



**January 14, 2014**  
**Strategic Plan Staff and Commission Retreat**

Commissioners Present:

Commissioner Jim Orvis  
Commissioner Mary Lou Block  
Commissioner David Preston  
Commissioner Bruce Faires  
Commissioner Fred Gouge

Staff Present:

Bob McChesney  
Tina Drennan  
Marla Kempf  
Chris Osterman  
Brian Menard  
Megan Barnes

Commissioner Orvis welcomed everyone to the meeting at 9:00 a.m.

Mr. McChesney provided an introduction to the strategic plan workshop and review. Routinely, the Port reviews the strategic plan in anticipation of the budget preparation. Last year, the Port and Commission reviewed and edited the mission statement. While preparing the budget, we realized the strategic plan is outdated and includes items that may no longer be relevant to the Port and its goals. The Port and Commission would like to take this time to refresh the plan. This exercise will also include reviewing the web page, the marketing plan and financial review, master plans for both Harbor Square and the Port, and how these all tie together to represent the goals and purpose of the Port.

It was noted that the City of Edmonds also has their own strategic action plan, resulting from the hiring of an outside consultant. The Port is named within this document in many places, with most reference being to the Harbor Square development, and the public accessibility to areas of the Port. It will be discussed whether aspects of this plan will be relevant to what the Port wishes to include in our own strategic plan.

**Web Page Discussion**

The web page presentation and update was presented by Chris Osterman.

Mr. Osterman demonstrated with the Port webpage, noting that there are over 75 different pages within the website. Mr. Osterman and staff are continuing to expand and add relevant pages, and working to make the website more accessible to customers.

*Important statistics of the Port webpage:*

The most popular page is the weather center data page.

There are an estimated 209 unique daily visitors to the site.  
There is an average of 52 updates to the site per month.  
The top downloaded document is the tenant newsletter.  
Most visitors are directed to the Port's page through google.com.

*Some of the most pressing challenges in running the website include:*

Working with an outdated design (the software was created in 2001).  
There are limitations with the html code base.  
Updating the pages is time consuming.  
Mobile devices have difficulty displaying the webpage.  
The software lacks modern features, which limits our ability to update the page.

*Improvements that are being made include:*

Newly redesigned marine facilities page.  
Some search engine optimization.  
Additional menus and buttons.  
Pages with CSS and hotspot use.  
QR codes and mobile device page.

*Advantages to Redesign include:*

Greater compatibility, more responsive, faster.  
Consistency of design (theme is clear, reinforces brand, eye catching, relevant).  
Authorized users can update pages independent of design software.  
Mobile device optimization (dynamic to client screen size, touch screen friendly).

*Goals and Summary:*

Improve website for marketing (greater advertising potential, wider audience, conforms to goals)  
Improve for public information tool (convenient access to documents with search and menus).  
Clear and concise design (quality experience for users).  
CMS – content management system (less coding needed, faster updates, cooperative).  
Mobile device optimization (wider audience and relevant to today's marketplace).

Commissioner Preston suggested that we create a small action team to brainstorm what the Port and Commission want out of the website. Mr. McChesney agreed with this notion, stating we could prepare a team of staff and commissioners to assist in this process. Commissioners Gouge and Preston volunteered to be a part of this team. It was suggested to also involve Jan Conner for a viewpoint on Harbor Square.

## **Marketing Plan**

Ms. Kempf stated that we are and have been moving forward with our goals stated within the Marketing Plan, and the website is one tool to help the Port accomplish these goals. It was also noted that as we move forward, it is necessary to review the customer base and needs (for things such as Wifi, information being displayed to the public, etc.), and find a balance between customer service and marketing.

## **Financial Review**

Mr. McChesney stated that we will review the cash flow model and the limitations of the financial situation as we move forward to discussing the strategic plan and the Port's goals for the future.

Commissioner Faires noted that the preference of the Port is to remain a local/regional entity, and serve the community and surrounding areas, but we also recognize the need to expand the catchment area to maximize market conditions and occupancy.

