

2022 WPPA

Finance and Administration

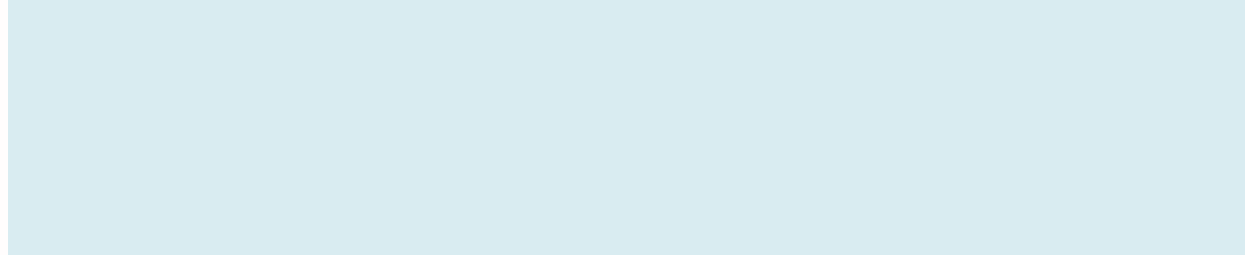
Seminar

STEVE TAYLOR AND MATT HOFFMAN

MAUL FOSTER & ALONGI

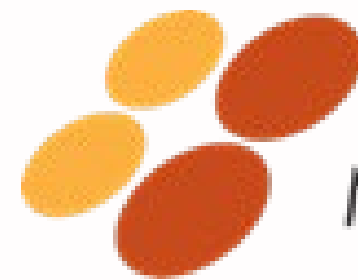
WASHINGTON

P O R T S



WPPA Finance and Administration Seminar

Using a Strategic Plan and Performance Metrics to Increase Transparency and Accountability



MAUL FOSTER ALONGI

TODAY'S SESSION

Using a Strategic Plan and
Performance Metrics to
Increase Transparency
and Accountability

WELCOME AND INTRODUCTIONS

STRATEGIC PLANS: WHAT THEY ARE AND WHY PORTS USE THEM

INTEGRATING YOUR STRATEGIC PLAN

REPORTING OUT

LESSONS FROM THE FIELD

Q&A + FINAL THOUGHTS



Strategic Plan: What They Area and Why Ports Use Them

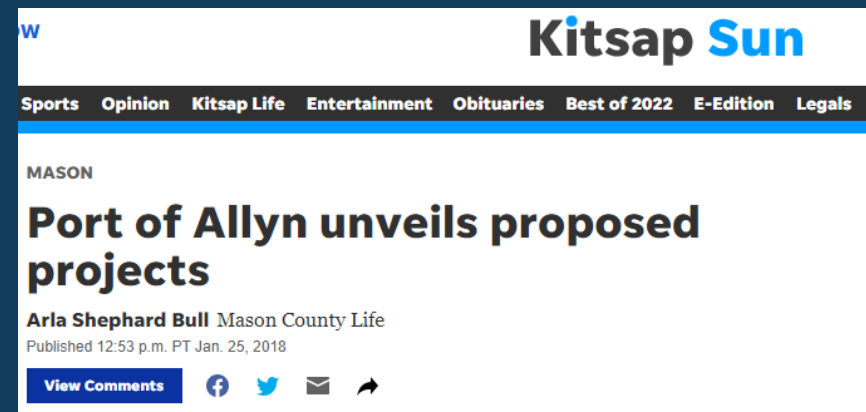


INTEGRATED PORT-WIDE PLANNING

Comprehensive Scheme of Harbor Improvement Plan (CSHIP)

On September 14, 1920, the Port of Bellingham was established. From its beginning the Port has been focused on growing the local economy.

April 28, 2022



COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS



Port of Allyn Executive Director Lary Coppola and Chair Judy Scott share the port's Comprehensive Scheme of Harbor Improvements at a public meeting, Monday, Jan. 22. The port will accept comments on the plan until Feb. 15. Arla Shephard Bull / Mason County Life



From developing parks and a regional youth sports complex to completing the Sargent Oyster House restoration project, the Port of Allyn has major plans for this year and the years to come.

