



SPECIAL COMMISSION WORK SESSION

JUNE 29, 2017

2:30 – 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 June 26, 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 Goals Follow Up (90 minutes) – Mike Reid

B. ADJOURN

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



COMMISSION MEETING

<u>BRIEFING DATE/TIME:</u>	June 29, 2017
<u>DEPARTMENT:</u>	Executive
<u>STAFF CONTACT:</u>	Mike Reid Telephone: 360.528.8076 miker@portolympia.com
<u>TOPIC:</u>	Commission Goal Setting Follow Up
<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.</p> <p>The Commission has had additional work sessions on developing Commission Goals on May 1, 2017 and June 5, 2017. This is a follow up on those discussions.</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

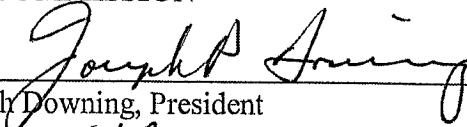
WHEREAS, the Port Commission recognizes that although the strategic planning efforts will continue through the process of setting commission priorities every two to four years after an election cycle and that the staff will continue to set annual action plans, it is our desire to memorialize the elements 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.

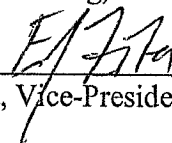
THEREFORE, BE IT RESOLVED that the Port of Olympia Commission adopts the content and material as set forth as Exhibit "A" attached to this Resolution and incorporated herein by such reference is for the purpose of providing a memorializing of our agreement.

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.

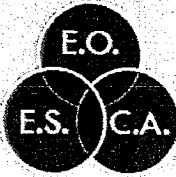
Name of Product	Strategic Plan	Addendum 1: Commission Priorities	Addendum 2: Action Plan
Content	Mission Vision Values Focus Areas Pyramid 	Commission Goals associated with focus areas and/or lenses.	Staff’s annual plan to bring action to the Commission Priorities
Shelf Life	10-20 Years	2-4 years Reconfirm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

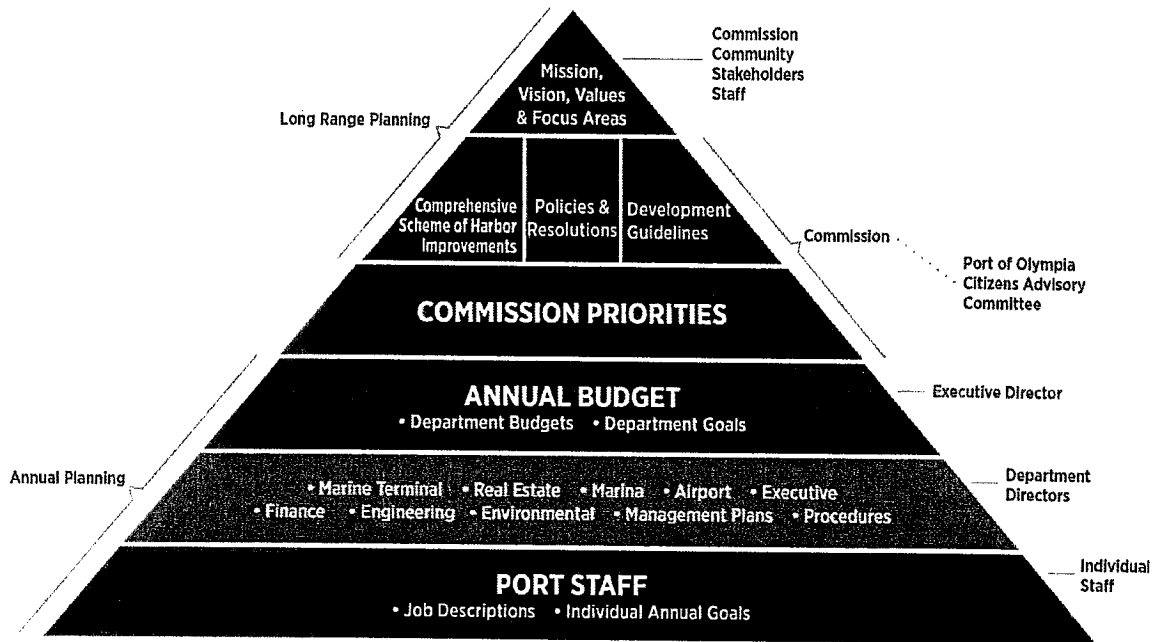


Figure 3: Focus Area with Values

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



The foundation of the pyramid rests on the authorities and powers of RCW and other regulating factors.

Figure 4: Planning and Governance Pyramid