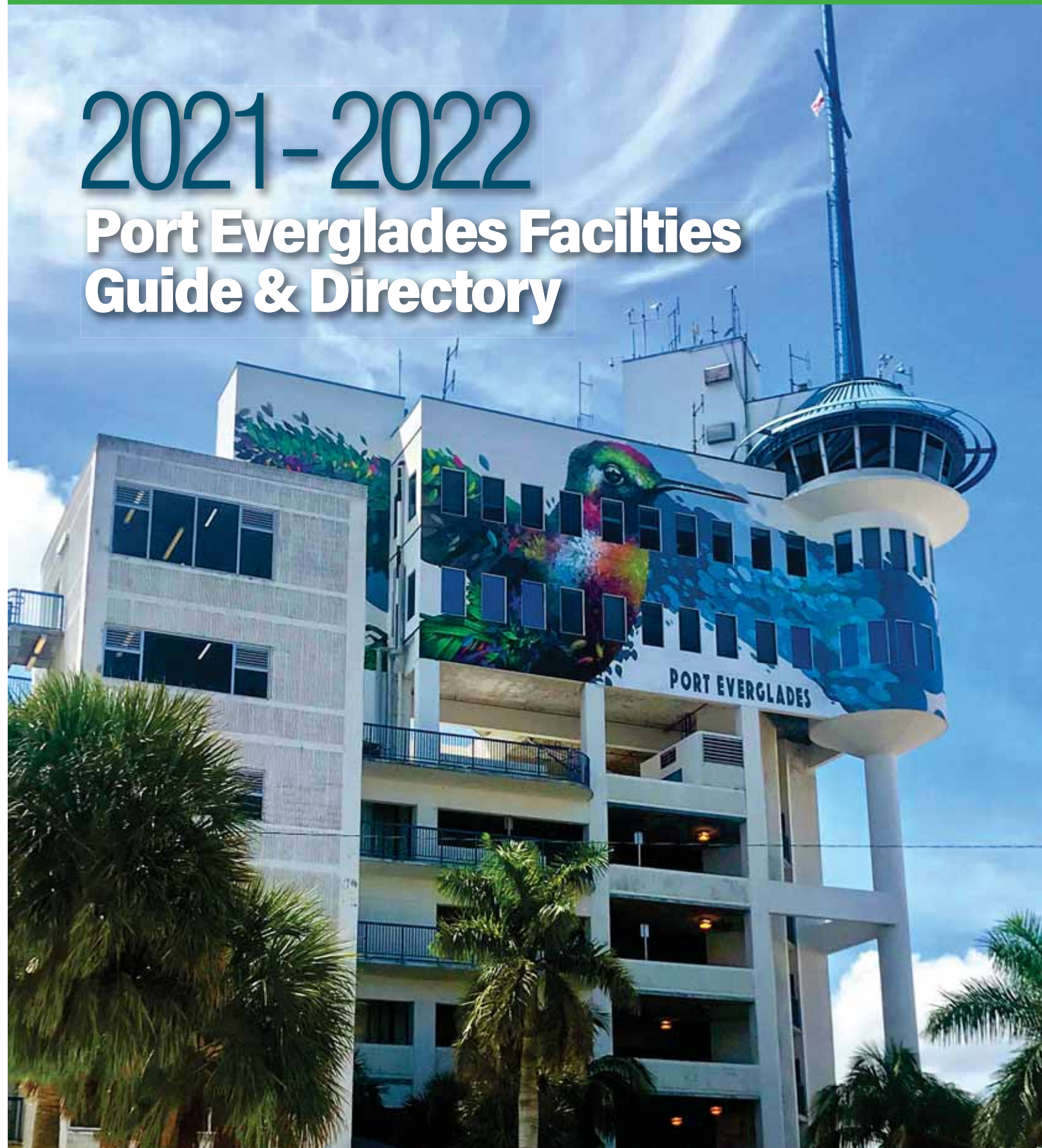


2021-2022

Port Everglades Facilities Guide & Directory



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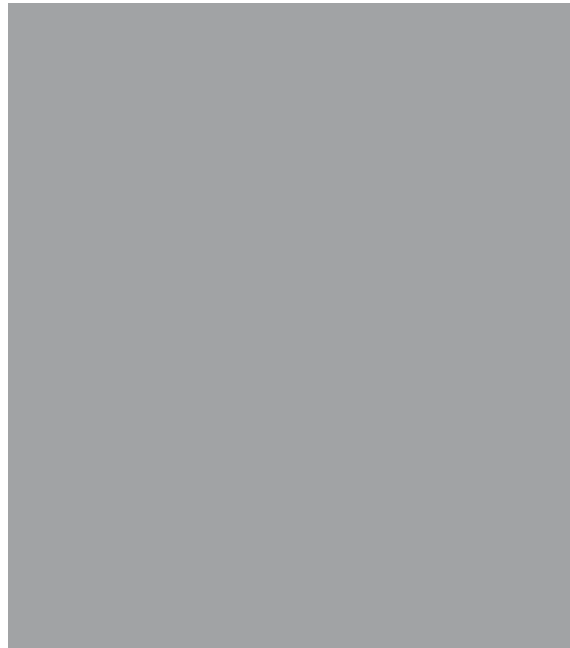
On the heels of COVID-19, a prohibition on cruising, and revenue reductions across the board, my first priority as the Port's new Chief Executive and Port Director was to visit our employees and Port customers to understand their perspectives on all levels. I asked for input on the economic strategy that the Port should be considering, as well as their views on both the design and execution of possible or proposed process changes.

It quickly became apparent that the Port community was excited to be a part of the planning for Port activities as they collectively overcame the impacts of the pandemic. We decided the best way to capture everyone's ideas would be to craft a strategic business plan focusing on economics.

The Port needed a set of guiding economic objectives and strategies, useful for addressing short-term operational goals, that linked a 30-month future to the present day.

To launch the Economic Strategic Business Plan (ESBP) within the workforce, employee teams identified trends and probable events (both within the Port and external to it) by discussing strengths, weaknesses, opportunities, threats, and trends (SWOTT). This helped define priorities, consider the allocation of resources, and propose organization changes to efficiently met their objectives.

All data from the employee teams and the customer surveys were assessed and objectives, strategies and tactics suggested.



Key drivers emerged as most critical to impacting the Port businesses and our customers businesses. These drivers were labeled 'Core Values.' Finally, major objectives were identified to meet the goals of each Core Value.

A final interesting point about the Ports ESBP was the decision to use a Scorecard versus a Progress Report or Milestone Record to measure and compare performance against goals. The scorecard method evaluates progress compared to expectations as it tracks the advancement of a set strategy and measures the efficiency of a particular team, division or department. By asking each division assigned to specific objectives, to mark their scorecard indicating if

they are on track, aggressively assessing trends and patterns, and utilizing their resources in the most efficient way possible, we will have a quick, concise way to indicate how well each division and the Port as an organization is working to achieve stated targets. The Port has committed to making scorecard results transparent.

The ESBP process was also the intense morale boost our staff severely needed to refocus from the pandemic, close-call hurricanes, the untimely death of Chief Executive Steve Cernak, and months of flux during Steve's succession. I look forward to our staff engaging enthusiastically in the coming 30 months as we exercise the ESBP with our customers. ■