

8975. RESOLUTION 04-04 - AUTHORIZING THE DELAWARE RIVER & BAY AUTHORITY ORGANIZATIONAL STRUCTURE. The Executive Director presented the following Resolutions.

WHEREAS, the Delaware River & Bay Authority (“the Authority”) is the owner and operator of the Delaware Memorial Bridge and Cape May - Lewes Ferry; and

WHEREAS, the Authority has also assumed operational responsibilities for five regional aviation facilities in the States of New Jersey and Delaware; and

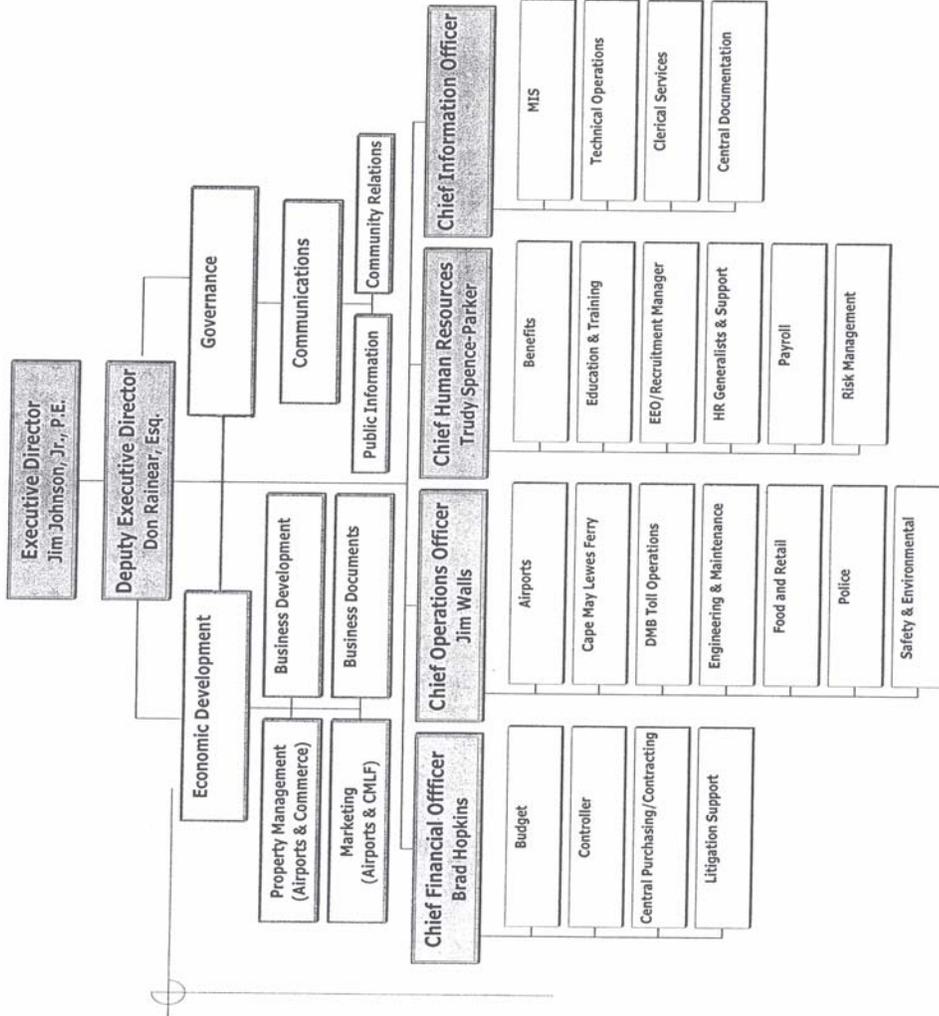
WHEREAS, the Authority owns, operates or controls additional real estate assets in the States of New Jersey and Delaware; and

WHEREAS, it is prudent for the Authority to continually review its organizational structure to ensure that is efficient, cost effective, accountable and in the best interest of the public; and

WHEREAS, the Authority has conducted an extensive review of its operations and responsibilities and determined that the organizational chart attached hereto meets its operational requirements, is efficient, and is accountable to the public served by the Authority; and

WHEREAS, the adoption of this organizational chart is not intended to restrict the Executive Director or his designees from making necessary operational decisions on a day-to-day basis to ensure that the Authority is operated in a safe, economical, efficient, accountable and sustainable manner; and

NOW THEREFORE BE IT RESOLVED, that the Authority hereby adopts the attached organizational chart and job description for the Deputy Executive Director of the Authority.



Delaware River & Bay Authority Organizational Structure

The Deputy Executive Director serves in a key leadership role with the Executive Director together ensuring that the core mission of the Authority is achieved. This position is essential to and has the primary responsibility for all Authority-related economic development within the State of Delaware and the four southern Counties (Gloucester, Salem, Cumberland and Cape May) of New Jersey. In this leadership role, the Deputy Executive Director is also responsible for all communications both internal and external to the organization, and Authority-wide governance matters. The Deputy Executive Director also is responsible for special projects tasked by the Executive Director.

