



# DOWNTOWN LONG BEACH ALLIANCE

## DLBA Top 10 Board Roles

1. Determine and annually review the DLBA's mission and values
2. Select President and CEO and perform annual performance reviews
3. Set policies (Program, Finance, Personnel, Management Resources, Systems, Succession)
4. Ensure effective DLBA planning for long-term and short-term viability
5. Ensure adequate human and financial resources
6. Determine, monitor, and strengthen the DLBA's programs and services through objective, metrics-based assessment
8. Enhance the DLBA's public image
9. Recruit and orient new Board members
10. Assess Board performance

## DLBA Board Responsibilities

1. **Find a Buddy!**  
Involve one community member in a Committee, Task Force, or DLBA project
2. **Be Involved!**  
In addition to attending Board meetings, join a Task Force or Committee
3. **Know the Plan!**  
Be able to share the strategic plan's key priorities with community members and answer the question "What great projects is DLBA working on?"
4. **Enjoy Events!**  
Attend DLBA special events  
(For example: Taste of Downtown, Summer and Music concerts, and New Year's Eve)

**Can't get enough?** Here are some other ways to contribute to the success of Downtown Long Beach:

- Hold an area meeting or mixer
- Forward DLBA e-newsletters and Board information to community members
- Identify possible sponsors to support DLBA's programs and services

## **Additional Information on the Roles and Responsibilities of the DLBA Board**

### **I. The Role of the Board of Directors**

#### **A. Governance vs. Management**

- The Board operates at the “what” level
- Management operates at the “how” level
- Board develops policy and makes decisions that affect the organization as a whole
- Management makes decisions that affect individual programs, services, and people
- Boards establish the framework in which the President and CEO can lead and manage the programs, services, and people.

#### **B. Board Members as Policy Makers**

The purposes of building policies are the following:

- Inform everyone of Board intent, goals, and aspirations
- Prevent confusion among Board members, staff, and the public
- Promote consistency of Board action
- Eliminate the need for instant (crisis) policy making
- Reduce criticism of the Board and management
- Improve public relations
- Clarify Board member, executive, and staff roles
- Give management a clear direction from the Board

All proposed policies should be tested to consider if they meet the following criteria:

- Really necessary for good operation of the DLBA
- Consistent with our mission statement
- Within the scope of Board authority
- Consistent with local, state, and federal law
- Compatible with other Board policy decisions
- Practical
- Broad enough to cover the subject completely
- Enforceable

#### **C. A Good vs. a Great Board member**

<b>Good Board members . . .</b>	<b>Great Board members . . .</b>
Show up and fill a seat	Are DLBA Advocates
Say as little as possible or gossip	Push for decisions and actions
Not interested in learning	Seek to learn at every meeting
Not interested in the team	Want strong members
“Don’t hold me accountable”	Want results and accountability
Doing this because it looks good	Deal with conflict and move on
Serve a term and get out!	Want to grow and contribute
Stay on forever (doing next to nothing)	Want to be around Winners

## **II.. Board Officers**

### **A. Officer Job Descriptions**

#### **The Chair**

The Chair will collaborate with the executive to prepare Board meeting agendas, preside at Board meetings, appoint committees and committee chairpersons, sign official documents requiring signature, and may represent the Board in public and official capacities as instructed by the Board. The Chair will also:

- Chair the Executive Committee
- Act as liaison between Board and executive
- Encourage the Board to do long-range planning
- Assist Board members to build their Board skills
- Act to discipline Board members who violate standards of the Board
- Encourage all Board members to participate in Board activities
- Ensure that all Board members' views are represented in Board meetings

#### **The Chair Elect**

The Chair Elect will preside at Board meetings in the absence of the Chair and assume the office of Chair when the Board determines that the Chair can no longer serve. The Chair Elect also assumes the office of Chair after the completion of the one-year term. The Chair Elect will also:

- Serve on the Executive Committee
- Work with the Chair to be prepared to assume the office of Chair
- Manage special assignments as requested by the Chair

