



SPECIAL COMMISSION WORK SESSION

MAY 1, 2017

12:00 PM – 4:00 PM

Percival Plaza
626 Columbia Street NW Suite 1B
Olympia, Washington 98501
www.portolympia.com

The meeting agenda is available on the Port's website as of April 25, 2017.

<http://www.portolympia.com/commission>

*****PLEASE SILENCE YOUR CELL PHONES*****

- A. CALL TO ORDER (*Dialogue with the public may be taken at the discretion of the Commission President*)
1. Commission and Management Team Work Session Follow Up (60 Mins) – Wendy Fraser
 2. Commission Priorities Discussion (180 Mins) – Wendy Fraser & Mike Reid
- B. ADJOURN

Further information at www.portolympia.com or call Jessie Bensley at 528.8014



COMMISSION MEETING

<u>BRIEFING DATE/TIME:</u>	May 1, 2017
<u>DEPARTMENT:</u>	Executive
<u>STAFF CONTACT:</u>	Jessie Bensley, Executive and Commission Coordinator Telephone: 360.528.8014 Email: jessieb@portolympia.com
<u>TOPIC:</u>	Commission & Management Team Work Session Follow Up
<u>PURPOSE:</u> <i>Check all that apply</i>	<input checked="" type="checkbox"/> Information only <input type="checkbox"/> Decision needed <input type="checkbox"/> Follow up from previous briefing
<u>BACKGROUND & OVERVIEW:</u>	
Dr. Wendy Fraser, Fraser Consulting facilitated the March 29 th and 30 th work session. Dr. Fraser will briefly review the progress made at the work session, check in on how things are going, discuss when and how to consider the rest of the proposed topics that the group generated on the second day and note next steps.	
<u>DOCUMENTS ATTACHED:</u>	
▪ 3/29/ & 3/30 Approved Special Work Session Minutes	
<u>AFFECTED PARTIES:</u>	
Commissioners, management team, staff and citizens (everyone).	



SPECIAL COMMISSION WORK SESSION MINUTES

March 29 & 30, 2017

CALL TO ORDER

Commission President Joe Downing called the Special Commission Work Session of March 29, 2017 to order at 10:12 a.m. at the Alderbrook Resort (*Olympic West Room*), in Union WA.

Present: Commissioners Bill McGregor, Joe Downing and E.J. Zita.

Staff: Executive Director Ed Galligan, Human Resources & Administrative Manager Jeri Sevier, Executive and Commission Coordinator Jessie Bensley and Meeting Facilitator Dr. Wendy Fraser, Fraser Consulting.

Others: None.

Meeting facilitator Dr. Wendy Fraser went over the agenda for the work session.

Long Check-in:

Dr. Fraser, Commissioners Bill McGregor, Joe Downing and E.J. Zita and Executive Director Ed Galligan each gave personal backgrounds going back to early childhood showing the impact on how they show up as leaders. They also shared where each other came from, family systems, significant experiences they have had and the meaning they make of those experiences to help be more conscious leaders.

Lunch Break

Conscious Use of Self Exercise and Associated Tools:

Dr. Fraser, Commissioners Bill McGregor, Joe Downing and E.J. Zita and Executive Director Ed Galligan explored communication and interpersonal tools to strengthen ability to understand each other better.

Take Aways:

- During meetings, if a break is needed, call for something like a “Point of...personal privilege” if a short conversation is needed with someone or a personal break is necessary.
- Core principles: Clear, respectful, and civil communication (with everyone – ourselves and our citizens).
- All citizens will be treated consistently and fairly, regardless of their perspectives.
- If there is email or contact from a citizen: it’s important to be responsive, “I hear you” – empathize; work on a unified responses; and honor Port job descriptions and expertise.

5:00 PM – Break

6:00 PM – Dinner

The following director team members joined for dinner: Director of Environmental Programs Rachael Jamison, Senior Business Development Manager Mike Reid, Harbor Director Bruce Marshall, Finance Director Jeff Smith, Harbor Director Bruce Marshall, Airport Director Rudy

Rudolph, Engineering Director Bill Helbig, Marine Terminal Director Len Faucher, Communications, Marketing & Outreach Manager Jennie Foglia-Jones, Executive and Commission Coordinator Jessie Bensley and Meeting Facilitator Dr. Wendy Fraser.