The port presented its Comprehensive Scheme of Harbor Improvements to the

PORT of OLYMPIA **STRATEGIC PLAN**

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

VISION
A Port that contributes to a more resilient community

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Business Planning Environment Community About Commission

Port of Tacoma

2021 - 2026 Strategic Plan

Home > Planning > 2021-2026 Strategic Plan

People. Partnership. Performance.

The Port of Tacoma's Strategic Plan is designed to grow the region's economy and connect our community to a world of opportunity.

Our success relies on the ability to achieve strong financial performance from investment decisions and operating results.

A major focus of our Strategic Plan is supporting maritime trade and our customers. A substantial portion of the Port's operating revenue and resulting economic benefits come from maritime trade activities.

To further our unique and important role in the community and beyond, the Port has established five foundational goals that will guide our priorities through 2026.

Each foundational goal is accompanied by a set of strategies designed to support and achieve the Port's mission.

Central to the Port's mission is promoting economic prosperity through the advancement of maritime trade and growth in the regional economy. A key to that prosperity is the ongoing success of The Northwest Seaport Alliance.

Planning Overview

- 2021 - 2026 Strategic Plan
- Economic Vitality
- Environmental Leadership
- Organizational Success
- Transportation Advocacy
- Community Connections
- Community Planning Engagement
- Port Projects
- Regional Projects

Resources

- 2021-2026 Strategic Plan
- Strategic Plan Summary

Strategic Plan updates

Register to receive updates to our Strategic Plan.

Subscribe

STRATEGIC PLANS



PORT OF CAMAS-WASHOUGAL Strategic Plan 2021-2026

Port's Mission: It is the mission of the Port of Camas-Washougal to make strategic investments and develop effective partnerships that enhance the community's quality of life by bringing jobs, infrastructure, and recreational opportunities to East Clark County.

Port of Tacoma

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STRATEGIC PLANNING



ANNUAL ACTION PLANNING

PORT STRATEGIC PLAN | ANNUAL IMPLEMENTATION PLAN (Discussion draft 8/24/2021 retreat)

Foundational Goal: Transportation Advocacy (TA)

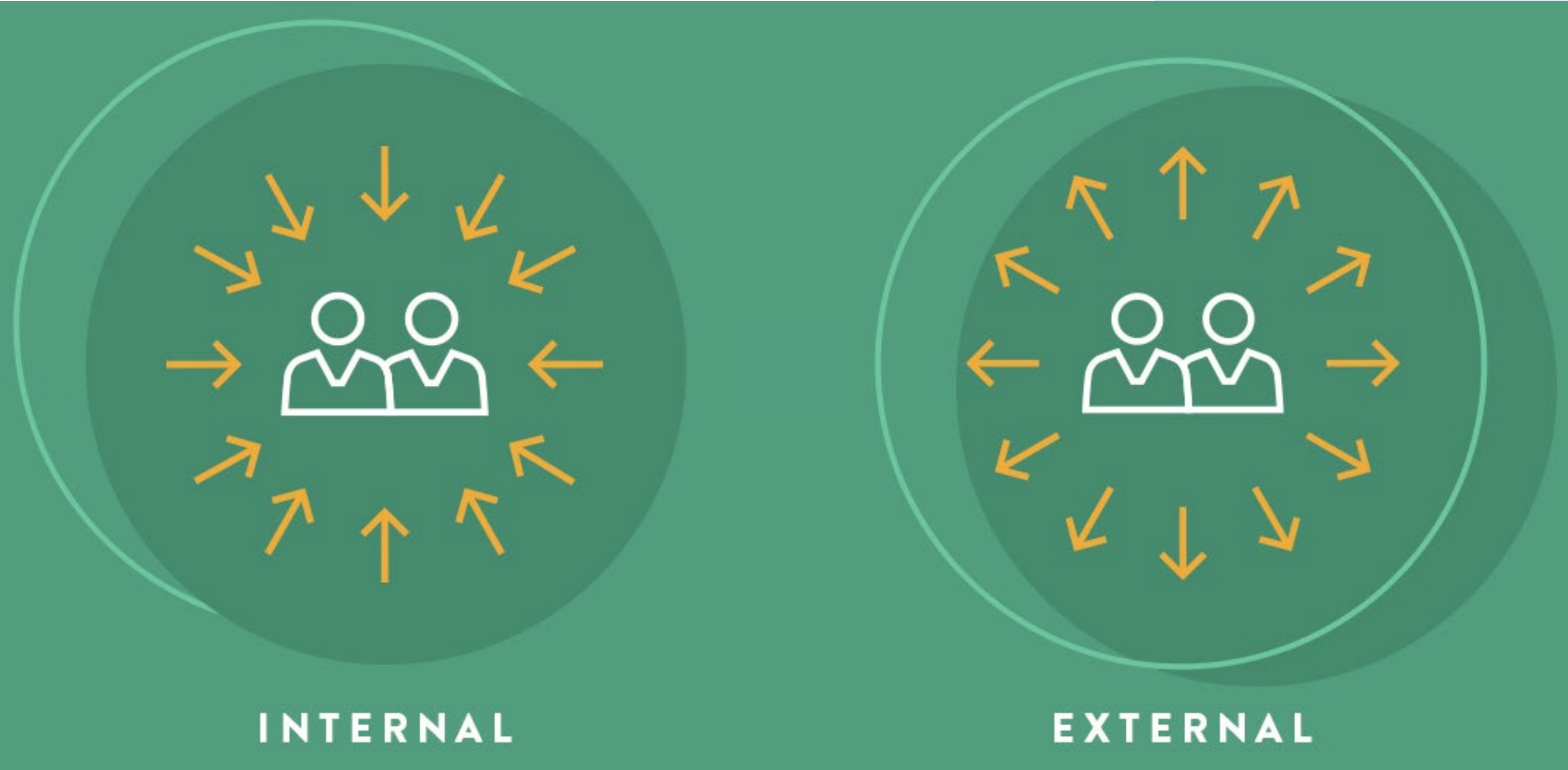
Promote road, rail and navigation infrastructure and technology improvements to strengthen the regional maritime industry and economy.

