

AAPA EXECUTIVE MANAGEMENT CONFERENCE

Saddlebrook Resort

Wesley Chapel, FL

May 1-5, 2017

Board Management Relations

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Two Parties involved in the Relationship

The Board

The Management

Responsibility of the Board



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- Set Policy

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- Set Policy
- Hire the Executive Director

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- Approve the Budget

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- Approve the Strategic Plan
- Approve the Capital Budget

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- Set Policy
- Hire the Executive Director
- Approve the Budget
- Approve the Strategic Plan
- Approve the Capital Budget
- Handle the politics

Responsibility of the Executive Director

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- Hire Staff

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- Strategic Plan

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- Budget

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- Strategic Plan
- Budget
- Capital Improvement Program

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- Hire Staff
- Strategic Plan
- Budget
- Capital Improvement Program
- Reporting to the Board

All Commissioners Need to be Informed:

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- Financial condition of the Port

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- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions
- Media training
- Existing Board policies
 - Meeting procedures
 - Responsibilities of Board members
 - Press contact procedures
 - Travel policy
 - Problem / crisis management plan

New Commissioners Need to be
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- Briefing on port powers and legal requirements

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- Update on the current “problems”
- Organization chart & introduction of staff
- Tours of facilities and introduction to tenants

Manager Faux Pas



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- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere

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Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
- Lie to a Commissioner
- Inform only a few Commissioners
- Take ALL of the credit
- Forget you need BOARD APPROVAL (not just one Commissioner's) to act

Manager Faux Pas - continued

- Be active in Commission elections or Appointments

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- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards

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Manager Faux Pas - continued

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- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
- Allow Commissioner(s) to negotiate contracts, leases, or labor agreements
- Allow the Board to decide a MAJOR ISSUE without a staff recommendation

Executive Director's "Should Do" List

- Provide for early involvement of the Board

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- Share ownership

Biggest Problem

How to Control a

"Rambo Commissioner"

- ***TELL ME*** - I will forget
- ***SHOW ME*** - I may remember
- ***INVOLVE ME*** - I will understand

The background is a smooth blue gradient, transitioning from a lighter blue at the top to a darker blue at the bottom. A bright sun flare is visible on the left side, creating a white and yellow glow that fades into the blue background.

What did I leave out that you
want to discuss?

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Leadership vs Management

- **Leadership** means “doing the right thing”

Leadership vs Management

- **Leadership** comes from the Board
- **Management** comes from the Executive Director

Leadership vs Management

- **Leadership** means “doing the right thing”
- **Management** means “doing things right”

Port Management in Action

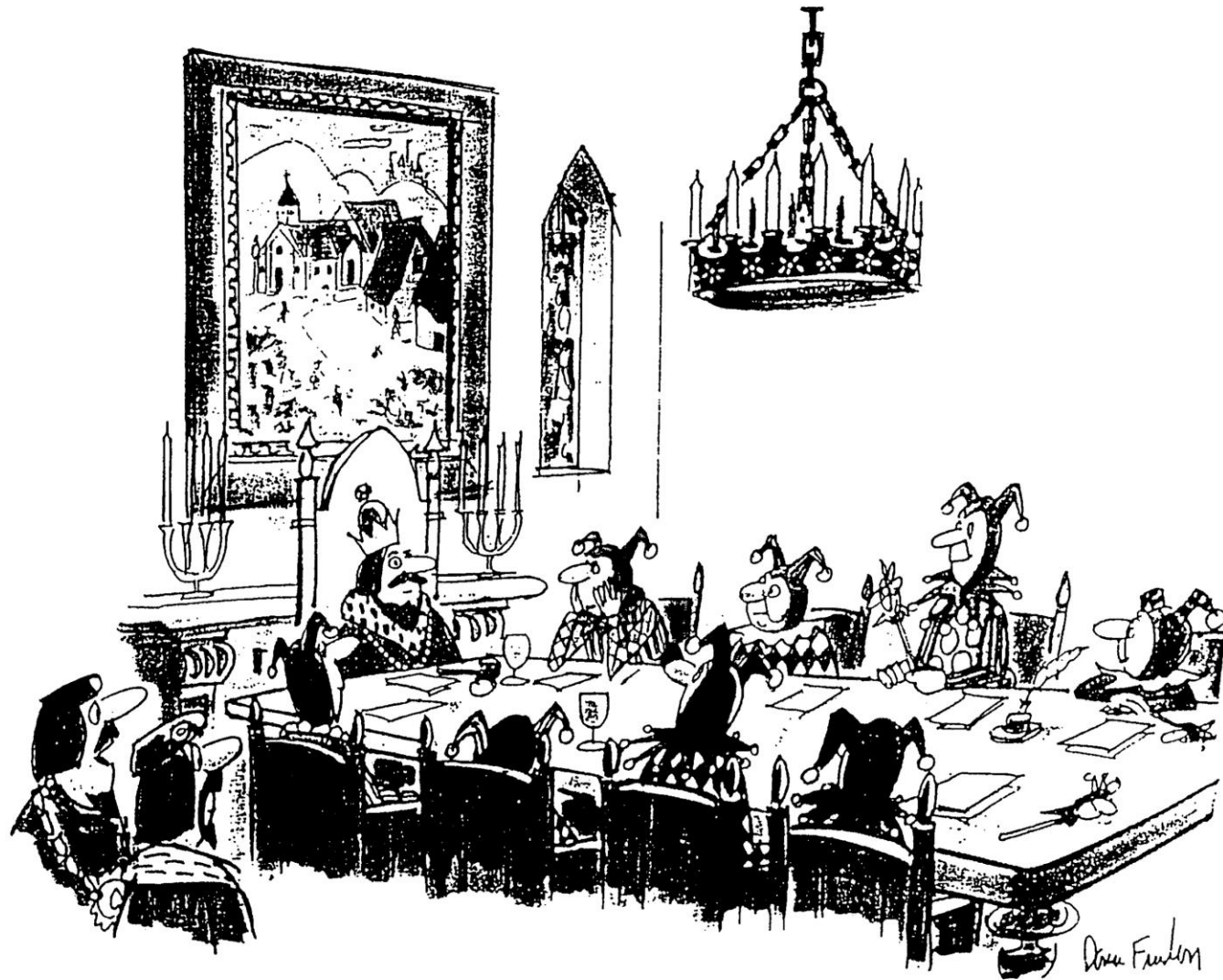
- The **Executive Director** is responsible for pulling Wagon.

