The Board, ~~shall~~ consist of eight members: six persons appointed by the mayor with the concurrence of the town council for staggered three-year terms, plus one council representative chosen by the town council. The council representative shall continue to serve only while a member of the town council. The Airport Manager will serve as the eighth member of the Board. All members will be voting members.

The appointed members shall organize, select officers and from time to time adopt and amend rules that govern its body. There are no limits on how many times an individual may be appointed.

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The Board President or designee will ensure newly appointed members review and agree with the Stevensville Airport Bylaws by the first Board meeting. Record of this agreement shall be kept by the Board Secretary.

### **Removal**

- (1) The mayor may remove members of the Board for the following reasons:
- (2) Misconduct including, but not limited to, commission of a criminal act other than minor traffic violations.
- (3) Excessive absenteeism including, but not limited to, missing three (3) consecutive meetings.

Should an appointed member resign or be removed from office before their term of office expires, the mayor, with the advice and consent of the CityTown Council, may appoint a person to serve out the remainder of the term.

### **Individual Duty**

Each Board member 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 Board member shall give advance notice to the Board President or the Airport Manager of the inability to attend a Board meeting. The Board shall declare a position vacant after three (3) consecutive unexcused absences from regularly scheduled Board meetings.

## **Chapter 3**

### **Officers**

The Board shall elect, from its membership, Officers for any vacant officer positions. Board officers include President, Vice President, Secretary, and Treasurer. Each officer shall serve for the duration of their original appointed Board member 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 President and Vice President the Board shall appoint a President pro tempore, who shall perform the functions of the President during the latter's absence. The Airport Manager, or his or her designate, shall act as Board Secretary.

**President.** The President shall be a voting member of the Board. The duty of the President is to ensure the integrity of the Board and to manage the process and the affairs of the Board in addition to all responsibilities of a member of the Board. The President will temporarily assume the duties of the Airport Manager if his or her position is vacant. The duties of the President are:

To preside at all meetings of the Board and conduct orderly meetings in the manner prescribed by law and the Board's policies.

- (1) To make all Board committee appointments.
- (2) To close Board meetings as prescribed by Montana law and Board policies.
- (3) To act as the designated person who speaks for the actions of the Board unless the Board specifically authorizes others.
- (4) To ensure Board meetings are timely, fair, orderly, and efficient (limited to time and kept to point).
- (5) To provide leadership through a vision of the organization and foster cooperative relationships between the Board and its constituencies.
- (6) To assist in the recruitment and orientation of new members and assure the development of future leadership, with a smooth transition to the next President.
- (7) To represent the Board effectively to its various constituencies.
- (8) To provide support and work closely with the Airport Manager, maintain a close interchange of opinions as to Board processes, procedures, and meetings.
- (9) To serve as a liaison between the Board and the Airport Manager on personnel matters.
- (10) To uphold the Board bylaws, policies, and codes of conduct and to intervene with members of the Board whenever circumstances warrant.

**Vice President.** The Vice President shall be a voting member of the Board and perform the duties of the President in the absence or incapacity of the President; and in case of the resignation or death of the President, the Vice President shall perform such duties as are imposed on the President until a new President is selected.

**Secretary.** The Secretary or designee shall be a voting member of the Board and keep the records of the board, shall act as Secretary of the meetings of the board and record all votes, and shall keep a record of the proceedings in a journal of board meeting minutes to be kept for such purpose and shall perform all duties incident to his office. The Secretary shall perform the duties of the President in the absence or incapacity of the President and Vice President. At minimum the Secretary will record all agenda items, motions and decisions for each and provide them to the Town Clerk.

**Treasurer.** The Treasurer will provide financial assistance and oversight of the airport budget along with state and national funding for the purpose of strategic planning. The Treasurer will assist the airport manager and the mayor, to develop the airport's annual operating and capital budget. And provide recommendations as it pertains to rates, fees, charges, and assessments based upon the capital needs of the airport.

Should there be a discrepancy concerning airport financials that cannot be answered during a Board meeting, the Board may request clarity be made and reported at the following Board meeting. Should the outcome of the request at the following Board meeting be found to be unacceptable, the Board may request a legal review and outcome of said discrepancy.

**Additional Duties.** The officers of the Board shall perform such other duties and functions as may be necessary from time to time.

