

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

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)

Financial Forecast

Future Financial Forecast

The financial forecast is updated annually to retain a rolling 10-year outlook.

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

Strategic Plan

Future Strategic Plan Updates

Future Strategic Plan Updates

Future Strategic Plan Updates

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

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

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

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

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:

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December 3:

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

December 17:

- **Community Connections**
strategy review

Questions?? and Next Steps