



Port Management Structures

Effecting Business in Public Ports

AAPA Commissioners Seminar
May 17 – 19, 2011
Biloxi, MS



Alabama Port Authority Structure

- Authority Established Under Legislative Act (2000)
- Established Board of Directors
 - 8 Appointed Members + 1 Ex Officio Member
 - Appointed Members Serve Staggered 5 Year Terms
- Provides for Effective Board & Staff Relations
- Allowed Port Director to Develop & Implement a Professional & Stable Port Management Structure
- Applied Business Practices to Capital Projects, O&M and Financial Management Decisions
- Restored Continuity in Financial Management
- Established Continuity in Strategic Planning



Alabama Port Management Structure

- Director & CEO
 - Oversees All Port Operations, Investments, Financial Performance
 - Serves at the Pleasure of the Board of Directors
 - Serves as a Buffer Between Board Members & Staff
- Senior Management Team Oversee Business Segments, Administration, Engineering and Program Management and Community Relations
 - Serves at the Pleasure of the Director / CEO
 - Additional Buffer Between Board Members & Staff
- Employee Base Comprised of Professional Port Sales and Management Contracts, State Civil Service (Merit System) and Organized Labor



Alabama Port Board Responsibilities

- Set Policy
- Advise on General Business Practices
- Stay Current
- Ensure CEO “Stays within Boundaries”
- Listen and Offer Honest Reaction
- Guard Against Conflicts of Interest
- Handle the Politics
- Allow Management to Handle the Business / Customers
- Serve as Ambassador for the Port
(Business, Community, State and Nation)



Alabama Port CEO Responsibilities

- Recommend Policy to the Board
- Keep Board Advised and Current on Port's Overall Financial and Business Conditions
- Stay Current
- Ensures Members "Stay within Boundaries"
- Listen and Offer Honest Reaction
- Guard Against Conflicts of Interest
- Lead Management & Employees
- Transact Business / Handle the Customers



The Board's Balancing Act

- Better Board Members?
 - Maritime Executives / Business Executives / Political Donors / Non-Business Interests
 - Bridging Differences / Finding Common Ground Amongst Members' Divergent Interests
- Discerning Between Policy Directives & Micromanagement
- Managing Perceived or Real Conflicts of Interests
 - How Effective are the Rules?
 - Agreed Upon Methods of Dealing with Conflicts of Interests
- Public vs. Private Discussion of Port Business Matters



The CEO's Balancing Act

- Discerning Between Policy Directives & Micromanagement
- Managing Perceived or Real Conflicts of Interests
 - How Effective are the Rules?
 - Agreed Upon Methods of Dealing with Conflicts of Interests
- Public vs. Private Discussion of Port Business Matters
- Navigating Politics



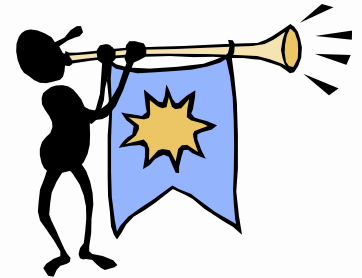
Working Together in Other Ways

- **Public Education**
 - Mobile v. State Entity Perceptions – Fostering Public Understanding of Port's Hinterland Impacts
 - Board Members and Director are Port Ambassadors / Speakers' Bureaus
- **Marketing & Business Development**
 - Working in Concert on Business Development
- **Political Initiatives**
 - Working in Concert with Federal / State / Local Administrations
 - Working in Concert with Legislators / Policy Makers
 - Building Political Capital



Board & Management - Making it Work!

- Clear Understanding of Our Respective Roles
- Communication
- Continuity of Purpose
- Shared Principals for Sound Management





Port Management Structures

Effecting Business in Public Ports

Tim Parker, ASPA Board Chairman
Jimmy Lyons, ASPA Director & CEO

THANK YOU!