CALL TO ORDER

Meeting facilitator Kendra Dahlen called the Special Commission Study Session of February 1, 2016, to order at 8:50 a.m. at the Percival Plaza, Olympics Room in Olympia.

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

Staff: Executive Director Ed Galligan, Finance Director Jeff Smith, Airport Director Rudy Rudolph, Harbor Master Bruce Marshall, Engineering Director Bill Helbig, Senior Manager Business Development Mike Reid, Human Resources & Administrative Manager Jeri Sevier, Acting Environmental Director Barb Tope, Communications & Public Affairs Manager Kathleen White, Executive and Commission Coordinator Jessie Bensley and Port Legal Counsel Heather Burgess.


Others: Clydia Cuykendall and Richard Wolf.

Executive Director Ed Galligan said his goal is to make sure we are finding common ground and developing a consensus whenever possible while working as well as we can together to best serve the public.

Meeting facilitator Kendra Dahlen welcomed the group, went over the agenda and covered the following ground rules for the retreat:

- Invest yourself in this opportunity to work together
- Appreciate the diverse experiences that each of you bring
- Take responsibility to build a safe and trusting environment
- Actively listen for understanding one another’s perspectives
- Respect others when they are talking
- Speak with courtesy for one another
- Be concise – ‘cut to the chase’ – allow others to speak
- Value differing perspectives and ideas (that’s the point)
- Be curious and transparent in your discussions
- Enjoy this opportunity to work in partnership with each other
- Set the tone for the future work together

Ms. Dahlen summarized the desired retreat outcomes that evolved from one on one interviews with Commissioners and from the Port Directors Retreat on January 12th.

Common themes regarding retreat outcomes:

- Direction and clarity for the year (work plan)
- Define Priorities
- Shared and supported expectations for the year
- Strengthen relationships with one another
• Quality partnerships with staff
• Understand work of staff
• Learn from one another
• Teamwork
• Good interpersonal relationships
• Understand and respect where one another is coming from
• Next steps for Strategic Plan – how to move the Port forward
• Foundation for a Highly Effective Port Commission
• Understand Roles and Responsibilities
• Unity
• “We have a better understanding of how we will work together to promote the benefits of the Port to this community”

Introductions: Roundtable introductions were made by everyone describing job functions and some noting personal facts.

Group Activity - Creating our Culture
Groups of 3-4 people discussed the following questions:
1. High functioning and efficient Commission and Port – what does it take?
2. Understanding the roles and responsibilities of Commissioners and staff
   a. What do you need from one another?
3. Shared expectations for communication, collaboration and ongoing supportive relationships

Question 1: High functioning and efficient Commission and Port – what does it take?
• Teamwork
• Have a plan we are focused on – common goals
• Understand roles in relationship
• Ask questions before meeting – not time to stump or embarrass staff
• No surprises – express opinions in safe manner throughout the process
• Be prepared – do homework
• Use system to be educated and prepared
• What does Commission need to make good decisions?
• Accepting vote and moving on not taking the vote personal
• Communication Port wide – Top down explaining why decisions are made.
• Focus to stay on task
• Staff accept that commission needs to ask questions during meetings for the public benefit
• Focus staying on task – long term projects (Strategic Plan) not changing focus with changing Commission
• Respectful listening and discussion – commission, staff and citizens
• Assume positive intent
• Model behavior you want
• Ability to compromise (while keeping personal convictions)
• Developing trust – be consistent “telling story”
• 80/20 Rule
  o Gain consensus on 80% with agreement to intentionally work on 20% subsequently
Focus on the quality and substance of a product (80%) Don’t focus on minor mistakes and misspellings

- Consistent messaging -- key themes, dry runs, how does it fit into themes?
  - To convey alignment consistent with strategic plan themes
- Leverage staff as a resource to respond to public inquires
- Awareness of tone, demeanor and non verbal communication
- Consensus on Port policy direction so staff can execute
- Utilize Executive Director to maximize efficiency and expectations for staff

**Question 2: Understanding the roles and responsibilities of Commissioners and staff**

- **a. What do you need from one another?**
  - Due Diligence, be prepared
  - Understand we all serve the citizens (Commissioners & staff)
  - Prompt attention to system of decision making (emails, phone, agenda’s, cover memo’s)
  - Commission understanding staff roles and expertise
  - Importance of governance structure – direction from “commission” vs. an individual commissioner
    - The commission acts as a body
  - Where does leadership come from?
  - Where does vision come from?
  - Need clarity on issues – ask questions to get more info through the executive director to get more info if needed. Bring in staff to Ed’s meetings with commissioners
  - Trust - Commission and staff make business decisions based on best available forecasts, data, and experience.
  - Ability to make decisions in the context of complex and dynamic environment
    - Perfect information does not always exist
  - New visions should integrate Port history and momentum

Take Away:
Develop a staff reference guide identifying staffs names, titles, roles and areas of responsibility.

**Question 3: Shared expectations for communication, collaboration and ongoing supportive relationships**

- Be proactive – anticipate plan and be prepared for potential outcomes
  - Avoid being reactive to reduce unattended consequences
- Provide clarity when responding as a Commission vs. a individual commissioner
- Develop process to respond to multiple issues & working out difficulties
- Nothing more important than informed Commission
- Recognizing and accepting differences of Commissioners & their needs/goals
- What are the commonalities & focus on those – build consensus!
- Have fun, humor is always good and welcomed
- Open and honest communication irrespective of position
- Define a process for resolution
  - Disagreement is okay and may be an opportunity to learn and grow

Take Aways:
1. Develop a process to streamline and improve communication and correspondence to citizens when there are multiple commission viewpoints. The intent is to ensure that
individual Commissioner viewpoints are accurately conveyed while having one outgoing response.