**Airport Manager. (Proposed)**

The airport manager reports to and receives direction from the mayor and will be responsible for managing the complex process of effectively directing resources toward the accomplishment of the airport's goals. Central to achieving these goals is the ability of the airport manager to administer the basic functions of management including planning, organizing, staffing, leading, and controlling.

The airport managers number one responsibility is to operate a safe and efficient airport. He or she must be a "jack-of-all-trades" in planning, supervising, organizing, derestricting, coordinating, and managing the daily operations and economic development of the Stevensville Airport property, facilities, and services in accordance with the Town of Stevensville's expectations as it relates to the safe and efficient operations of the airport.

The Airport Manager will act as the liaison between and coordinates with the FAA, Airport Engineering, and the Stevensville Airport Board to ensure compliance with all Federal, State, and Local laws and regulations.

The Airport Manager with the assistance of the Stevensville Airport Board, will have significant responsibility for preparing and administering assigned budgets and grant funding and will participate in the development and implementation of the Town of Stevensville's goals, objectives, policies, and priorities for short- and long-term operational activities of the airport.

The Airport Manager will further.

- Enforce all airport rules and regulations.
- Manage all tenant lease agreements and billing
- Communicate with local agencies to resolve issues
- Communicate with town to coordinate activities
- Receive requests and complaints

Essential Duties

Performs managerial responsibilities such as:

- Plans and manages the operations and use of the Stevensville Airport.
- Assists the Mayor along with the Stevensville Airport Board in preparing the budget for airport operations.
- Works with the Airport Board and Airport Engineer to review and update the airport master plan; airport business plan to determine usage and assess needs for improvement.
- Manages and implements operating budgets and grant funding opportunities.
- Develops and implements budgetary guidelines to control expenditures and monitors costs.

- Works with the Stevensville Airport Board and Airport Engineer to prepare and maintain the Airport Capital Improvement Program (ACIP).
- Research potential grant funding opportunities and prepares various grant applications.
- Enforces all Federal and State airport compliance requirements for grant funding.
- Establishes, Interprets, and enforces rules governing airport facilities, use and service, including Federal Aviation Administration (FAA) Regulations, Transportation Security Administration (TSA) and Federal, State, and local statutes.
- Conducts inspections of the airport equipment, grounds and facilities and oversees necessary repairs and maintenance of the airport.
- Creates, enforces, and implements airport policies and procedures.
- Enforces and implements aviation accident procedures and ensures the protection of the aviation accident scene and coordinates emergency scene management with the Federal Aviation Administration, local police, and fire departments.
- Participates on a 24 hour/7 day a week basis with local law enforcement to coordinate accidents, hazardous material spills or other emergency activities at the airport.
- Conducts negotiations and administers contracts, leases, agreements, permits and other transactions, development interests, fixed-based operators, non-aeronautical operators, public and private agencies, organizations, and individual parties.
- Manages the collection of rental, lease, and other service fees, and annually updates fees and rental rates.
- Establishes and participates in marketing and promoting the airport facility for economic development and supports and implements the delivery of high-quality customer services.
- Supports revenue growth through airport development and public and private improvements.
- Interacts with other airports, aviation organizations, state legislative bodies and airport management groups.
- Issues Notice to Airmen (NOTAMs) to report unusual conditions at the airport as needed.
- Coordinates and monitors the work of consultants and contractors by reviewing the performance and quality of work to ensure compliance and conformance with contract provisions and to prevent cost overruns.
- Represents the town in community outreach efforts by:
  - Communicates with the public to promote the use of the airport and its facilities.
  - Communicates with the airport Board, Town of Stevensville and County agencies, airport tenants, engineering firms, or other contracted agencies regarding airport maintenance, operations, safety, security, utilities, ordinances, future development, and public relations.
  - Represents the Town of Stevensville at meetings related to the airport.
  - Develops and maintains collaborative partnerships with community leaders, local, regional, and statewide organizations, non-profit agencies, local businesses, and town departments to develop, implement, and/or promote programs and projects consistent with the Towns goals and services.
  - Attends the Airport Board monthly meeting, Town Council meetings and Public Hearings at the Mayors discretion. Prepares and presents a monthly report to the Airport Board and Town Council.

#### Other Duties

Perform all general maintenance such as:

- Repairs tie-downs.
- Sprays weeds on the aprons, taxi-lanes, taxiways, and runway sides.

