



Strategic Planning 2024 Small Ports Seminar



Strategic Planning Process - WPPA



Our Proposed Mission Statement...



‘Strengthen the Washington Port industry through Collaboration, Advocacy, Research, and Education.’



Our Proposed Values...

Looking outward we value...

- **Strong working relationships**

Strong working relationships with our member ports to support them in service to their communities, considering the geographic location, lines of business and size of all ports.

- **Volunteer Stakeholders**

The participation of volunteer stakeholders from our member ports, our associate members, the public policy sector, and the state and federal representatives that all contribute to our success.

- **Partnerships**

Enduring partnerships with tribal interests, local governments, elected leaders and policy makers, trade associations, and the customers and tenants of our member ports that share our mutual interests.

- **Supportive Local Communities**

Supportive local communities that appreciate the economic, environmental, and community benefits created by our member ports.

Our Proposed Values...

Looking inward we value...

- Integrity and Transparency

Integrity and transparency in all actions, decisions, and initiatives the Association undertakes, reflecting the values with which our members approach their work.

- Consensus

Reaching decisions in the spirit of consensus building that responsibly balances the many economic, social, and environmental considerations that impact our statewide port industry and the communities it serves.

- Professionalism

A dedicated, experienced and professional Association subject matter -expert staff that are responsible for our operational and policy achievements while garnering the support and respect of WPPA members.

- Navigating Change

A commitment to successfully navigating change while maintaining our core values and commitments to the success of our member ports.

- Welcoming and Inclusive

An environment that is welcoming and inclusive, that engages and respects the perspectives of all commissioners and staff of its member ports, and that celebrates all those who support the Washington port industry.

Our Goals Areas

Inward Facing Goal Areas	Are goals needed in these example topics?
Finance	Budget process and structure, revenues (dues and event revenues), expenses, debt, accounting systems, billing
Staff	Capacity, experience, training and career development, port placement for experience
Facilities & Infrastructure	Office, systems, technology
Governance	Trustees and Executive Committee structure, governing rules and procedures
Culture	Staff, governance – management relationship
Outward Facing Goal Areas	Are goals needed in these example topics?
Collaboration	Meetings, port exchanges, job sharing, communications, volunteer opportunities
Advocacy	Legislative agenda, state and federal agency relationships, DC contacts, market outreach, branding, policy development
Research	Topic areas- eg. Marina Rate Study, Cargo Forecast
Education	Association meetings, training opportunities of members, manual update, port certification

Finance and Staffing Goals

Finance:

FIN 1 Starting in 2025 develop and maintain a **10-year rolling WPPA budget** projection and cash planning model including a maintenance and facilities plan for the 'Ports Building'.

FIN 2 Every five years concurrent with the dues review conduct an independent '**financial performance audit**' to assure the long-term fiscal health of the WPPA.

Staffing:

STA - 1 Promote the continuing educational development of the WPPA staff with an emphasis on achieving a better understanding of port operations, opportunities and challenges.

Governance Goals

GOV 1 The Executive Committee will undertake an analysis of **consolidating committees** given the potential expansion of committees – i.e. establishing “WPPA Research Committee” and “WPPA Education Committee”

GOV 2 In conjunction with the five-year member dues review also conduct a **bylaw and governing document review** to ensure the Association’s governance structure is performing as intended.

GOV 3 Initiate a practice of identifying and **developing candidates** for the Association’s trustees, executive committee, and committee chairs to ensure a knowledgeable base of future leaders and provide ‘on boarding’ leadership training for new candidates.

Advocacy Goals

ADV 1 The Legislative Committee, in consultation with the WPPA Executive Committee and considering the focus of other similar industry organizations, will explore and recommend the appropriate **federal role for the WPPA** in federal legislative, regulatory, legal, budget, and grant considerations. (Note: Without hampering work at the State level)

ADV 2 Articulate the **value of the WPPA's legislative priorities** to WPPA members ports, the State, and the general communities our members serve (i.e. through a *communications plan* that demonstrates the connection between Legislative Goals to the WPPA mission)

Advocacy Goals

ADV 3 -Through the Legislative Committee clarify the WPPA's practice to assess and **avoid inadvertently harming other Ports** as a result of the WPPA's advocacy for an industry or specific port.

ADV 4 -Explore official and regular connections with **port associations in neighboring states** and beyond.

ADV 5 - Develop a **Legislative Progress Report** to graphically track legislative progress (wins and losses) over time to determine, and communicate to our members, the effectiveness of the WPPA legislative advocacy effort.

Collaboration and Research Goals

Collaboration:

COL 1 Promote **regional working groups** for ports which are focused on similar issues, and in doing so, create opportunities for staff collaboration.

COL 2 Investigate opportunities for **pooling resources** for port-related vendors such as health insurance; the ability to share resources such as software licensing; and even share staff roles.

Research:

RES - 1 Maintain and make easily available a **centralized digital research library** and data warehouse to include studies, port statistics, digital recordings of WPPA presentations and trainings, and other relevant information.

RES - 2 Explore opportunities, including partnering with other trade organizations, to **better understand the competitive lines of business market and operational advantages or disadvantages in other states and global markets** that impact Washington ports.

Education Goals

EDU - 1 Organize **'Port to Port Trainings'** in a regular course of half- or full-day meetings at port offices for a select group of WPPA member registrants to learn about that port through a hands-on briefing. *

EDU - 2 Continue to develop and refine **"Conference Tracking" analytics** that allows staff to understand how WPPA members interact with conference programming.

EDU - 3 Review and update of WPPA **Ports Governance and Management Guide**.*

Education Goals

EDU - 4 Pursue '**Strategic Communications Planning**', potentially with external advisors (i.e. consultants) to set a baseline for how ports communicate their value in their communities, to be refined over time and to be of maximum use to members for their own communications purposes.

EDU - 5 Formalize and promote a volunteer list of **Port mentors** (commission and staff) that WPPA can use in a referral practice to new commissioners and staff seeking a mentor relationship.

Next Steps



- ❖ Complete all 4 workshops and Small Ports Review
- ❖ WPPA staff review
- ❖ Executive Committee to Review
- ❖ Present Material at the Annual Meeting – Passive Voting
- ❖ Present to Trustees
- ❖ Staff to Build Action Plan