



DOCKS AND HARBORS OPERATIONS MEETING AGENDA

November 15, 2025 at 8:30 AM

Port Office Conference Room/Zoom Webinar

<https://juneau.zoom.us/j/82856995400?pwd=YUNLd2p1OFI3TnY3NUpKa3BRQmFidz09> or Dial: 1-833-548-0276 Meeting ID: 828 5699 5400 Passcode: 697369

- A. CALL TO ORDER
- B. ROLL CALL
- C. PORT DIRECTOR REQUESTS FOR AGENDA CHANGES
- D. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS
- E. DOCKS AND HARBORS BOARD STRATEGIC RETREAT
 - 1. Agenda
 - Session 1 - Welcome, Intent & Ground Rules
 - Session 2 - Building Trust & Team Cohesion
 - Session 3 - Establishing a Unified Vision
 - Session 4 - Evaluating Projects & Setting Priorities
 - Session 5 - Wrap-Up & Commitments
- F. ADJOURNMENT

CBJ Docks & Harbors Board Retreat
Saturday
November 15, 2025

Docks & Harbors Board Strategic Retreat

Total Duration: 6 Hours

Purpose:

1. Build trust and alignment;
2. Strengthen leadership communication; and,
3. Prioritize strategic waterfront projects.

Session 1 — Welcome, Intent, and Ground Rules (30 min)

Objective: Set a tone of collaboration and respect.

Welcome from Chair Sooter

- Review purpose of the retreat: strengthen trust and communication; establish unified direction for harbor and port infrastructure
- Ground rules: respect, active listening, no interruptions, focus on mission
- Icebreaker: “motivation – why are you here, desired course & purpose of the Board”

Leadership principle: Clarity and connection start with shared purpose.

Session 2 — Building Trust and Team Cohesion (45 min)

Objective: Acknowledge and begin to address relationship strains.

Facilitated discussion by Port Director:

- What helps build trust among us? Where have we lost trust, and how can we rebuild it?
- Identify shared values and behaviors for respectful collaboration
- Agree on Board–Staff communication guidelines

Leadership principle: Trust and empathy strengthen resilience and collaboration.

Session 3 — Establishing a Unified Vision (45 min)

Objective: Reconnect to mission and define collective direction.

- Review Board’s mission and mandates (harbors, cruise docks, waterfront facilities)
- Visioning exercise: “What will success look like in 2035?”
- Identify three to five strategic focus areas (e.g., safety, sustainability, capacity, community relations)

Leadership principle: Keep the main thing the main thing.

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Session 4 — Evaluating Projects and Setting Priorities (3 hours)

Part A — Current Project & Budget Review (60 min)

Objective: Build shared understanding of active projects.

Presentation by Staff on current projects, funding, and timelines

- Q&A and clarifying discussion
- Identify key performance indicators for success

Leadership principle: Clarity reduces ambiguity and improves decision quality.

Part B — Strategic Prioritization Workshop (75 min)

Objective: Develop a ranked list of priorities based on shared criteria.

- Use criteria: safety, economic/community impact, reducing operational costs, environmental sustainability, funding feasibility
- Small group breakout: score or rank projects
- Combine results into draft Board-wide priority matrix

Leadership principle: Shared decision-making increases team ownership.

Part C — Aligning Resources and Accountability (45 min)

Objective: Connect priorities to capacity and leadership responsibility.

- Discuss alignment between project list, funding, and staff capacity
- Define top 3 strategic priorities for next decade
- Identify CIP FY2027-2032 priority list
- Identify achievable 2026 projects with operational funds
- Assign Board or committee leads for follow-up

Leadership principle: Balance accountability with support.

Session 5 — Wrap-Up and Commitments (1 hr)

Objective: End with clarity, accountability, and unity.

- Review key outcomes: agreed values, shared vision, top priorities
- Reflection round: “One thing I’ll do differently after today”
- Define next steps: follow-up meeting, written summary, progress tracking

Leadership principle: Leaders model integrity and consistency.