- Removes gophers/moles from areas that require mowing.
  - Maintains Porta-Potty and arranges servicing.
  - Inspects and cleans all drainage ducts and culverts.
  - Repairs lighting for the runway, beacon, windsock, PAPI and fuel station.
  - Maintains all signage and reflectors.
  - Purchases and install new windsocks as required.
  - Regulate the usage and maintain the Airport Courtesy Car.
  - Coordinate the snow removal operations as well as maintain the plow and broom.
  - Coordinate grass mowing and maintain mowers.
  - Coordinate the removal of Wildlife inside the Airport perimeter fence.
  - Maintain the wildlife fence.
  - Maintain the Airport water system.
  - Works with the lease holders to maintain the grass around their hangars.
- Performs other duties of a similar nature or level as assigned.

Work Environment

Office work plus outdoor work:

While most work will be in an office setting, outside work will also be necessary. The airport manager will be subject to a variety of weather conditions and exposure to intense noises, pollens, inadequate lighting, walking on uneven terrain, and working around vehicles in operation and around machinery with moving parts.

Minimum Qualifications

EDUCATION AND EXPERIENCE:

- High School Diploma or equivalent.
- Three years of full-time management and administration experience in public-use or military in airport operations, which includes two years of supervisory experience in budget and grant funding, property management, administration, facility operation, maintenance, and/or security preferably in an airport.

LICENSING:

- Possession of a valid Class D Montana driver's license is required by the time of appointment.
- Accredited Airport Executive (AAE) certification through the American Association of Airport Executives (AAAE) preferred.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Principles and practices of supervision, leadership, motivation, team building, organization, training, and conflict resolution.

- Land use, facility planning and economic development utilization of airport properties and facilities and the delivery of customer services.
- Knowledge of environmental regulations regarding airport planning, development, and operations.
- Knowledge of airport and aircraft emergency preparedness procedures.
- Knowledge of airport aviation fuel delivery services and management of fuel systems, inventory control and fuel pricing.
- Knowledge of facility maintenance and organization.
- Federal, State and Local laws and regulations affecting airport operations and Federal Aviation Regulations (FAA).
- Public administration, including budgeting and planning/evaluation.
- Grant funding opportunities including research and compliance techniques.
- Oral communication techniques to include presentations to groups of various sizes in a positive, inclusive, and motivational manner.

Skill and/or Ability to:

- Utilize basic office equipment.
- Plan and implement aeronautical and non-aeronautical airport economic development generating airport revenues and opportunity for growth.
- Deliver excellent customer services to the local flying community, on-Airport business operators and organizations, and Town departments.
- Resolve conflicts and issues and identify solutions through collaboration.
- Plan, organize and manage the airport operations.
- Establish and maintain accurate records and complete reporting requirements.
- Prepare budgets, funding proposals and narrative and statistical reports; assist in the implementation and control of an airport budget; understand and analyze expenditure reports.
- Recommend, establish, and implement airport operating rules and regulations.
- Negotiate effectively with interested groups and agencies and potential users of airport properties and facilities.
- Market and promote an effective airport economic development plan.
- Collect and analyze data to identify needs, evaluate effectiveness, draw logical conclusions, and make appropriate recommendations.
- Develop and implement short- and long-term goals and objectives.
- Communicate clearly and concisely, both orally and in writing; compose correspondence independently. Interface and communicate with diplomacy and tact with members of the public, the local airport community and pilots, airport tenants / customers and on-airport businesses and organizations.
- Establish good relationships with the public and provide customer service that meets and exceeds the town goals and expectations.
- Establish, maintain, and foster positive and harmonious working relationships with those contacted in the course of work.

PHYSICAL REQUIREMENTS:

Mobility and Dexterity:

Will require stooping, kneeling, reaching, standing, walking, and repetitive motion.

**Lifting, Carrying, Pushing and Pulling:**

May exert up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects.

**Vision:**

Have close visual acuity, with or without correction, to prepare and analyze data and figures, transcribe, view a computer screen, read, etc.

**Hearing/Talking:**

Will need to perceive the nature of sounds at normal speaking levels with or without correction and can receive Town of Stevensville detailed information through oral communication to express or exchange ideas by means of the spoken word.

Required essential management principles pertinent to the airport's success are:

Quality Management

The airport manager must focus the efforts of volunteers and future staff to strive for improvements on meeting the needs of the public and airport customers. Airport volunteers and future staff must be provided training, tools, and resources to maintain high-quality facilities and services.