2. Consider a structure for how staff support one another, ask for help and have comfort seeking assistance across power differentials

Lunch Break

Senior Manager Business Development Mike Reid gave a brief Strategic Plan/vision 2025 powerpoint presentation.
Considerations for updating:
- Reduce the overall content in the plan – too long
- Develop the “vision”
  - Where are we going?
  - So that...?
- Maintain the “Now”
  - Mission statement is memorable and functional
  - Identified areas of consensus are valuable
- Define and agree on major themes

Major themes:
- What would we want positive recognition for doing well?
- What are we currently working on?
- What do we want to accomplish in the near term?

New 3 E’s:
- Environmental Stewardship
- Economic Development
- Engagement of Community and staff

The group reviewed and discussed the 2016 Workplan. The work plan was presented in the Powerpoint presentation provided by Mike Reid. Powerpoint presentation is attached to minutes.

Each Commissioner went through the identified areas in the work plan that they had questions, ideas, or priorities.

Commissioner Zita:
- Asked if dredging was required for operational reason.
- Related to the work goal associated with implementation of the Tumwater Master Plan she identified that she felt additional discussion and analysis may be needed. Staff informed that no Master Plan implementation would occur prior to Commission actions associated with integrated the planning effort into Port planning documents like the Comprehensive Scheme of Harbor Improvements.
- Identified that there was nothing in the work plan specific to sea level rise or the collaboration with the City of Olympia on the subject.
  - Staff responded that on a staff to staff basis they have been regularly corresponding with the City of Olympia and are engaged and aware of the city’s efforts including the awareness that the city is the lead entity on the matter and is contemplating their building code to reflect the need to address sea level rise. The Port would need to obtain building permits for any new building hence putting them in compliance with the city’s efforts.
- Commissioner Zita commented that she would like to see public engagement reflected in the strategic plan update.
• Commissioner Zita expressed an interest in clarifying “public process for project planning”. Staff explained that there is a Public Participation Policy but it would be helpful to have more clarity about the commission expectation of “public engagement on projects” for example how much, when, and for what types of projects?

Commissioner Downing:
• Commissioner Downing articulated that finding potential uses for the mobile harbor crane and diversifying cargo portfolio at the Marine Terminal is something he sees as high priority for the Port.
• Other areas of priority included Marine Fueling Facility, identifying if there is opportunity for houseboat facilities at Swantown Marina, preparing for Cruise Ship arrival, the Tumwater Towncenter and Tumwater Master Plan efforts, Agriculture Planning and discussions, Capital Lake planning, and identifying more specific opportunities to integrate renewable energy and sustainable principles into the Port.
• Commissioner Downing indentified that engagement is an important piece to the update of the strategic plan and liked the idea of better communicating the community benefits of the Port of Olympia.

Commissioner McGregor:
• Commissioner McGregor identified the following as high priority for the Port in 2016:
  o Diversifying current marine terminal cargo and increasing marine terminal marketing by hiring a Marine Terminal Business Development staff person.
  o East Bay Development and clean up
  o Marina Fuel Dock
  o Cruise ship arrival
  o Tumwater Master Plan
  o Olympia Planning
  o Agricultural/Economic Development Planning
  o Assessing solar opportunities
  o Public engagement and interfacing with elected of other municipal jurisdictions
  o Electronic document system to improve efficiency at the Port

The group discussed public process parameters and determined that public process must be situational driven. The use of online surveys for public involvement was identified.

The following items were contemplated for addition or clarification to the 2016 Work Plan:
• Agricultural effort that the Port has hired the EDC to lead.
• Community Engagement efforts
• Sea Level Rise efforts or coordination with the City of Olympia
• Clarifying public process (when and how much)
• Identifying sustainable development opportunities such as solar investments
• Continued participation in the Craft Brewing and Distilling Center efforts

The group discussed and identified the following next steps for the Strategic Plan:
• Staff works with the new three E (Economic Development, Environmental Stewardship, and Engagement) framework to develop a discussion draft of a potential strategic plan update.
• This update would be presented to the commission in a work session.
• Examples of other Port’s strategic plans would also be presented in the same work session.
- The citizen advisory committee (POCAC) already has a task about participating in evaluating a new vision statement for the Port. Mike Reid will circulate this task write up to the commissioners.
- Some items to be included in a discussion draft or “mock up” strategic plan update are:
  - Explanation of the new 3 E’s
  - The 1995 definition of “profit” that was created in the 1995 Port Comprehensive Plan
  - The 1995 Values and 2012 Mission Statement

The group the participated in a brainstorming exercise of doing a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis on the Port. Groups of approximately four people were formed and discussed what they thought the strengths, weaknesses, opportunities, and threats, were for the Port of Olympia as an organization.

**ADJOURNMENT - The meeting was adjourned at 4:24 pm.**

Attachments:
- Strategic Plan and 2016 Workplan Powerpoint presentation

PORT OF OLYMPIA COMMISSION

President, Bill McGregor

Vice President, Joe Downing

Secretary, EJ Zita