2024 Docks & Harbors Board Retreat

November 12th & 13th

Goals:

1. Board members' background, philosophy and strategic vision
2. Prioritization of Capital Improvement Projects (CIP) and Docks & Harbors "needs"

Tuesday, November 12th

30,000 Foot View

- 1700 Call to Order – Opening Remarks by Chair Etheridge/Port Director/Assembly Liaison
- 1710 Introduction of each Board Member (4 minutes) each
- a. Background
 - b. Motivation to serve on Board
 - c. Desired course for Board (the good, the bad and otherwise)
- 1800 Port Director – Fund balances, fee increases, resources & execution
- 1815 Commercial Fisheries Brainstorming
- a. Port Director on past accomplishment
 - b. Fishermen's Perspective: Board members Becker/Hamilton/Emerson
 - c. SWOT analysis (Strength, Weakness/Opportunity/Threats)
- 1845 Commercial Property Policy Position – Port Director
- 1915 2018 Strategic Retreat Project List and Board guidance for November 13th
- 1930 Law 101

Wednesday, November 13th

Sea Level View (± 20 foot tidal range)

- 1700 Call to Order – Opening Remarks by Chair Etheridge/Port Director/Assembly Liaison
- 1710 Docks & Harbors – Project Efforts – Port Engineer
- 1800 Docks & Harbors – Internal/public improvements - Harbormaster
- 1830 Priorization
- a. CIP
 - b. Legislative Priorities
 - c. MPF
 - d. Projects (maintenance/legislative/other)
- 2000 Adjournment



LEADING TO SUCCESS

5 practices for cultivating high-performing teams in the military and beyond

By former Lt. Cmdr. Kimberly M. Mitchell, USN, Ed.D.

In today's rapidly evolving environment – whether on the battlefield or in the boardroom – the ability to build and sustain high-performing teams can be the decisive factor between success and failure. Senior military general officers and flag officers understand this well.

In a recent study I conducted, nine retired three- and four-star officers from the Army, Marine Corps, Navy, Air Force, and Coast Guard shared their insights and experiences, highlighting universal leadership lessons that extend well beyond the military and apply equally to the corporate, nonprofit, and government sectors. They identified the following practices, which go beyond strategy, for leadership success:



ESTABLISH A UNIFIED VISION

Clarity is the foundation upon which high-performing teams are built. Senior military leaders consistently emphasize the need to remove ambiguity and

ensure every team member understands their role and the broader mission.

A retired U.S. Coast Guard admiral said: “Leaders must strive for clarity and remove ambiguity — two goals that are not necessarily the same.” In high-pressure, fast-changing environments, team cohesion relies on a shared understanding of intent, direction, and purpose.

A Marine Corps lieutenant general added: “Leaders need to keep the main thing, the main thing.” Eliminating competing priorities and streamlining communication helps reduce confusion and increases focus on what matters most.

Providing clear expectations, setting performance benchmarks, and supplying the right tools are essential steps in reinforcing clarity. A retired Air Force lieutenant general also stressed the importance of “high-caliber feedback,” which not only identifies areas for improvement but also offers actionable guidance to elevate performance.

**‘Leaders need to
keep the **main thing**,
the main thing.’**

— A Marine Corps lieutenant general

**‘Leaders must find
opportunities to let
the team express their
opinions and show
them **respect** — even
if they disagree.’**

— A retired Navy vice admiral



BUILD TRUST AND COHESION

While strategic direction is essential, the human dimension of leadership remains central to team success. Strong interpersonal connections

— rooted in trust, respect, and empathy — foster resilient teams.

Leaders who take time to understand their team members’ professional goals and personal backgrounds build loyalty and morale. Trust grows when people feel valued and heard.

This trust is further strengthened by promoting psychological safety — the ability to speak openly, take risks, and admit mistakes without fear of reprisal.