Team Based Management

The airport manager can maximize resources available through industry organizations, state and federal units of government, consultants, and other airport-related networks.

Consistency and Standardization

The airport manager must strive for consistent enforcement of the airport rules, standards, and policies. A standard method of operation establishes the means for ensuring organized growth and tenant satisfaction.

Communication

Communication is integral to the success of the airport and therefore the airport manager must communicate with governmental entities, customers, tenants, regulatory agents, boards, and the general public in an effective manner.

Coordination

Proper coordination among local, federal, state agencies, and airport tenants is integral to the success of the airport. Coordination is essential for orderly construction and development of the airport facility and to move forward with the objectives of the airport.

Public Relations

Public relations are vital to the success of the airport and the airport manager must implement a wide variety of marketing strategies aimed at maintaining a positive perception of the facility and for building community relations.

Strategic Planning

It's vital that the airport manager establish and maintain the organizational vision, mission, goals, objectives, and direction in maintaining the airport's role in the community.

Fiscal Responsibility

Fiscal responsibility is a critical role of the airport manager involving the budgeting and expenditure of public and private funds. It will be important for the airport manager to understand the financial position of the airport and communicate the economic impact of the facility.

Legal Responsibility

The airport manager must maintain the Town of Stevensville's responsibility for legal policies, procedures, and ordinances of the community and for mandated responsibilities as the sponsor for the airport.

Public Safety

The airport manager must effectively create and maintain policies and procedures to ensure the safety of both the aviation public and non-flying public.

## Chapter 4

### Committees

The Board may create committees as deemed necessary or useful. All committees created are to serve a clear public purpose and shall comply with the open meeting laws and all other laws applicable to public bodies.

Committees may be created, and their purpose defined by a majority of the Board. The Board President shall appoint Board a member or members to serve on such committees.

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

~~The frequency of the meetings being held.~~

~~Whether the committee is a deliberation or simply to gather facts.~~

~~Whether the deliberations concern a matter of policy rather than merely a ministerial issue.~~

~~Whether the meeting involves administrative functions.~~

~~Whether the committee members have Board authority and experience; and~~

~~The results of the meeting.~~

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## Chapter 5

### Regular Meetings

Meetings of the Board and its committees will be held in compliance with the Montana open meetings laws.

Unless otherwise specified, all meetings will be held in the conference room at the Stevensville Town Hall. Regular Board meetings will be held at 5:30 p.m. on the Second Tuesday of each month.



### **Special Meetings**

In the event of the 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 Board President or the Airport Manager of the need for such a meeting.

### **Public Records**

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

~~The Board may charge A reasonable fees consistent with the Montana public records laws may be charged for any copies requested.~~ Copies of requested public records will be available within a reasonable amount of time following the request.

Draft minutes from a Board meeting shall be available on the town's 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 public within five (5) working days following approval of the minutes by the Board.

### **Agendas**

The agenda for any Board meeting shall be prepared by the Board President in consultation with the Town Clerk.

Items submitted by Board members to the Board President, shall be placed on the agenda. Community members may also suggest inclusions on the agenda. Such suggestions must be received at least eight (8) days before the Board meeting unless the time period is waived as determined by the Board. Determination to place any suggested item on the agenda shall be made by the Board President and be based upon priority within the reasonable meeting time.

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 twenty-four (24) hours in advance of the Board meeting and will be available to any interested person at Town Hall. 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:

1. Call to Order and Roll Call
2. Consent Agenda
3. Approval of Minutes
4. Correspondence
5. Financial Reports
6. Engineers Report
7. Airport Business: Discussion/Decision
8. Old Business

- 9. New Business
- 11. Public Comments
- 12. Adjournment

### **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 or simple 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 Board President or the Airport Manager.

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.

### **Minutes**

The Secretary or designee shall keep written minutes of all open Board meetings, which shall be signed by the Board President 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 special session.
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 town clerk's office.

### **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.

### **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 Board members in attendance, participating by speaker phone or video conferencing. Voting shall be by acclamation or show of hands.

### **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 the Board membership 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 the Town of Stevensville staff will conform to the same standards of judgment, propriety and ethics as other forms of authority and Board-related communications. Board members and the Town of Stevensville 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 Stevensville staff should avoid reference to confidential information about employees, tenants or other matters in e-mail communications, because of the risk of improper disclosure.

### **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 the town's website. The agenda is also posted on the town's website.