Strategy	Action	2022 Priority Action	Measurement of Success	Lead	Timing Note	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations	2022 Staffing Considerations	2021				2022											
									Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
TA 1 Support infrastructure projects that increase Port freight mobility	TA-1 A1	Work with Partners on final design and to secure remaining funding Interchange.	High	Completed in 2028	Person	ongoing until project completion	\$0																	
	TA-1 A2	Work with WSDOT on final design. Keep the project on the 'build' list.		Continued financial and policy-making support from State government.		ongoing until project completion	\$0																	
	TA-1 A3	Maintain budget contribution and enter into an ILA	High	Port fulfills its full \$30 million commitment to the project.	Person	ongoing until paid - ILA in 2022	\$1																	
TA 2 Advocate for the transportation infrastructure and system management needs of Port-related businesses	TA-2 A1	Implement the Waterway Deepening Project	Medium	Project is completed based on Chief's Report	Person		\$0																	
	TA-2 A2	Work with the City to ensure the completion of the signal and paving project	Medium	Project is completed	Person																			
	TA-2 A7	Seek out and opportunities to advance transportation systems management and operations and communications infrastructure and programs to relieve congestion.	High	Launch	Person	ongoing	\$1		Adequate staffing															



Integrating Your Strategic Plan

TWO DIRECTIONS OF INTEGRATION



Institutionalizing Strategies:

- Incorporate the adopted goals into **performance evaluations** .
- Create an incentive to be **rewarded or otherwise celebrate** achieving a goal or set of goals.
- Include a **statement on how** an action will advance a goal or strategy in formal staff recommendations to the commission.

AVOIDING SHELF ART

Maintaining strategic alignment takes a true organizational effort

Institutionalizing Strategies:

- At key times during the year **Review strategic plans and progress** in the accompanying action plan.
- As often as possible, **include key strategic messages in communications** .
- In prominent locations **post the mission, values, and goals** where staff, customers, community members, and others can see them.

