

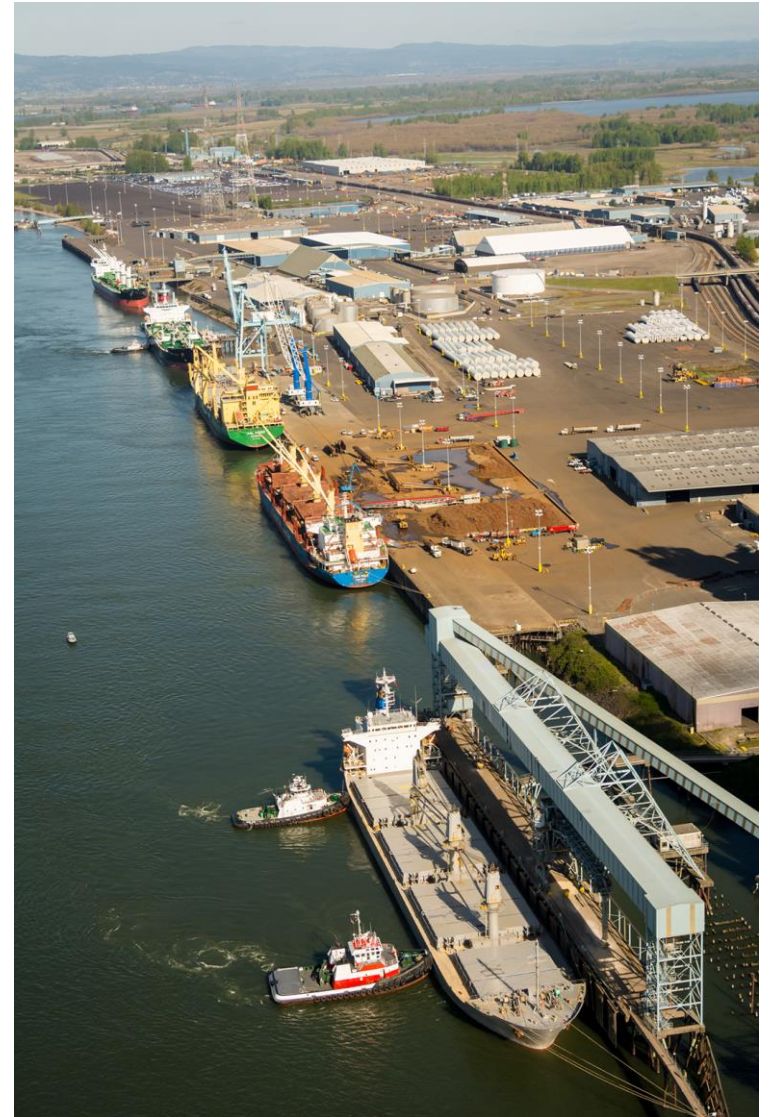


WORKSHOP STRATEGIC PLANNING

October 24, 2017

HISTORY

- The Comprehensive Scheme of Harbor Improvements Plan was the port's first planning document
- The port created its first strategic plan in 1985; updates have been made as necessary
- The last update to the current strategic plan was in 2015



WHY NOW?



- Many of the projects in the current strategic plan are nearing completion
- The port is concluding a phase of major investment in infrastructure projects
- The port continues to evolve

OBJECTIVES

- Provide policy direction and continuity for future planning
- Provide a clear road map to staff, tenants, partners and the community - what we do, why we do it, and how we do it
- Ensure that the port's initiatives and annual budget priorities align with its mission and values

OBJECTIVES

Guide annual budgeting process and integrate all port planning documents:

- Annual operating budget
- Capital budget
- Sustainability plan
- Port branding plan
- Department goals
- Annual work plans
- Employee performance evaluations



PROCESS

- Competitive RFP was issued; 10 consultants responded
- Maul Foster & Alongi (MFA) was selected as the most qualified consultant
- Emphasis on employee involvement – staff will be instrumental in guiding and implementing the plan
- Meaningful and inclusive community outreach
- Use of marketing and economic trend research

STAKEHOLDER INVOLVEMENT

- Partnering agencies
- Regional employers
- Tenants
- The community
- Neighborhood associations
- Port employees
- Legislative leaders
- Tribal partners
- Labor unions



What is Strategic Planning?

Strategic planning for public ports is...

developing true **alignment** on multi-year priorities and effectively **institutionalizing** them

“We don’t like their sound, and guitar music is on the way out”



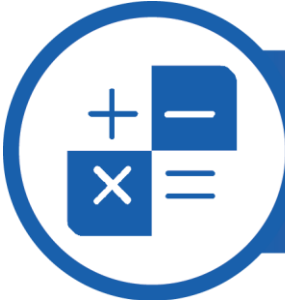
Decca Recording Co. rejecting the Beatles, 1962

Why does the Port exist?

WHY may be more important than WHAT or HOW.

“Some people see things that are and ask, why? Some people dream of things that never were and ask, why not? Some people have to go to work and don’t have time for all that.”