### **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 Board President may control such comment to ensure an orderly progression of the meeting.

Individuals wishing to be heard by the Board President shall first be recognized by the Board President and asked to identify themselves. The person should proceed to comment as briefly as the subject permits. The Board President 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. Questions asked by the public during this time do not have to be answered by the Board should they elect not to answer. Should a question from the public go unanswered, the Board President should suggest the party submit an agenda item request to formally address the party's question. The Board 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 Board President.

**The Town of Stevensville – Stevensville Airport Board Relationship**

The Town of Stevensville and the Stevensville Airport Board's relationship is based on mutual respect for complementary roles. The relationship requires clear communication of expectations regarding the duties and responsibilities of both the Stevensville Airport Board and the Town of Stevensville.

The Board provides information, advice, and recommendations to town council as it pertains to the planning, acquisition, establishment, development, construction, enlargement, improvement, maintenance, equipment, operation, regulation, protection, and policing of the Stevensville Airport.

The Board provides information, advice, and recommendations on policies and procedures to the Town of Stevensville in support of Town of Stevensville's binding commitments, roles, rights, responsibilities, and obligations that assure the public's interests in civil aviation will be served

The Airport Manager oversees the airport's day to day operations and executes upon or delegates administrative work, directs, manages, and coordinates the activities and operations of the airport ensuring operations comply with all federal, state and local rules, regulations, and laws. Environmental, safety, and administrative regulations and policies and has the primary responsibility for the developing and managing the airport budget.

The above bylaws adopted by the Town of Stevensville this 9th day of June 2022.

\_\_\_\_\_  
Stevensville Airport Board Member  
Board President

\_\_\_\_\_

Town of Stevensville  
Clerk

**Resolution 444 NEEDS TO BE A PART OF THE BYLAWS PACKET. NO CHANGES HAVE BEEN MADE**



**Town of Stevensville  
Code of Conduct  
for  
Elected and Appointed  
Officials and Citizen  
Interaction**

"Always do right. This will gratify some people and astonish the rest." – Mark Twain

**Glossary of Terms:**

Attitude	The manner in which one shows one's dispositions, opinions and feelings
Behavior	External appearance or action; manner of behaving; carriage of oneself
Boards	Official Town Boards, Commissions, and Committees established to participate in proceedings related to Town business
Civility	Politeness, consideration, courtesy
Conduct	The way one acts; personal behavior
Courtesy	Politeness connected with kindness
Decorum	Suitable; proper; good taste in behavior
Manners	A way of acting; a style; method or form; the way in which things are done
Members	Individuals formally elected or appointed to participate in proceedings related to Town business – Council, Mayor, Boards, and Town staff
Membership	The body of Members – Council, Mayor, Boards and Town staff
Protocol	The courtesies that are established as proper and correct
Respect	The act of noticing with attention; holding in esteem; courteous regard

It is the policy of the Town of Stevensville to expect, promote, and uphold the highest protocol of conduct from its elected and appointed officials. For local government and democracy, the Mayor, Councilmembers, Board members and Town staff are dedicated to promoting values, integrity, and committed to governing efficiently and effectively. After taking the Oath of Office as a Councilmember and Mayor, they agree to conduct themselves in accordance with the following Code of Conduct (Code).

#### **A. CONDUCT GUIDELINES**

Elected and appointed officials have the responsibility to take the high road on conduct and to treat everyone as they would like to be treated. This Code is designed to describe the manner in which all elected and appointed officials should treat one another, Town staff, constituents, and others they come into contact with while representing the Town of Stevensville. Stevensville's Town Council adopts this Code to assure that all elected and appointed officials, while exercising their office, conduct themselves in a manner that will instill public confidence and trust in the fair operations and integrity of Stevensville's Town government. The term "Members" referenced throughout this Code includes elected and appointed officials, Town Board and Commission members as well as Town staff.

##### **1. General**

The professional and personal conduct of Members while exercising their office must be above reproach and avoid even the appearance of impropriety. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, Boards, Committees, Commissions, staff or the public.

Members shall perform their duties in accordance with the processes and rules of order established by the Town Council with respect, courtesy and integrity.

Members shall support the maintenance of a positive and constructive workplace environment for its members, the Mayor, Town staff and for citizens and businesses dealing with the Town. Members shall conduct themselves when dealing with Town employees to, in no way, create the perception of inappropriate direction to staff.