AVOIDING SHELF ART

Maintaining strategic alignment takes a true organizational effort

Strategic Plan

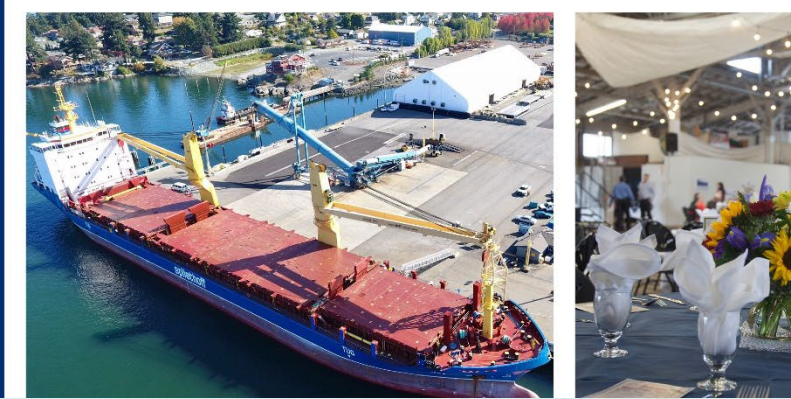
Charting a course



Budget

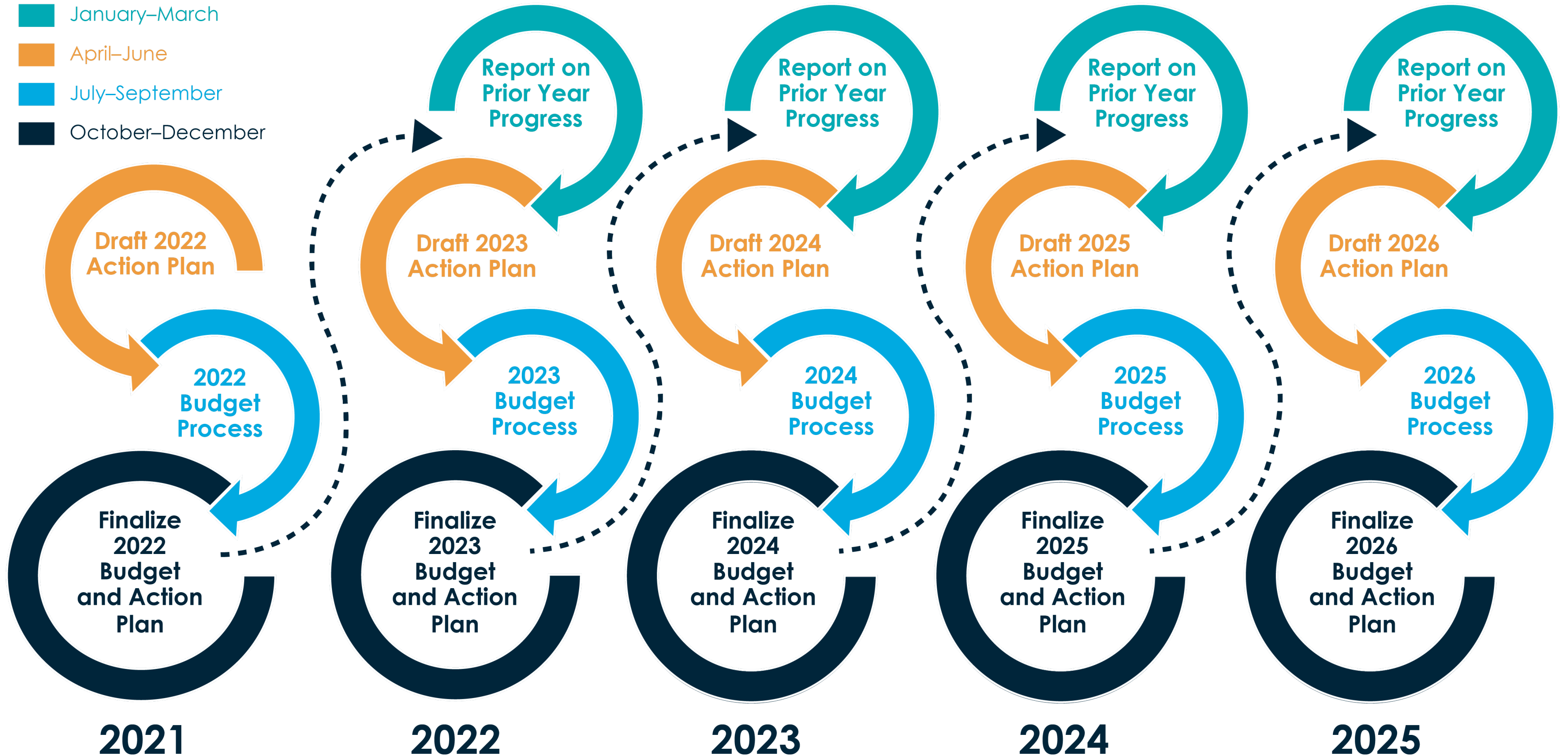
Alignment of resources

2022
Operating
Budget &
Capital
Improvement
Plan



Integrated Planning Lifecycle

- January–March
- April–June
- July–September
- October–December



ASSESSMENT TOOLS

MISSION VS. MARGIN

Margin is the net available cash from an investment or operation, represented by a port's financial return on investment.