“Leaders must find opportunities to let the team express their opinions and show them respect — even if they disagree,” said a retired Navy vice admiral.

This environment, where mutual respect and dialogue are encouraged, fosters creativity, enhances problem-solving, and builds cohesion.





COMMUNICATE, COMMUNICATE, COMMUNICATE

Clarity and connection come to life through communication. Successful leaders use candid, consistent, and adaptive communication strategies.

Structured communication tools — like standardized reporting, regular briefings, and open forums — are essential. However, just as important is a leader’s willingness to listen, adjust their approach, and engage meaningfully with all levels of the team.

One retired Marine Corps lieutenant general described fostering “verbal sparring” with junior Marines.

“I wanted them to challenge my thinking — if they thought I was wrong, I wanted to know why,” he said.

His goal was to create an atmosphere where all voices could be heard and where constructive debate sharpened decision-making.

He referred to this approach as “walking around the fighting hole” — taking time to gather multiple perspectives before taking action. This practice not only improves situational awareness but also builds mutual respect and confidence.

‘I wanted them to challenge my thinking — if they thought I was wrong, I wanted to know why.’

— A retired Marine Corps lieutenant general

Shared leadership involves more than delegation. It’s about recognizing and using each member’s expertise, encouraging initiative, and fostering collaboration.



EMPOWER THE TEAM

Modern military challenges require adaptive, agile teams. That need has driven a shift away from rigid hierarchies and toward shared leadership models — where influence,

decision-making, and responsibility are distributed across the team.

A retired Army lieutenant general emphasized that when team members are empowered to contribute and take ownership, performance improves and teams become more responsive to rapidly changing conditions.

“Shared decision-making in dynamic environments increases team performance,” he said.

Shared leadership involves more than delegation. It’s about recognizing and using each member’s expertise, encouraging initiative, and fostering collaboration. It builds stronger, more committed teams capable of independent, critical thinking — traits that are vital in both military and civilian organizations.





Leaders must **clearly define** roles and responsibilities, conduct regular evaluations, and provide **structured feedback**.



BALANCE ACCOUNTABILITY AND SUPPORT

While inclusivity and trust are vital, accountability remains a cornerstone of operational effectiveness. Research reinforces that

leaders must maintain high standards while offering support and empathy.

This requires balance. Leaders must clearly define roles and responsibilities, conduct regular evaluations, and provide structured feedback. At the same time, they must model the behaviors

they expect from their teams: resilience, integrity, and professionalism.

By consistently demonstrating commitment and excellence, leaders inspire their teams to follow suit. The standard is not simply stated — it's lived.

The leadership practices identified by the nine senior military general officers and flag officers are actionable, interdependent competencies that drive team excellence. As organizations across sectors face increasing uncertainty and complexity, these proven practices provide a path forward. Whether in military operations, corporate strategy, or public service, the ability to lead with purpose, precision, and humility will define the teams and leaders who succeed. |||

Former Lt. Cmdr. Kimberly M. Mitchell, USN, Ed.D., is a 1996 U.S. Naval Academy graduate and spent 17 years as a surface warfare officer. She recently completed her doctorate in education focusing on organizational leadership. Her 2025 study, "Leadership Practices for High-Performing Teams: Insights From Senior Military General Officers and Flag Officers," captures leadership principles through the voices of nine senior military general officers and flag officers. In the last 13 years she has led nonprofit organizations and served as a senior advisor at the VA.

Leadership Solutions at Total Force+

Good leaders know how to take care of their people. This key principle is at the core of **Total Force+**, MOAA's inaugural people-focused event Oct. 28-29. Speakers from across the military and veteran communities

- + Forging the Future Force: Who Wins the War for Talent?
- + Optimizing the Individual: Sustaining Performance Across the Total Force
- + Why Service Sets the Stage for Success



SHARE YOUR LESSONS

What is your best lesson in leadership? Tell us in