The Council or individual Council members and Board members shall not attempt to supersede the Administration's powers and duties.

##### **2. Elected and Appointed Officials' Conduct with Each Other in Public Meetings**

Elected and appointed officials are individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. All have chosen to serve in public office in order to preserve and protect the present and the future of the Town of Stevensville. In all cases, this common goal should be acknowledged even though individuals may not agree on every issue by doing the following.



- a. Honor the role of the chair in maintaining order. It is the responsibility of the Chair to keep the comments of Members on track during public meetings. Members should honor efforts by the Chair to focus discussion on current agenda items. If there is disagreement about the agenda or the Chair's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedure.
- b. Practice civility and decorum in discussions and debate. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of debate by a free democracy in action. Free debate does not require nor justify public officials to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments.
- c. Avoid personal comments that could offend other Members. If a Member is personally offended by the remarks of another Member, the offended Member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Member to justify or apologize for the language used. The Chair will maintain control of this discussion.
- d. Demonstrate effective problem-solving approaches. Members have a public stage and have the responsibility to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole.

### **3. Elected and Appointed Officials' Conduct with the Public in Public Meetings**

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of a Member toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

- a. Be welcoming to speakers and treat them with care and respect. While questions of clarification may be asked, the official's primary role during public testimony is to listen.
- b. Be fair and equitable in allocating public hearing time to individual speakers. The Chair will determine and announce limits on speakers at the start of the public hearing process.
- c. Practice active listening. It is disconcerting to speakers to have members not look at them when they are speaking. It is fine to look down at documents or to make notes, but reading for a long period of time or gazing around the room gives the appearance of disinterest.
- d. Members shall try to be conscious of facial expressions and avoid those that could be interpreted as "smirking," disbelief, anger or boredom.

- e. Maintain an open mind. Members of the public deserve an opportunity to provide input in the decision-making processes of their elected and appointed officials.
- f. Ask for clarification, but avoid debate and argument with the public. Only the chair, not individual Members, can interrupt a speaker during a presentation. However, a Member can ask the Chair for a point of order if the speaker is off the topic or exhibiting behavior or language the Member finds disturbing.
- g. Members make a commitment to attend and partake in discussions. It is important that discussions on issues be relative to the topic at hand. It is not appropriate to discuss other issues not related to the topic at hand.
- h. Members should not disrupt other Members during discussions and from performing their respective roles.

#### **4. Elected and Appointed Officials' Conduct with Town Staff**

Governance of the Town of Stevensville relies on the cooperative efforts of elected and appointed officials who set policy and the Town staff who implement and administer the Council's policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community. The Town of Stevensville has a Personnel Policy in place for all Town employees. That Policy should be used in conjunction with this Code of Conduct.

- a. Treat all staff as professionals. Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff will not be tolerated. The employees of the Town of Stevensville are also expected to adhere to this Code.
- b. Do not disrupt Town staff from performing their jobs. Elected and appointed officials should not disrupt Town staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met. Do not attend Town staff meetings unless requested by staff. Even if the elected or appointed official does not say anything, his or her presence may imply support, show partiality, intimidate staff, and/or hamper staff's ability to do their job objectively.
- c. Never publicly criticize an individual employee. Elected and appointed officials should never express concerns about the performance of a Town employee in public, to the employee directly, or to the employee's manager. Comments about staff performance should only be made to the Mayor through private correspondence or conversation.
- d. Prudent Councilmembers will take care to deal with staff and department heads through the Mayor to avoid any possibility of disrupting the supervisory chain of command. The individual likely to be compromised

in such a circumstance, as too often occurs in municipal government, is not the Councilmember nor the Mayor but the staff member or department head, who is, after all, supervised by the Mayor. Members have the same rights and access to information as the general public. However, limitations to staff resources must be considered. Staff will make every effort to ensure that general information will be available online. Requests that may require substantial staff time must be approved by the Mayor. If the Mayor is not available, he shall be copied on or informed of such request. When in doubt about what staff contact is appropriate, Members must consult with the Mayor. Materials related to an item under the Council's or Board's consideration, supplied to a Member, will be made available to all members so that all have equal access to information.

e. Attorney-Client Relationship: The Town Attorney represents the Town and not individual Members. Members cannot not establish a personal attorney-client relationship with the Town Attorney. Members shall not seek to establish an attorney-client relationship with the

Town Attorney for personal purpose. Members may contact the Attorney in accordance with policies and protocols established by the Town.