Your Perspective



Data & Analysis

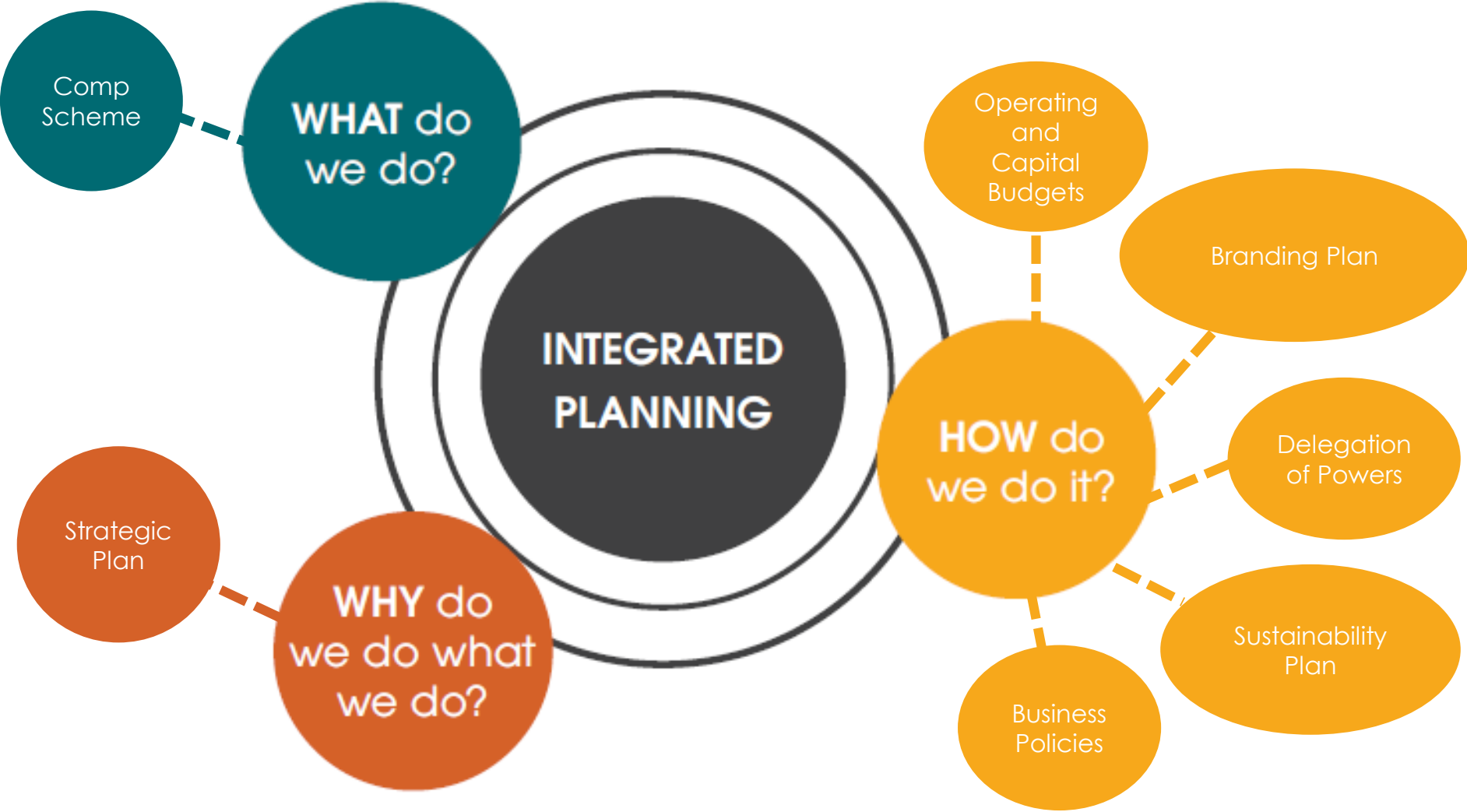
Looking Back



Vision

Looking Forward

The Value Beyond Alignment



Keystone Documents

Required by Law

- Annual operating and capital budget
- Tax levy (if utilized)
- Comprehensive Scheme Harbor Improvements

Best Management Practices

- **Strategic Plan (Action Plan)**
- Multi-year financial forecast for operating and capital
- Financial guidelines or business practices
- Business policies
- Delegation of powers
- Sustainability plan
- Branding plan
- Marketing plan
- Personnel policies
- Others