Homepage Activity Exercise:

Dr. Fraser asked everyone to participate in an exercise to get to know each other at a deeper level. Everyone created a homepage regarding their background and presented their information to the group.

March 30, 2017

8:30 AM, Morning Check In

Dr. Fraser talked about trust while gathering feedback around the table which created several open discussions using real examples of current practices.

Group activity:

The team brainstormed areas that need agreements to help improve working together.

The following areas were discussed at length and agreed to by all members of the team:

- **Commission meetings and meeting preparation:** Staff prepares the meeting materials in advance to all meetings. Commissioners are encouraged to ask staff questions in advance of meetings so staff doesn't feel stumped at the meeting. Staff is encouraged to share all information with the Commission so everyone is informed, prepared and has the same information. Commissioners may announce at meetings that they have met with staff and all questions have been answered.
- **Meeting Minutes:** Edits should be made as early as possible (by Friday), email the whole Commission any and all edits.
- **Expectation and role of staff at Commission meetings at Monday & Thursday Meetings:**
 1. Directors can raise hand if they have something to offer and or to clarify or correct misinformation
 2. The Commission President can acknowledge and invite staff to speak
 3. Directors will sit around the table for Thursday meetings – not required but welcome
 4. Consider seat placement at all meetings so everyone can see each other and have good dialogue
- **Hostility of public comments at staff:**
 1. The way Commissioners treat each other sets the tone (lead by example). Support each other and Port staff.
 2. Respectfully encourage respectful behavior and discourage disrespectful comments from citizens.
 3. Principles – comment on ideas or policies - not individual people
 4. Follow the adopted Commission rules and code of conduct
 5. Remind citizens of the rules at the beginning of meetings – Be sensitive – print out guidelines – enhance (Ref. City of Olympia Mayors Statement)

6. Need other avenues for public comment
7. Be consistent on rules with all citizens
8. Begin with reading aloud the written statement prior to public comment at meetings
9. Public comments should be made on meeting agenda items

The following topics were discussed and agreed to be future Commission work session topics:

- Public Inquires process needs to be discussed and clarified – Unified Commission response
- Who should manage the Citizens Advisory Committee (*Commission or Executive Director?*)

Additional topics discussed and noted:

- Seek feedback; sounds and current data; and new perspectives
- Inform – and share timely, relevant information; avoid surprises; be transparent and truthful
- The Pyramid – Remember roles
- Primary purpose of Monday night meetings and work sessions – not scripted
- Professional respect (example - responsiveness timelines at emails/questions)
- Work within Port system to get work done
- Everyone is on the same team and should give consistent information to all Commissioners
- Affirm goals, collaborate, and learn from each other
- Commission meetings should have discussions especially Thursdays...but Mondays too
- Email abundance, use subject headers and combine emails when possible
- Commissioners are encouraged to stop by staff's offices to visit and check-in
- Paraphrase then check accuracy and adjust if needed
- More “check-in” and less gossip
- Declare intensions

The group agreed a summary of the retreat; learning's and agreements made should be presented at the next Commission work session.

Check-Out:

Everyone shared commitments.