Port Management in Action

- The **Executive Director** is responsible for pulling Wagon.
- The **Staff** is responsible for pushing the Wagon.

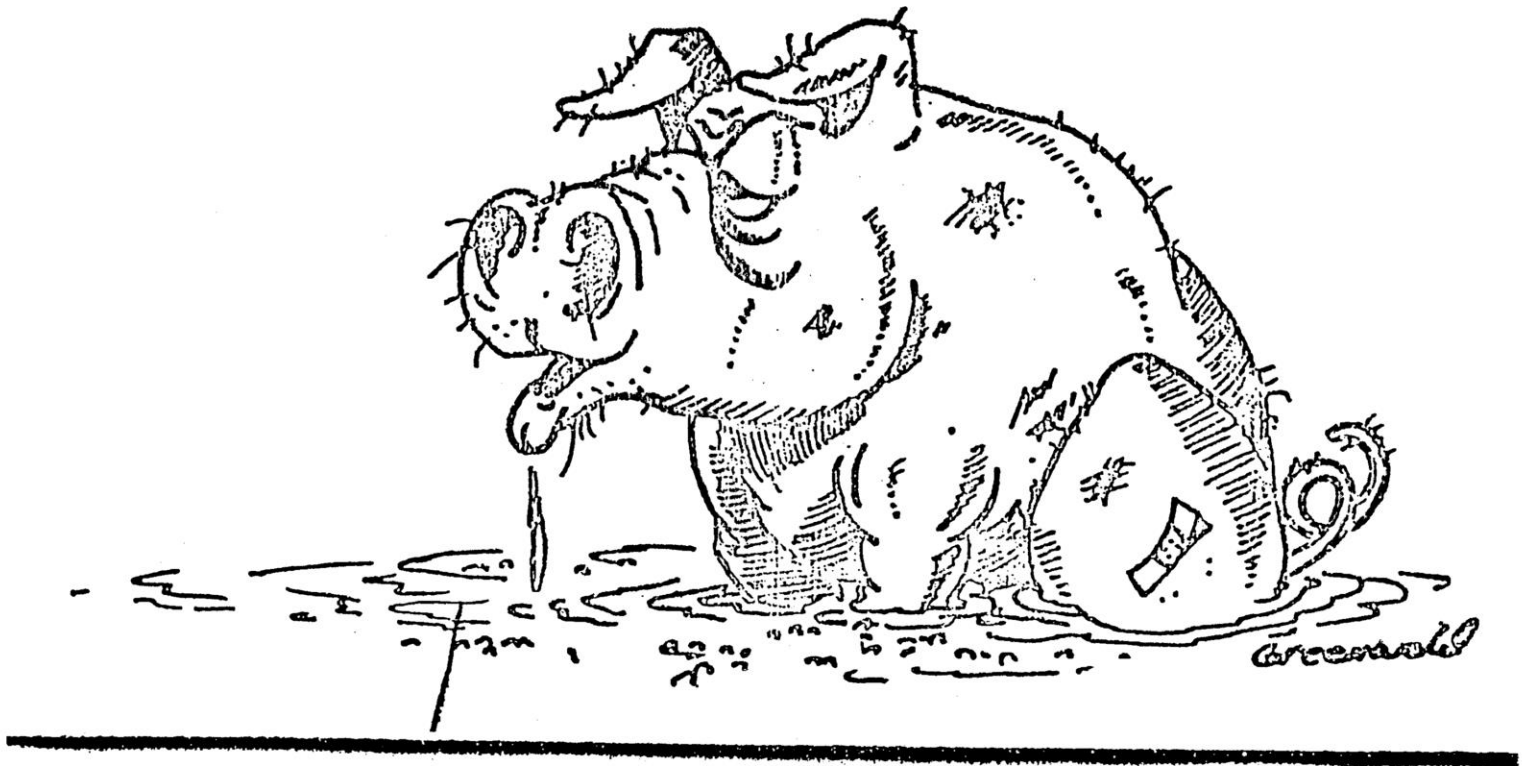
--and--

BOARD ROOM - PORT OF *****



"Frankly, it's no better or worse than any other form of government."

Never try to teach a pig to sing,
it wastes your time and it annoys the pig.



- The **Commissioners** are responsible for putting the correct wheels on the Wagon and the inappropriate wheels in the Wagon.

