

PORT OF FRIDAY HARBOR

POSITION DESCRIPTION

February 15, 2017

Job Title: Executive Director

Reports to: Port Commission

Principal Purpose of Job: Directs and is responsible for the overall operation of the Port of Friday Harbor including fiscal management, personnel administration, public relations, risk management, short and long range planning and implementing the Port Commission's strategic plan for the Port District. Monitors and evaluates the performance of the Port's operations to ensure it is in compliance with the Port's mission and the Port Commission's policies and goals.

Level of Authority: The Executive Director (aka Port Director) reports directly to the Port Commission with performance reviewed for adequacy of professional judgment, compliance with policies and statutes and achievement of results consistent with objectives. Encourages autonomy and accountability for all levels of Port staff. This person leads by example in a positive manner with excellent listening skills and acceptance of others' input.

Decisions may have substantial impact on public safety, Port insurance ratings, legal liabilities, public relations, costs and employee motivation and performance. Receives direction from the Port Commission in public meetings and is specifically guided in level of authority by the Port's Delegation of Authority, as adopted or amended by the Commission.

Work Environment: Work is primarily performed indoors in offices or meeting rooms. Some work is performed outdoors at the marina, airport and job sites of construction projects, with exposure to all the weather conditions and hazards of these sites. Overtime and evening meetings may be required.

Essential Job Functions:

1. Organization success is achieved by inspiring and motivating staff success. Manage and develop Port staff to ensure the operational success of Port services and the professional development and satisfaction of the staff. For the staff, set clear goals and objectives and regularly measure performance against them. Ensure authority is appropriately delegated; staff is performing at optimal levels while being offered personal development and professional challenge. Be a team builder and a team player.
2. Work with the Port Auditor to ensure the long term financial success of the Friday Harbor Port District; always improving income versus expense efficiencies; staying financially competitive and adapting to changing market conditions and opportunities; while providing all required/requested financial reports and filings.
3. Align Port Services to provide top quality customer service in all aspects of Port operations; establishing departmental customer service performance criteria, measuring against these criteria and demonstrating continuous improvement over time.

4. Guarantee that Port Operations meet required regulations, laws and all legal requirements of day to day operations; provide required filings, reporting and documentation as required; ensure Port staff is trained on and understand legal requirements of their duties; regularly work with the Port Auditor to audit performance results and confirm legal obligations are being met.
5. Ensure the Port maximizes the financial benefits from port assets and properties to the benefit of the Port tax payers; provides economic development opportunities to the community; and is seen as a positive contributor to the local community.

Supporting Functions to perform or manage:

1. Establish with management staff the objectives for the Port within the overall goals established by the Port Commission, prepare short and long range plans for the approval of the Port Commission.
2. With the Auditor, prepare short and long-term (5 year) financial projections to inform Port Commission strategic decisions.
3. Hire, ensure proper training, and yearly evaluate performance of management level employees. Encourage growth and training of staff. Maintain good morale and communications within the staff.
4. With the Auditor and input from all management staff, prepare the Port's annual budget and submit to the Port Commission and the County in compliance with state statutes.
5. Determine what issues are appropriate to bring before the Port Commission, prepare the Commission agenda, brief Commissioners on issues as necessary, and ensure there is an official record and history of the Port.
6. Prepare and monitor policies and procedures so there is consistent interpretation of Port Commission expectations and consistent application of policies. Respond to questions or concerns about policy from Port Commission at public hearings.
7. With the financial management team, ensure that the Port maintains accurate financial records and a clear accounting trail for all money received or spent by the Port.
8. Provide oversight of staff to prepare, manage or contract for studies, architectural designs, engineering reports and other information services. Examples: capital improvements, noise analyses, land appraisals, or to determine property values for leases.
9. Provide oversight for staff to investigate grant funding for needed improvement projects and make grant applications where appropriate. Manage the Port's construction projects, including grant preparation, budgeting, monitoring, and documentation.
10. Develop and manage Port properties and facilities for financial return, as outlined in Port policy.
11. With airport staff ensure the airport complies with airport safety and security plans and regulations in accordance with FAA Regulations and Washington State Aeronautics security recommendations. Understand the special requirements of working with the FAA and impacts of timing, costs and processes.
12. Maintain liaison and working relationships with local government, non-profit, state and federal agencies.
13. Work with advisory committees established by or authorized by the Port Commission to maintain positive communications with the community regarding the impact of Port facilities and operations.