Mission is the benefit received by the community from the port's investment or operation, represented in quality of life or economic terms.

ASSESSMENT TOOLS

CAPACITY

To be successful in expanding their reach or workload, ports should perform an objective assessment of their capacity to undertake any new initiative, investments, or operational expansion



External Integration



Inactive

Active



MEASURING PROGRESS



Qualitative



Quantitative

PERFORMANCE MEASURES

Key performance indicators (KPIs) gauge the progression of the Port's Foundational Goals. Positive KPI directionality indicates effective implementation of actions and strategies.



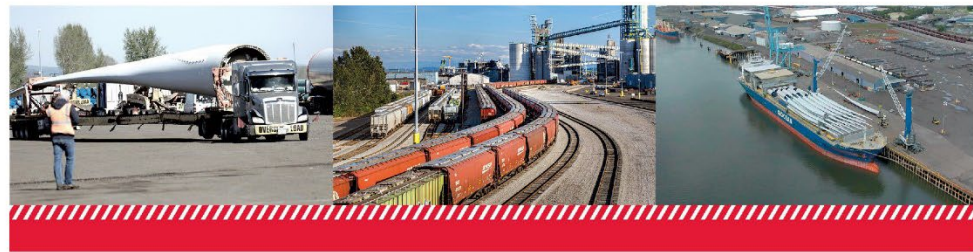
PERFORMANCE MEASURES

Conveys directionality

Promote transparency and accountability



2021 Strategic Plan Annual Report



Port of Vancouver USA

PORT OF VANCOUVER USA STRATEGIC PLAN 2021 YEAR IN REVIEW MARCH 08, 2022 UPDATES ON ACCOMPLISHMENTS FOR SUBSTANTIALLY COMPLETED STRATEGIES

Port of Vancouver USA

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REPORTING OUT

		Status of Strategic Plan Initiatives				
Strategic Goal	Strategies	2019	2020	2021	2022	2023
Marine & Industrial Business						
PURSUe OPPORTUNITIES THAT UTILIZE THE PORT'S PROPERTY AND INFRASTRUCTURE INVESTMENTS TO CREATE JOBS AND SUPPORT THE ECONOMY	1. Emphasize and increase marketing efforts to pursue innovative business opportunities and renewable, clean energy projects.	✓				
	2. Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.	✓				
	3. Maximize utilization of rail infrastructure to support the efficient movement of commodities.		✓			
ENSURE THE PORT'S CARGO PORTFOLIO IS DIVERSIFIED BY LEVERAGING RESOURCES TO RESPOND TO CUSTOMER NEEDS AND MARKET DEMANDS	1. Extend contracts with existing customers and tenants.	✓				
	2. Develop an understanding of global markets and reinforce strong relationships with customers to ensure the port can adapt to market conditions and competitively attract new cargo opportunities.	✓				
	3. Market business resources and incentive programs, including Foreign Trade Zone, to existing and potential businesses.				✓	
	4. Conduct study of port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.		✓			
	5. Evaluate future investment in marine and industrial development at Columbia Gateway.					
CONTINUE TO PLAY A KEY ROLE IN MAINTAINING NAVIGABILITY OF THE COLUMBIA RIVER SYSTEM, INCLUDING BERTHING SYSTEMS, ANCHORAGE, TURNING BASINS, AND THE SHIPPING CHANNEL	1. Work with industry associations, policy makers, and elected officials at the local, state and federal levels to continue supporting the critical role of navigation for international trade and the regional economy.	✓				
SUPPORT GROWTH AND ECONOMIC OPPORTUNITIES FOR EXISTING TENANTS AND STRENGTHEN OUTREACH	1. Act as a resource and regularly reach out to existing tenants to assess business, workforce, and facility needs, and to provide support for opportunities.	✓				
	2. Establish quarterly tenant events with information, speakers and a platform for networking.		✓			
	3. Provide regular communications with current tenants and points of contact with port staff.	✓				



LESSONS FROM THE FIELD

What Works?