ADJOURNMENT

The meeting adjourned at 3:20 PM

PORT OF OLYMPIA COMMISSION

President, Joe Downing

Vice President, E.J. Zita

Secretary, Bill McGregor



COMMISSION MEETING

<u>BRIEFING DATE/TIME:</u>	May 1, 2017
<u>DEPARTMENT:</u>	Executive
<u>STAFF CONTACT:</u>	Mike Reid Telephone: 360.528.8076 miker@portolympia.com
<u>TOPIC:</u>	Commission Priority Setting Discussion
<u>PURPOSE:</u> <i>Check all that apply</i>	<input type="checkbox"/> Information only <input type="checkbox"/> Decision needed <input checked="" type="checkbox"/> Follow up from previous briefing
<u>BACKGROUND & OVERVIEW:</u>	
<p>On March 13, 2017 the Port of Olympia Commission unanimously approved Resolution 2017-03 concerning the Port of Olympia's Strategic Plan.</p> <p>Approval of this resolution affirmed that the Port Commission is committed to creating and adopting a Strategic Plan that provides lasting organizational clarity while having elements that can be adaptable to address change. The Port Commission also desires a Strategic Plan that is an aspirational document that gives guidance to the Port and acts as a tool to communicate to staff, stakeholders, customers, and the community about the role, vision, and focus of the Port of Olympia.</p> <p>Additionally through this resolution, the Port Commission recognized that the strategic planning efforts will continue through the process of setting "Commission Priorities" every two to four years and that the staff will continue to set action plans to support those priorities. The Commission will begin their discussion about setting Commission Priorities at this meeting.</p> <p>The discussion will include a brief review of the adopted resolution, an overview of previously adopted commission goals/priorities, and an exercise on identifying shared priorities.</p>	
<u>DOCUMENTS ATTACHED:</u>	
▪ RESOLUTION 2017-03	

PORT OF OLYMPIA COMMISSION
Resolution 2017-03

**A Resolution, of the Port of Olympia Commission, identifying and memorializing
the elements of a Strategic Plan.**

WHEREAS, the Port Commission is committed to creating and adopting a Strategic Plan that provides lasting organizational clarity while having elements that can be adaptable to address change; and

WHEREAS, the Port Commission desires a Strategic Plan that is an aspirational document that gives guidance to the Port and acts as a tool to communicate to staff, stakeholders, customers, and the community about the role, vision, and focus of the Port of Olympia; and

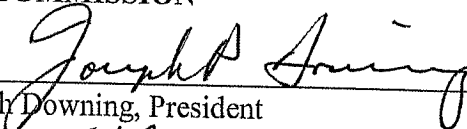
WHEREAS, the Port Commission recognizes that although the strategic planning efforts will continue through the process of setting commission priorities every two to four years after an election cycle and that the staff will continue to set annual action plans, it is our desire to memorialize the elements that make up the core of a strategic plan, such as: Strategic Plan Structure, Identification of Mission Statement, Identification of Vision Statement, Focus Areas and supporting clarifying statements, Values and clarifying descriptors, and Planning and Governance Pyramid.

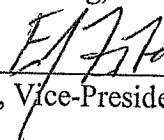
THEREFORE, BE IT RESOLVED that the Port of Olympia Commission adopts the content and material as set forth as Exhibit "A" attached to this Resolution and incorporated herein by such reference is for the purpose of providing a memorializing of our agreement.

THEREFORE, BE IT RESOLVED that the Port Commission now wishes to delegate the authority to the Executive Director for the creation of a Strategic Plan document that memorializes the elements in this resolution to provide a focus to our efforts, clarity to our planning, and information to our stakeholders.

ADOPTED by a majority of the members of the Port Commission of the Port of Olympia, a majority being present and voting on this Resolution at a regular Commission meeting on March 13, 2017, as attested to by the signatures below of the Commissioners physically present this 13th day of March, 2017.

PORT OF OLYMPIA COMMISSION

By: 
Joseph Downing, President

By: 
E.J. Zita, Vice-President

By: Bill McGregor
Bill McGregor, Secretary

PORT OF OLYMPIA COMMISSION
Resolution 2017-03

Strategic Plan Elements
Exhibit A

A Resolution, of the Port of Olympia Commission, identifying and memorializing the elements of a Strategic Plan.

The development of a full Port Strategic Plan will be a multi-step process. The items identified in this exhibit constitute the completion of step one. Recognition must be made that if this exhibit is adopted by the Commission to provide clarity to the strategic planning process that some degree of editing or alteration of word choice may be needed, however every effort to maintain the spirit of each strategic plan element will be observed. Additional clarifying statements may be included in the final document.