Ms. Drennan stated that we have bonds that we will be paying until 2021. She also noted that going forward, there will be certain limitations to the cash flow model, with regards to interest rates, bonds issued, tax increases, and income.

## **Existing Strategic Plan, Harbor Square Master Plan, POE Master Plan**

When beginning to review the existing Strategic Plan, it became evident that many items were outdated and had become obsolete. Additionally, there were items that were no longer relevant to the goals and purpose of the Port.

Listed below is the discussion involving the aspects the Port and Commission would like to include in the Strategic Plan, and the components that will be removed.

### *1. Introduction*

There will be additional language added to this section to more clearly identify the Port as a public agency, who we are as an organization, and what we hope to accomplish as this agency.

### *9. Financial Status of the Port*

The current discussion of the financial state has become outdated and redundant. The Port now relies on the cash flow model, leading to questions of whether this section is necessary.

Commissioner Faires stated that he believes this section to be necessary, but that it requires an update to reflect the present financial situation and cash flow model. However, he also agreed that there were portions of this section that could be removed.

Ms. Drennan questioned whether we wanted to include the cash flow model, as this component is frequently updated.

Commissioner Faires suggested simply including the policies and principles that guide this process, rather than the actual model itself. He suggested taking out the language that no longer applies to our current situation, and instead referencing the cash flow model.

It was also suggested to paraphrase the cash flow model in this section, with reference and as a basis for the Port's future goals.

### *10. Port of Edmonds Budget*

It was stated that it is unnecessary to include the yearly budget within the strategic plan.

## *12. Current Operations and Services*

It was suggested that this section could be condensed and included in the historical viewpoint of the Port.

## *13. Other Port Programs*

This section will be eliminated, as it is redundant of other sections.

## *14. Capital Programs*

This section will be eliminated, as the Port has a capital budget and cash flow model.

## *14. Capital Programs and 15. Involvement in the Greater Edmonds and Woodway Communities*

These sections will need to be eliminated or reworked. These sections focus on historical achievements and programs, whereas it was noted that the plan should be more focused towards the future and goals of the Port.

## *15. Involvement in the Greater Edmonds and Woodway Communities*

It was suggested to eliminate this section, or condense this section and include as more of a historical viewpoint.

## *General Discussion*

The remaining sections of the plan will need to be updated to pertain to the current state and future goals of the Port. This will involve aligning the language, dates, goals, programs, and facilities mentioned in the plan with the present setting of the Port and Commission.

For readers of the strategic plan, as well as both master plans, we want to provide enough information so the historical context and references are understood, along with an understanding of the current state of the Port and the future intentions and goals of the Port.

It was also stated that it is necessary to have a coherent set of documents that are comprehensible and readable. Commissioner Orvis suggested that the three separate documents (Existing Strategic Plan, Port of Edmonds Master Plan, Harbor Square Master Plan) could be made into one comprehensive plan. It was decided that Port staff would construct the first revision of the comprehensive plan, and will present it back to the Commission for further review. The Commissioners all agreed that they feel confident in Port staff making the first round of revisions.

It was noted that a need for the Port moving forward will be the marketing to younger generations. This will include involving the tools of social media, as a way to transmit information regarding the Port.

## *Harbor Square General Discussion*

It was agreed that it is necessary to discuss the plan and goals for the Harbor Square property.

Commissioner Orvis noted that his view of our priorities for the Harbor Square property include taking care of the tenants, and increasing the recruitment for the tenancy of Harbor Square. He also noted that the master plan needs to reflect this ideal.

It was agreed that as a short term strategy for this property, we will continue to do what we have been doing, especially as it relates to retention and recruitment. When trying to recruit new business and tenants for this property, it is also necessary to offer favorable lease terms up front, in order to maintain and lengthen tenancy for the buildings.

The meeting adjourned at 12:37 p.m.