Current Strategic Plan

Vision

Mission

**Corporate
Values**

**Operational
Values**

**Safety
Values**

**Environmental
Values**

**Industrial
Goal**

**Marine Cargo
Goal**

**Destination
Goal**

**Multi-Modal
Goal**

**Financial
Goal**

**Revenue
Initiative**

**WVFA
Initiative**

**Centennial Industrial
Park Initiative**

**Freight Corridors
Initiative**

**Terminal 1
Initiative**

**Columbia Gateway
Parcel 3 Initiative**

Initiatives & Goals



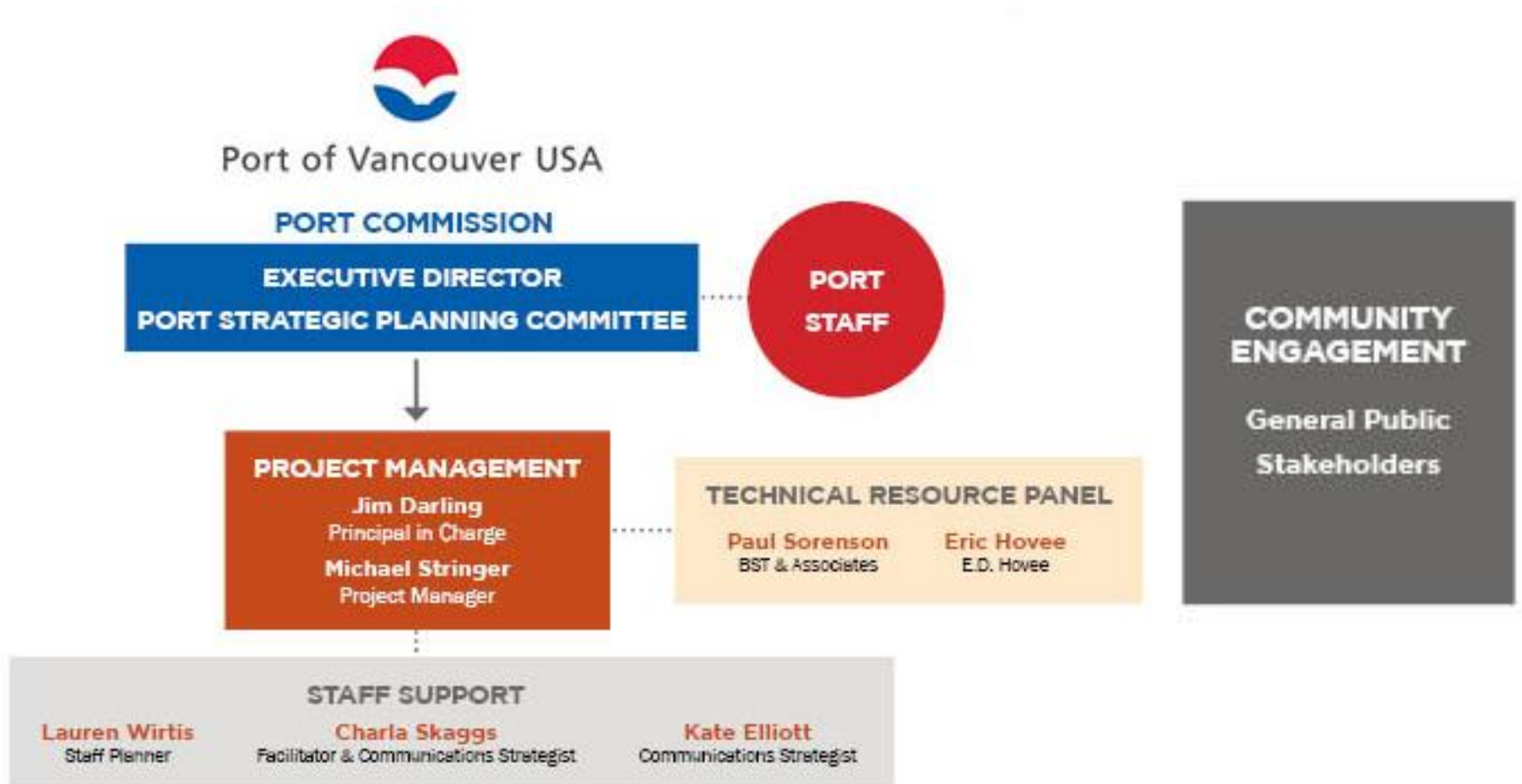
Architecture of Strategic Planning



Challenges in Strategic Planning

- Jumping over the WHY to the WHAT
- Thoughtful community & stakeholder engagement
- Projects and initiatives are complicated
- Uncertain future
- Conflicts in governance and/or management
- Trying to wordsmith in group settings

Project Structure



The Approach

2017

AUG SEP OCT NOV DEC

PHASE I - Initiation & Planning

- Commissioner Input
- Stakeholder Input
- Port Staff Input
- Market Research
- Design Communications and Outreach Strategy
- Establish Phase II Process

2018

JAN FEB MAR APR MAY

PHASE II - Plan Development

- Conduct Community Outreach and Engagement Process
- Stakeholder Engagement
- Strategic Plan Development
- Strategic Plan Adoption

WHAT'S NEXT?

- Interviews with Commissioners and port leadership – October 24 and 25
- Staff work sessions – November 7 and 8
- Interviews with stakeholders – Late 2017
- Workshop with Commissioners and Commissioner-Elect – December 14



QUESTIONS?