Strategic plan elements referenced in the exhibit include the following:

1. Strategic Plan Structure
2. Identification of Mission Statement
3. Identification of Vision Statement
4. Focus Areas and supporting clarifying statements
5. Values and clarifying descriptors
6. Planning and Governance Pyramid

1. Strategic Plan Structure

The Strategic Plan will be a three part document consisting of the primary Strategic Plan and two subsequent addendums: Addendum 1 – Commission Priorities and Addendum 2 – Action Plan.

The primary Strategic Plan is further detailed in this memo. The Strategic Plan is intended to be an aspirational document that gives guidance to the Port and acts as a tool to communicate to staff, stakeholders, customers, and the community at large about the role, vision, and focus of the Port of Olympia.

The intention of this three part plan is to recognize that each component may have a longer or short “shelf life” than one another as identified in Figure 1: Strategic Plan Structure Chart.

This segmenting of the plan was done to allow for flexibility in addressing changing Commission Priorities that may occur over time and the necessary change of tactics to accomplish those priorities, while maintaining a consistent Mission, Vision, set of Values, and focus areas to allow for consistency in operation and understanding. Addendum 1 - Commission Priorities and Addendum 2 – Action Plan will be developed in subsequent actions after the Commission adopts the items identified in step one.

Addendum 1 and 2 will address the following items:

- Commission priorities are focused on desired outcomes associated with the three focus areas and/or the Port’s Values.
- Staff will develop an accompanying “Action Plan” in conjunction with the budget to address and advance the Commission Priorities each year.
- The staff “Action Plan” will identify the tactics to be taken in that calendar year to advance the Commission Priorities.
- Tactics often require Commission approval via the budget process, contract approval, or other Commission authorizing actions.

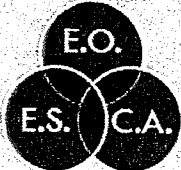
Name of Product	Strategic Plan	Addendum 1: Commission Priorities	Addendum 2: Action Plan
Content	Mission Vision Values Focus Areas Pyramid 	Commission Goals associated with focus areas and/or lenses.	Staff’s annual plan to bring action to the Commission Priorities
Shelf Life	10-20 Years	2-4 years Reconfirm after Elections	Annually – Prepared in conjunction with budget

Figure 1: Strategic Plan Structure Chart

2. Identification of Mission Statement

*Creating Economic Opportunities by Connecting Thurston County to the World
by Air, Land, and Sea.*

3. Identification of Vision Statement

Our vision is to be
A Port that contributes to a more resilient community

4. Focus Areas and clarifying statements

Through the planning efforts and discussions it was identified and agreed that the role of the Port is to create a positive impact in Thurston County in the three following areas:

- *Creating Economic Opportunities*
- *Acting as an Environmental Steward*
- *Creating and maintaining Community Assets*

This concept is routinely expressed in Venn Diagram with the connection to our Vision Statement of “Resilience” identified at the center of the diagram. This is represented in Figure 2: Focus Area Diagram.



Figure 2: Focus Area Diagram

The intention of the focus areas is to communicate that the Port evaluates opportunities in each focus area and strives for the highest degree of overlapping effort but it is agreed that some Port projects or investments may not be perfectly balanced in each area. Example: It is acceptable and reasonable that the Port may move a project forward that is connected to Economic Opportunities and Environmental Stewardship but has little value related to being a Community Asset. A “clarifying statement” for each focus area has been developed to provide consistency and a greater sense of understanding to each of the three areas.

a. Clarifying Statement - Creating Economic Opportunities:

The Port is committed to utilizing its assets and authorities to enhance the quality of life throughout Thurston County by creating, retaining, and growing economic and employment opportunities while providing a competitive value to our customers .

b. Clarifying Statement - Act as an Environmental Steward:

The Port is committed to sustainably managing the natural resources impacted by our activities by complying with environmental regulations and implementing innovative environmental management initiatives.

c. Clarifying Statement - Creating and Maintaining Community Assets:

The Port is committed to providing a benefit to the citizens of Thurston County by creating and maintaining public amenities and infrastructure to support recreational and community use, tourism, and emergency management.