#### **5. Elected and Appointed Officials' Conduct with Boards**

The Town of Stevensville has established several Boards, as a means of gathering more community input. Citizens who serve on Boards become more involved in government and serve as advisors to the Town Council. They are a valuable resource to the Town's leadership and should be treated with appreciation and respect.

a. Councilmembers may attend any Board meeting which is open to any member of the public. When attending a Board meeting in a personal capacity, Councilmembers should be careful to only express personal opinions regarding the issues. However, they should be sensitive to the way their participation, especially if it is on behalf of an individual, business or developer, could be viewed as unfairly affecting the process. Any public comments by a Councilmember at a Board meeting should be clearly made as individual opinion and not a representation of the feelings of the entire Town Council.

b. It is inappropriate for a Councilmember to contact a Board member to lobby on behalf of an individual, business, or developer, and vice versa. It is acceptable for Councilmembers to contact Board members in order to clarify a position taken by the Board.

c. Respect that Boards serve the community, not individual Councilmembers. The Town appoints individuals to serve on Boards, and it is the responsibility of Boards to follow policy established by the Town.

Board members do not report to individual Councilmembers, nor should Councilmembers feel they have the power or right to threaten Board members with removal if they disagree about an issue. Appointment and re-appointment to a Board should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A Board appointment should not be used as a political "reward."

d. Be respectful of diverse opinions. A primary role of Boards is to represent many points of view in the community and to provide the Town with advice based on a full spectrum of concerns and perspectives. Councilmembers may have a closer working relationship with some individuals serving on Boards, but must be fair and respectful of all citizens serving on Boards.

#### **6. Elected and Appointed Officials' Conduct Outside of Public Meetings**

a. Make no promise on behalf of the Town, the Mayor, or Council without the express authority or permission to do so granted by a majority vote of the Council and/or the Mayor.

b. Members will frequently be asked to explain a Council/Board action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of the issue and to refer to Town staff for further information. Overt or implicit promises of specific Council action or promises that Town staff will take some specific actions will not be tolerated.

c. Members must ensure that in expressing their own opinions they do not mislead any listener into believing that their individual opinion is that of the entire Membership, unless a vote has been taken on that issue and the Member's opinion is the same as the decision made by the Membership. Likewise, no Member should make a statement in writing that implies it is the position of the entire Membership.

d. Members shall not make any personal comments about other Members. It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Members, their opinions or actions.

e. Members are constantly being observed by the community every day that they are in office.

Their behaviors and comments serve as models for proper deportment in the Town of Stevensville. Honesty and respect for the dignity of everyone should be reflected in every word and action taken by a Member, 24 hours a day, seven days a week. It is a serious and continuous responsibility.

## **B. SANCTIONS**

### **1. Behavior and Conduct**

The Stevensville Code of Conduct expresses standards of conduct expected for Members of the Stevensville Town Council, Mayor, Boards and Town staff. Members themselves have the primary responsibility to assure that conduct standards are understood and met, and that the public can continue to have full confidence in the integrity of government. Additionally, the responsibility to intervene, when the actions of Members appear to be in violation of this Code, falls on all Members.

### **2. Councilmembers**

It is the responsibility of the Council to educate and, when necessary, discipline other Councilmembers who violate this Code. Discipline shall be progressive, from the least punitive to the most punitive measures, unless the Council believes that the progressive discipline does not provide the appropriate sanction because of the gravity of the offense, or because the Council does not believe the sanction would deter future misconduct. In all instances, the totality of the circumstances shall be taken into consideration in resolving the matter, including the intent of the one accused of wrongdoing.

#### **Possible Penalties and Sanctions may include:**

- a. An informal censure by the Council, which would only be made as part of a motion in a public meeting.
- b. A formal censure by the Council, which would be made by motion in a public meeting and then published in the newspaper as a public notice.
- c. Attendance at counseling or mediation sessions.
- d. Any other sanctions available by law by an appropriate tribunal.

The Town Council Rules may be used to guide sanctions and the process that the Council uses to impose such sanctions.

The imposition of any of these penalties or sanctions will require a 2/3 vote of the Council, other than an informal or formal censure which shall only require a majority vote of the Council. A violation of the penalties imposed by Council may constitute grounds for removal from office under Montana law and in accordance with Stevensville Municipal Code.