#### **The Secretary**

The Secretary will oversee the records of the Board, including the meeting minutes, the charter, and any historical documents. When required, the Secretary will also sign notes, contracts, and other official agreements on behalf of the DLBA and at the direction of the Board. The Secretary will also:

- Serve on the Executive Committee
- Ensure that official documents are safely passed on to the next Secretary
- Research DLBA records when necessary for the Board's information

#### **The Treasurer**

The Treasurer will oversee but not manage the financial records of the DLBA and ensure that the Board regularly receives good reports of the financial condition of the DLBA. The Treasurer will also:

- Serve on the Executive Committee
- Attend Financial Committee meetings
- Assist the Board to understand the annual budget before approval
- Ensure that the Board arranges for an annual audit of the books

### **III. President and CEO Responsibilities**

For the Board of Directors:

- Develops and recommends to the Board specific, written, long- and short-range plans for the development of DLBA programs and services
- Maintains appropriate communications with the Board and various Board committees, keeping them informed
- Interprets trends in the fields of service in which the DLBA is engaged, by maintaining involvement in the professional field of Downtown management
- Assists with orientation and training programs for the Board

For the DLBA staff:

- Supervises and directs key staff in the performance of their duties
- Evaluates the performance of key staff members
- Provides overall control of direction for the personnel of the DLBA, including active participation in or approval of personnel actions

In the area of Planning:

- Evaluates the programs and services provided by the DLBA in relation to specified goals and standards, and recommends modifications where appropriate
- Recommends new programs to the Board

In the area of Finance:

- Prepares DLBA budgets and is accountable for control of resources once approved
- Directs all financial operations of the DLBA

In the area of Stakeholder Relations and Public Relations:

- Manages all stakeholder outreach activities, including coordinating Board activities
- Interprets the function of the DLBA to the community by assisting the Board, through direct involvement and through public relations programs, including personal contact, descriptive program literature, and the media

In the area of Interagency Relations:

- Maintains appropriate relations with other professional and service groups in the community
- Maintains appropriate relations with federal, state, and local government units
- Maintains appropriate relations with other business-, property-, or community-based improvement organizations and their related organizations

In the area of DLBA Operations:

- Recommends policies to the Board and/or assists the Board in the formulation of policies for the effective and economical operation of DLBA and its programs and services
- Ensures implementation of the policies adopted by the Board
- Has chief administrative responsibility for the maintenance of agency facilities and regular reporting to various bodies
- Carries chief staff responsibility to ensure that legal obligations of the DLBA are met

#### **IV. Relationship of Board and President and CEO:**

- Good management is recognized as one of the key factors in the success of the organization. The Board reserves the authority to establish policies, approve plans and programs, and delegate authority to the executive.
- The Board will approve policies and long-range plans and programs for the DLBA and delegate authority to the executive to carry out the policies, plans, and programs. The executive will be responsible for hiring capable personnel within the limitations of Board policy and budget constraints, determining the appropriate compensation, training, supervising, disciplining, and terminating if necessary.
- Board members will refrain from individually discussing management and personnel issues with DLBA personnel other than the executive director. The Board, in consultation with the executive, may confer with key personnel at regular or special meetings of the Board.
- Authority for management of the DLBA will be through the Board of Directors to the executive, then to other personnel. The Board will require full and timely information from the executive concerning pertinent matters that relate to the management of the DLBA.
- The Board recognizes that efficient management of the DLBA can exist only through mutual understanding and cooperation between the Board and the executive. The Board also recognizes that the executive is accountable to the Board to show results, but the executive cannot perform well and show good results if not given the latitude to exercise independent judgment in executive Board policy. Therefore, the Board grants latitude of judgment and discretion and expects full accounting of performance from the executive.
- The Board recognizes its position as the employer of the executive and will be responsible for the systematic annual evaluation of the executive's performance. The evaluation will be for the purpose of improving the executive's performance and to provide a basis for consideration of the executive's salary for the next year.

For further information, please refer to the DLBA Bylaws and Code of Ethics and Conduct.