REPORTS TO: Executive Director

DIRECT REPORTS: Staff that are responsible for the following functions,

- Economic Development – Business Development
- Economic Development – Business Document development
- Economic Development – Airport and Cape May-Lewes Ferry marketing
- Economic Development – Property Management (Airports and Commerce facilities)
- Communications – Public Information
- Communications - Community Relations
- Governance

MAJOR ACCOUNTABILITIES: the Deputy Executive Director with staff is responsible for,

- The **Economic Development** mission of the Authority. This broad-based mission includes business development, business document development, marketing for the Airports and Cape May-Lewes Ferry, and property management of our airport and commerce facilities. More specifically those duties include:
 - Development and implementation of an annual economic development strategy and plan. This plan will be presented to the Board and include coordination with other state agencies to maximize effectiveness in accomplishing the Authorities goals. The plan shall also consider the long-term strategy for economic development considering the five-year financial plan.

- Responsible for all economic and business development initiatives of the Authority including participation in all due diligence reviews of projects. The scope of these reviews encompasses all financial, legal, environmental and personnel-related issues. Ensures that all initiatives have been appropriately coordinated with legal counsel. These reviews along with monthly updates will be discussed with the Economic Development Committee, Board and Executive Director.
- Responsible for the negotiations through lease or sale (where appropriate) of assets – airport properties and other commerce facilities such as business parks, commercial facilities and buildings. Develop and coordinate the appropriate resolutions for Executive Director and Board approval.
- Responsible for the development of standard business documents for these asset transactions that ensure efficient utilization of resources.
- Responsible for the management of all airport and commerce facility properties that have been developed through the Authorities economic development mission.
- Develops and implements an effective annual marketing plan for the Authority. This plan details the development and effective execution of business strategies for the Cape May-Lewes Ferry, Airports and commercial properties. Responsible for preparation of an annual budget and evaluation of the programs effectiveness.
- In this leadership role, the Deputy Executive Director is also responsible for all **Communications** both internal and external to the organization.
 - Develop and implement an effective annual communications strategy and plan that reflects positively on the Authority and provides the means and methods for dissemination of information to our employees and the communities we serve. Responsible for preparation of an annual budget and evaluation of the programs effectiveness.
 - Develops, implements and maintains a web site/e-strategy that reflects positively on the Authority and provides viable and valuable information to its key stakeholders.
 - Timely response to governmental agencies, the media, Authority staff and the public regarding issues and news related to the Authority.
 - Develops and coordinates responses to Freedom of Information Act requests.

- Develops an annual community giving strategy and plan, overseeing community contributions, ensuring compliance with Authority policies and procedures and communicates the effectiveness of the program.
- In this leadership role, the Deputy Executive Director is also responsible for all Authority-wide **Governance** matters. Additionally, the Deputy Executive Director will be responsible for the execution of special projects assigned by the Executive Director.
- All key staff positions are filled with committed and capable managers who are dedicated to the success of the Authority and support its mission, vision, values and goals and are held accountable for their performance. Ensures that all key direct report positions are filled with capable and committed individuals, creates and maintains a positive work environment based on performance and accountability.
- Represents the Authority and the Leadership Team at meetings, conferences, professional organizations and public functions.

EDUCATION, EXPERIENCE AND EXPERTISE

Education: A Bachelor's degree in a relevant discipline is required with related advanced coursework and a Master's degree preferred.

Experience: a senior management position in a governmental agency or similarly-situated organization that is multi-faceted with diverse lines of business. Existing relationships with the media and other governmental agencies is desired. A highly-developed ability to communicate and present ideas and information is important. Knowledge of economic development processes in similar governmental bodies is desired.

Knowledge:

- Knowledge of relevant economic, financial, political and governmental trends, conditions, and issues in the states and communities in which the Authority operates.
- Knowledge of the Authority's lines of business, their needs, strengths and markets.
- Knowledge of the primary media and key contacts in the Authority's locales.
- Knowledge of local land-use regulations, policies and procedures.

- Knowledge of effective leadership and management theories, principles, and practices and how to best apply them to ensure the optimal effectiveness of the Authority.

Skills:

- Skilled at making presentations and communicating ideas and information to varied and diverse audiences.
- Skilled at analyzing, developing and negotiating economic development opportunities in conformance with Authority policies and regulations.

EDUCATION, EXPERIENCE AND EXPERTISE (continued)

Abilities:

- Ability to develop effective working relationships with other senior managers, staff, Commissioners, governmental and business leaders, vendors and contractors and private citizens.
- Ability to attract, develop and retain capable and committed staff who are dedicated to the success of the Authority and themselves and support its mission, vision, values and goals.
- Ability to effectively lead and manage others and create and sustain a positive work environment that enables staff to achieve their potential and the Authority to achieve its objectives and goals.
- Ability to effectively manage one's own professional needs and priorities while balancing them with personal needs and priorities.
- Ability and willingness to be a key contributor to the Leadership Team and to be able to assume the role of situational leader when necessary and appropriate.
- Ability to present ideas and effectively communicate with all of the Authority's key stakeholders in both an oral and written form.

Chairman Parkowski stated that he worked closely with Vice-chairman Wallace in this matter and called for action on the Resolution.

A motion to approve Resolution 04-04 was made by Commissioner Koebig and seconded by Commissioner Pessagno.

Commissioner Patterson responded to the Chairman's request for comments on the resolution and stated his objection to the fractionalization of airports management and direction in the proposed reorganization. He noted that both the Executive Director and

Chairman had been advised of his questions on the plan and stated that the opportunities all the DRBA airports presented to their local communities should not be wasted or diluted.

A roll call vote was taken. With 9 yes votes and 1 no vote from Commissioner Patterson, Resolution 04-04 was approved.