AAPA EXECUTIVE MANAGEMENT CONFERENCE

Saddlebrook Resort
Wesley Chapel, FL
May 1-5, 2017
Board Management Relations
Board Management Relations

Two Parties involved in the Relationship

The Board

The Management
Responsibility of the Board
Responsibility of the Board

• Set Policy
Responsibility of the Board

- Set Policy
- Hire the Executive Director
Responsibility of the Board

- Set Policy
- Hire the Executive Director
- Approve the Budget
Responsibility of the Board

• Set Policy
• Hire the Executive Director
• Approve the Budget
• Approve the Strategic Plan
• Approve the Capital Budget
Responsibility of the Board

- 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
Responsibility of the Executive Director

- Hire Staff
Responsibility of the Executive Director

• Hire Staff
• Strategic Plan
Responsibility of the Executive Director

- Hire Staff
- Strategic Plan
- Budget
Responsibility of the Executive Director

- Hire Staff
- Strategic Plan
- Budget
- Capital Improvement Program
Responsibility of the Executive Director

- 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
All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
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- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions
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- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions
- Media training
All Commissioners Need to be Informed:

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

- Briefing on port powers and legal requirements
- Update on the current “problems”
New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”
- Organization chart & introduction of staff
New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”
- Organization chart & introduction of staff
- Tours of facilities and introduction to tenants
Manager Faux Pas

• Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
Manager Faux Pas

• Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
• Lie to a Commissioner
Manager Faux Pas

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• Lie to a Commissioner
• Inform only a few Commissioners
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
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
Manager Faux Pas - continued

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• Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
Manager Faux Pas - continued

• Be active in Commission elections
• 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
Manager Faux Pas - continued

- Be active in Commission elections
- 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
Executive Director’s “Should Do” List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
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- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact date
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- Provide historical, operational, and financial impact date
- 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
What did I leave out that you want to discuss?
What did I leave out that you want to discuss?
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--
“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.