5. Values and clarifying descriptors

Port decision making and priority setting is made with while maintaining the following values:

Accountable · Balanced · Engaged · Innovative · Sustainable

Each value can be defined with a short clarifying descriptors:

- Accountable: Openness, Integrity, Responsive
- Sustainable: Financially Sound, Environmentally Responsible, Socially Engaged and Informed.
- Innovative: Leadership, Risk-Taker, Entrepreneurial, Creative, Dynamic
- Balanced: Diverse values and ideas, Our future and our heritage, Geographical Representation, Success and Impact in the three Focus Areas
- Engaged: Collaborative, Active and visible in the community, Connected to our partners and stakeholders, Fostering two-way communication, Committed to developing successful staff.

The connection of the Port's Values to the Focus Areas is often visually displayed by encircling the Focus Area Diagram with the five values. This is to represent that regardless of the focus area or effort the Port's Values encapsulate all efforts. This is represented in the Figure 3: Focus Area Diagram with Values.



Figure 3: Focus Area with Values

6. Planning and Governance Pyramid

The Strategic Plan that was adopted in 2012 known as Vision 2025 contained a visual known as the “Planning Pyramid”. It was recognized that this diagram had value in that it communicated visually areas of responsibility, term or length of planning document, and organizational structure. This visual was updated to reflect the contemplated changes and is identified as Figure 4: Planning and Governance Pyramid.

PORT OF OLYMPIA PLANNING AND GOVERNANCE

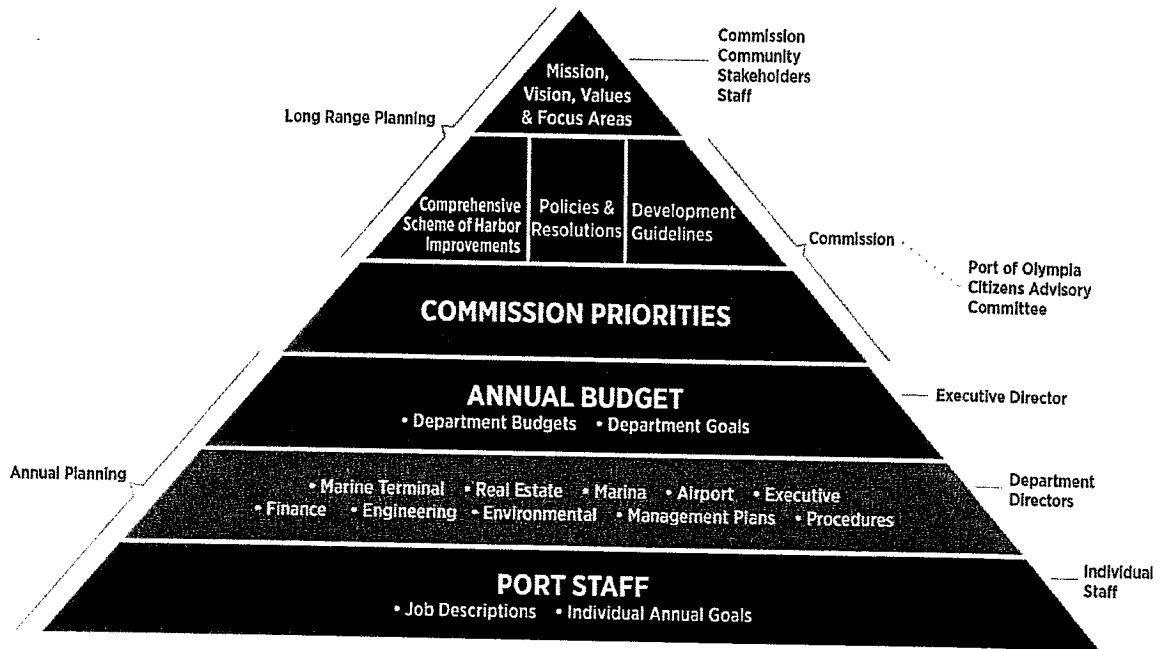


Figure 4: Planning and Governance Pyramid