Town staff and citizens should also point out to the Mayor any perceived infractions of this Code. If the Mayor is the individual whose actions are being questioned, then the matter should be addressed directly with he or she so that corrective action can be taken. It is the responsibility of the Mayor or President of the Town Council to initiate action if a Councilmember's behavior may warrant sanction. If no action is taken by the Mayor or

President of the Town Council, then the alleged violation(s) can be brought up with the full Council.

### **3. Board Members**

Counseling, verbal reprimands, and written warnings may be administered by the Mayor to Board members failing to comply with this Code. Copies of all written reprimands administered by the Mayor shall be distributed in memo format to the Chair of the respective Board, the Town Clerk, the Town Attorney, and the Town Council.

The Town Council may impose sanctions on Board members whose conduct does not comply with this Code, up to and including removal from office in accordance with municipal code section 2-119. Any form of discipline imposed by Council shall be determined by a majority vote of the Council at a noticed public meeting and such action shall be preceded by a Report to Council with supporting documentation.

When deemed warranted, the Mayor or majority of Council may call for an investigation of a Board member's conduct. The Mayor or Town Council shall ask for an investigation into the allegation and the findings must be reported to the Membership.

### **4. Public Disruptions**

Members of the public who do not follow proper conduct, after warning by the Chair in a public meeting, may be barred from further testimony at that meeting or removed from the Council Chambers.

### **5. Inappropriate Staff Behavior**

Any Town employee who does not follow proper conduct in their dealings with Membership, other Town staff, or the public should be referred to the Mayor. The staff member may be disciplined in accordance with the Town's Personnel Policy for such actions.

## **C. IMPLEMENTATION**

This Code of Conduct is intended to be self-enforcing by Members and is an expression of the standards of conduct for Members expected by the Town of Stevensville. It therefore becomes most effective when Members are thoroughly familiar with it and embrace its provisions.

For this reason, this document shall be included in the regular orientations of candidates for Town Council, Town Clerk, Town Treasurer, applicants to Boards, and newly elected and appointed officials.

Members entering office shall sign a statement acknowledging they have read and understand the Code of Conduct. In addition, the Code of Conduct shall be periodically reviewed by the Town Council, Mayor, Boards, and staff, and updated as necessary.

**1. Principles of Proper Conduct include:**

- Serving as a model of leadership and civility to one another and the community
- Inspiring public confidence in Stevensville's Town government
- Demonstrating honesty and integrity in every action and statement
- Keeping promises
- Being dependable
- Building and maintaining a solid reputation
- Participating and being available
- Demonstrating patience
- Showing empathy
- Holding onto ethical principles
- Listening attentively
- Studying thoroughly
- Overcoming discouragement
- Going above and beyond, time and time again
- Modeling a professional manner, attitude and appearance

**2. Proper Conduct is not:**

- Showing antagonism or hostility
- Deliberately lying or misleading
- Speaking recklessly
- Spreading rumors
- Stirring up bad feelings, divisiveness
- Acting in a self-righteous manner
- Attempting to supersede the Administrations powers and duties

**3. It all comes down to respect:**

- Respect for one another as individuals.
- Respect for the validity of different opinions.
- Respect for the democratic process.
- Respect for the community that we serve.

**4. Checklist for Monitoring Conduct:**

- Will my decision/statement/action violate the trust, rights or good will of others?
- What are my ulterior motives and the spirit behind my actions or words?
- If I have to justify my conduct in public tomorrow, will I do so with pride or shame?
- How would my conduct be evaluated by people whose integrity and character I respect?
- Even if my conduct is not illegal or unethical, is it done at someone else's expense? Will it destroy their trust in me? Will it harm their reputation?
- Is my conduct fair? Just? Morally right?
- If I were on the receiving end of my conduct, would I approve and agree, or would I take offense?
- Does my conduct give others reasons to trust or distrust me?
- Am I willing to take an ethical stand when it is called for? Am I willing to make my ethical beliefs public in a way that makes it clear what I stand for?
- Do I exhibit the same conduct in my private life as I do in my public life?
- Can I take legitimate pride in the way I conduct myself and the example I set?
- Do I listen and understand the views of others?
- Do I question and confront different points of view in a constructive manner?
- Do I work to resolve differences and come to mutual agreement?
- Do I support others and show respect for their ideas and opinions?
- Will my conduct cause public embarrassment to someone else? The Town? The Council? The Mayor? Staff?