- Commitment from Commissioners.
- Onboarding
- Point person
- Use of templates
- Budget integration
- Drip reminders
- Performance reviews

INTERNAL
INTEGRATION

=

ACCOUNTABILITY

Summary of interviews

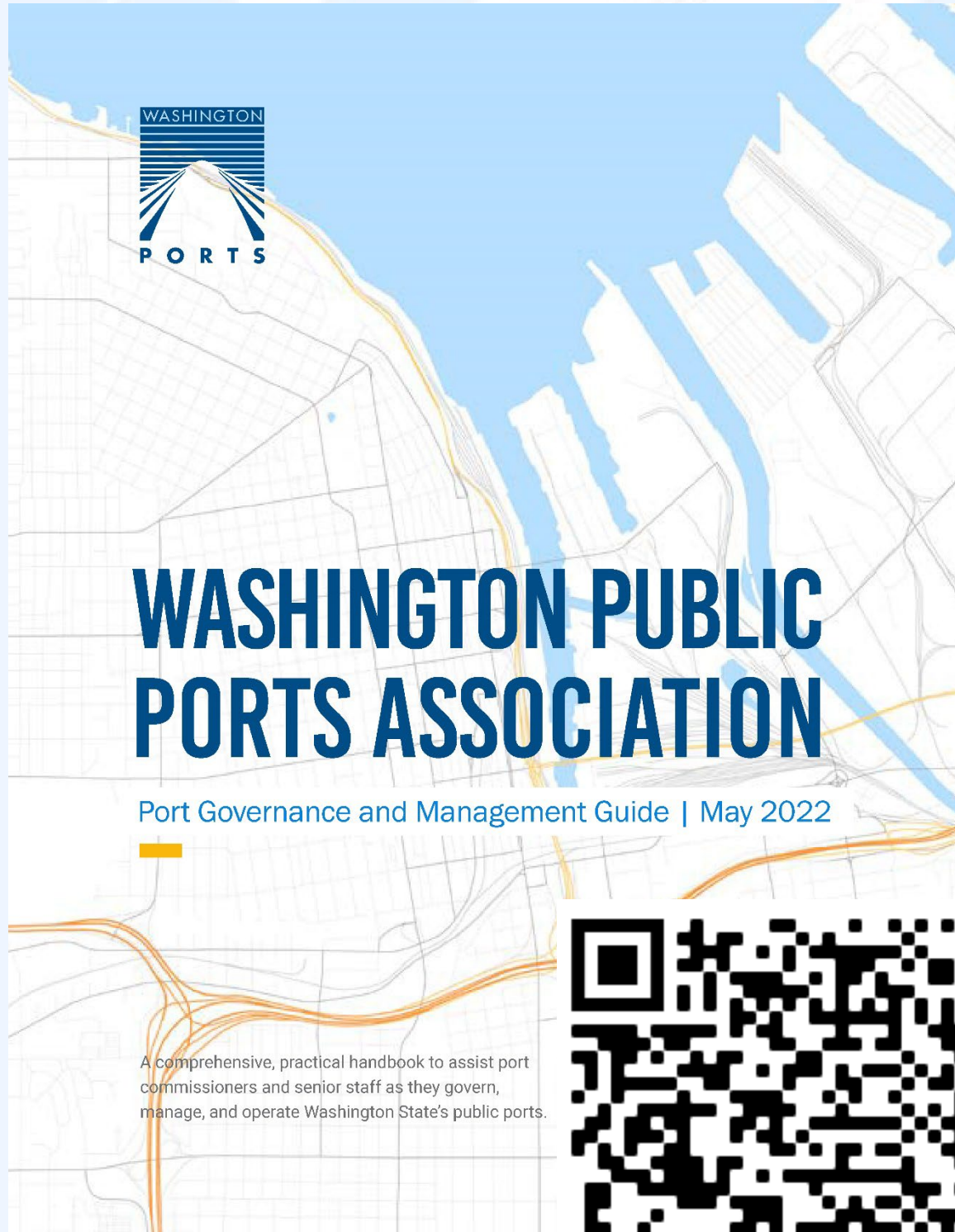
- Commissioner meetings are public
- Make report outs easy to find
- Leverage a communications plan to provide updates and celebrate successes
- Performance measures can be difficult to communicate – keep it simple.

MEASURING AND
REPORTING

=

TRANSPARENCY

GET IN TOUCH & READ THE GUIDE



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