14. Negotiate new leases for land, property, and services, with the assistance of appropriate staff.
15. With the Auditor, monitor the Port's insurance needs and coverage.
16. Respond to call-outs at the airport and marina as needed, and perform whatever assistance necessary within level of training and ability. Evaluate the Port's responses to emergency situations and make changes as needed.
17. With the Harbormaster prepare and implement a Port Security Plan to satisfy the United States Coast Guard security requirements for passenger vessels and international vessel clearance.
18. Designate employees responsible for safety and review safety programs.
19. Assume the duties of the Harbormaster and Airport Manager in their absence, to the extent of knowledge and other qualifications; fill in for other staff as availability and abilities allow.
20. Develop marketing and advertising strategy and programs; as necessary contract for advertising.
21. Organize regular meetings of all Port staff for purposes of training and information sharing.
22. Understand government operations—private sector versus public sector—be familiar with the Open Public Meetings Act and due process of restrictions.

Additional Job Functions

The essential functions should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as required, including work in other functional areas to cover absences or relief, to equalize peak work periods, or otherwise balance out the work load and meet the emergency and ongoing needs of the Port District.

Qualifications / Competencies

1. As the public face of the Port in the community, must set a tone of honesty, fairness and open communication.
2. Ability to anticipate future trends and possible revenue streams and work proactively to promote and efficiently run the Port and to move forward proactively in a strategic manner.
3. Desirable to have prior experience with state and federal laws related to Port operations and know how the laws affect this Port District; must acquire knowledge of federal and local laws.
4. Desirable to have prior experience working with non-hub primary airport, and marina operations and management, such as might be acquired through experience as, for example, Assistant Port Director in a larger or similar sized port, airport manager, cruise ship operation manager, resort manager or public utilities manager.
5. Demonstrated prior experience in revenue-producing management and familiarity with the concept of "triple bottom line", taking into consideration the organization's fiscal, social and environmental areas of responsibilities.
6. Desirable to have at least four years of college with emphasis on management and finance.
7. Must have or be able to obtain a valid Washington State driver's license.
8. Must be willing to participate in Washington Public Ports Association conferences and trainings with Port Commission approval.

Physical Capabilities

1. Ability to traverse Port buildings, facilities and properties in the course of every day responsibilities.
2. Ability to maintain visual surveillance of marina and airport facilities and be able to recognize unsafe or undesirable conditions and conditions that are not in accord with Port policies.

Other Capabilities

1. Must have computer and office equipment skills.
2. Must be willing and able to live on an island, to travel by small aircraft and by ferry, to be away from the island overnight, and to participate in ongoing job training as required.
3. Must be willing to work evenings and to respond to emergency call outs as necessary.
4. Must have reading ability sufficient to read legal and technical materials, interpret and apply them to Port businesses.
5. Must have writing ability sufficient to write a variety of business materials, including correspondence and policy and procedure manuals. Must be able to edit written documents from others.
6. Must have oral communications skills to make oral presentations to groups and to maintain excellent relations with customers. Must, on occasion, deal effectively with irate customers or community members. Must have management communications ability and leadership skills.
7. Have a working knowledge of positive human resources practices.
8. Must have or be willing to acquire skills related to the day-to-day operation of a marina.

Compensation Package

- Exempt Position
- Salary Range \$95,000 - \$117,500 - \$140,000 DOE
- Benefits include medical, dental and vision insurance; paid vacation and sick time; participation in State of Washington Public Employees Retirement System and deferred compensation programs

Port of Friday Harbor
Executive Director Applicant Questions

Please respond to each question below and attach your responses to your resume.

1. In your judgment what is the role of the Executive Director in working with the Board of Commissioners? Please provide examples of any experience you may have working with a governing board.
2. Please describe your leadership and management style. Please provide examples of your experience successfully leading, inspiring and directing staff.
3. Friday Harbor is a small and remote community that experiences high levels of seasonal tourism. What about your experience makes you uniquely qualified to succeed in this environment?
4. Please explain your experience, including your role and involvement in each of the following key areas of Executive Director responsibility:
 - a. Fiscal sustainability and integrity
 - b. Strategic planning
 - c. Project management
5. Please explain your experience in economic development and how you think you can contribute to the economic future of the Port of Friday Harbor and of San Juan Island
6. Please describe steps you will take to maintain and improve community trust, respect, and appreciation of the Port as a community resource.