

# Strategic Plan Foundational Goal: Organizational Success

November 19, 2020



Meeting Purpose:

Discuss and finalize the  
strategies for the  
**Organizational Success**  
Foundational Goal



# Organizational Success Foundational Goal Statement



Create and sustain a transparent and internally aligned culture that successfully implements the Port's Strategic Plan.

Foundational Goal statement as presented on September 24:

*Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.*

# Organizational Success Draft Strategies



## OS-1

- Ensure that the Strategic Plan becomes the day-to-day roadmap for Port Commission and Port staff decisions and actions.

## OS-2

- Create and maintain alignment within the organization on Port governance, policies, and priorities.

## OS-3

- Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.

## OS-4

- Plan, design, and construct new Port work space.

## OS-5

- Protect the public's investment in all Port assets.

# Organizational Success Strategy OS-1

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Ensure that the Strategic Plan becomes the day-to-day roadmap for Port Commission and Port staff decisions and actions.



# Strategic Plan Governance Cycle



Year #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040

## Foundational Purpose (10-20 Year Outlook)

**Mission**

**Values**

*Mission and values are reviewed during every Strategic Plan update*

## Financial Forecast (10-year outlook)

<b>Financial Forecast</b>	<b>Future Financial Forecast</b>
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*The financial forecast is updated annually to retain a rolling 10-year outlook.*

## Strategic Plan (5-year plan with a 10-year outlook)

<b>Strategic Plan</b>	<b>Future Strategic Plan Updates</b>	<b>Future Strategic Plan Updates</b>	<b>Future Strategic Plan Updates</b>
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*Goals and strategies, which are rooted in the Port's stated Mission and Values are the key part of the Strategic Plan.*

## Action Plan (1-year plan with a 2-year outlook)

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*The Action Plan details tactics that support the implementation of the Strategic Plan. It is updated annually in concurrence with the annual budget.*

## Annual Budget and Comprehensive Scheme of Harbor Improvements (CHSI)

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*The budget and CHSI are statutory requirements that are updated each year and incorporates direction provided by the Strategic Plan*

# Strategic Plan Incorporation Sequence



Year # Year	2021				2022				2023				2024				2025			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Plan Adoption (2021-2025)	■																			
Plan Integration	■																			
Plan Update (2026-2030)																	■	■	■	■
Plan Update Adoption																				■
Action planning (staff)	■				■				■				■				■			
Budget & CHSI Planning		■				■				■				■				■		
Budget development with Actions			■				■				■				■				■	
Budget & CHSI adoption				■				■				■				■				■
Prepare annual reviews				■				■				■				■				■
Annual reviews					■				■				■				■			
Update actions and resource allocation					■				■				■				■			

# OS-1

Ensure that the Strategic Plan becomes the day-to-day roadmap for Port Commission and Port staff decisions and actions.



## **DRAFT Supporting Actions**

- Adopt an annual schedule for reviewing progress on the goals of the Strategic Plan that incorporates into the annual budget process.
- Adopt methods to ensure that the Port's Strategic Plan goals and vision are integrated into day-to-day decision-making.

## **Success Metrics**

- Annual schedule developed and adopted.
- Method to institutionalize schedule implemented.
- Identify internal team to facilitate incorporation.
- Year-end 2021 reviews based on staff objectives from the Strategic Plan.
- The 2022 budget is based on anticipated actions to advance the Strategic Plan Foundational Goals.

## OS-1

Ensure that the Strategic Plan becomes the day-to-day roadmap for Port Commission and Port staff decisions and actions.

# Organizational Success Strategy OS-2

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Create and maintain alignment within the organization on Port governance, policies and priorities.



## OS-2

Create and maintain alignment within the organization on Port governance, policies, and priorities.



### **DRAFT Supporting Actions**

- Continue to take the necessary steps to fully transition the Port's staffing plan distinct from The Northwest Seaport Alliance.
- Continue to define and clarify the appropriate roles for the staff in their management role and the Commission in their governance role.
- Port procedures and related documents will be kept current, well-organized, and easily accessible.
- Align staff performance measures with the adopted Strategic Plan and Action Plan enabling staff to understand their role on the team.

## OS-2

Create and maintain alignment within the organization on Port governance, policies, and priorities.

# Organizational Success Strategy

## OS-3

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Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.



## OS-3

Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.



### **DRAFT Supporting Actions**

- Develop a property tax policy to guide the Port on the long-term use of property taxes.
- Review and update the Port's financial investment policies and performance metrics.
- Continue to focus on articulating year-over-year financial performance.
- Monitor Port investment decisions to validate alignment with Port goals and that they achieve the Port's expected rates of return.
- Develop a financial strategy to increase year-over-year growth from non-licensed Port assets.

### **Success Metrics**

- Meet projected budget metrics.

## OS-3

Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.

# Organizational Success Strategy OS-4

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Plan, design, and construct  
a new Port work space.



# 2018 Workplace Needs Assessment



## OS-4

Plan, design, and construct new Port work space.



### **DRAFT Supporting Actions**

- Update the 2018 Workplace Needs Assessment considering post-COVID operations, opportunities for shoreline public access, and other potential complementary uses.
- Identify and evaluate space alternatives and determine a preferred alternative.
- Develop a plan of finance for potential construction of new space for Port staff.

### **Success Metrics**

- Final decision in 2021 on a new Port work space.
- Adoption of the architectural program statement.
- Adoption of the plan of finance and necessary budgetary amendments.

## OS-4

Plan, design, and construct a new  
Port work space.

# Organizational Success Strategy OS-5

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Protect the public's  
investment in all Port assets.



# Examples of Port-Controlled Assets



## OS-5

Protect the public's investment in all Port assets.



### **DRAFT Supporting Actions**

- Develop an asset management program for non-licensed Port properties and assets.
- Work within the construct of the NWSA when developing the asset management program.
- Partner with appropriate agencies to ensure the federally-designated channels are navigable to all waterway dependent businesses in the Tideflats.

### **Success Metrics**

- Initiation of assessment and planning in 2021 for the asset management program.
- Adoption of an asset management program and corresponding budget amendments by 2022.

## OS-5

Protect the public's investment  
in all Port assets.

# Organizational Success Review



## **Foundational Goal:**

Create and sustain a transparent and internally aligned culture that successfully implements the Port's Strategic Plan.

**OS-1** Ensure that the Strategic Plan becomes the day-to-day roadmap for Port Commission and Port staff decisions and actions.

**OS-2** Create and maintain alignment within the organization on Port governance, policies, and priorities.

**OS-3** Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.

**OS-4** Plan, design, and construct a new Port work space.

**OS-5** Protect the public's investment in all Port assets.



December 3:

- **Economic Vitality** strategy review
- **Mission and Values** statement review

December 17:

- **Community Connections** strategy review

# Questions?? and Next Steps