

# COMMISSION AGENDA

Item No: 4E

Meeting: 9/26/19

**DATE:** September 12, 2019

**TO:** Port Commission

**FROM:** Eric D. Johnson, Executive Director

Project Manager: Deirdre Wilson, Senior Planning Manager

**SUBJECT:** Port of Tacoma 2020 Strategic Plan

## **A. ACTION REQUESTED**

Port staff requests Commission action to create a Strategic Plan Project Team and to direct the Port of Tacoma Executive Director, or his designee, to engage the services of an outside firm that specializes in Port strategic plan development, with a not to exceed amount of \$300,000.

Port staff recommends that the Strategic Plan Project Team consist of up to two Commissioners, the port Executive Director, appropriate staff, and the consultant firm. The Strategic Plan Team would craft a Port of Tacoma Strategic Plan recommendation for adoption by the full Commission.

Following Commission action, Port staff would advertise a Request for Proposals (RFP) to have a consultant contract in place by the end of 2019, with a goal to complete the Strategic Plan by the end of 2020.

## **B. BACKGROUND**

The Port of Tacoma is an independent special purpose district located in Pierce County, Washington. The port was created by a vote of Pierce County citizens on November 5, 1918. The port's marine cargo operations, among the largest in the United States, work in commercial partnership with the Port of Seattle under The Northwest Seaport Alliance.

The Port of Tacoma has more than 2,700 acres of real estate property. Many tenants on those properties directly support the marine cargo operations of the NWSA. Additionally, the Port of Tacoma is home to a wide range of industrial and non-industrial tenants and activities. Outside of The NWSA marine cargo operations, the Port of Tacoma also provides bulk cargo operations at the TEMCO Grain Terminal, as well as bulk gypsum operations for the wallboard manufacturing activities of Georgia Pacific Gypsum. The Port of Tacoma has also been instrumental in expanding industrial business opportunities in areas outside of the Tideflats, such as in the Frederickson manufacturing industrial center.

The Port of Tacoma hired a new Executive Director in June 2019 to work in partnership with the NWSA CEO. The Port Executive Director is responsible for all non-NWSA planning and operations, as well as key support services for the NWSA.

In order to carry out a vision for countywide investments and operations, including non-seaport activities, the Port will need to update its strategic plan.

### **C. PROJECT SUMMARY**

The Port of Tacoma Strategic Plan will be completed in and is intended to:

- Delineate the focus and identity of Pierce County's Port of Tacoma, and
- Consider the landside support needs of the NWSA managed marine cargo terminals.

The final Port of Tacoma Strategic Plan will be an element of the Port's Comprehensive Scheme of Harbor Improvements.

Port staff proposes that the Project Team consist of two Commissioners, the port Executive Director, appropriate port staff, and the consultant. The Port's Senior Planning Manager will act as the primary point of contact responsible for soliciting internal review and feedback on project materials.

The consultant would be expected to perform the following:

#### **1. Public Engagement**

The goal of this effort is to solicit input from Pierce County citizens on strategic planning options that will help the Port achieve a shared vision.

- a. Partner with Port the public affairs staff to develop and execute a public engagement plan and associated outreach tools, including social media and direct public engagement.
- b. Partner with Port the public affairs staff to identify key stakeholders from throughout Pierce County, including business and community leaders, local government representatives, elected officials, economic development agencies, labor and environmental representatives, as resource for information.
- c. With Port planning and public affairs staff, facilitate up to three staff-level meetings to include staff from the City of Tacoma, City of Fife, City of Tacoma, Puyallup Tribe of Indians, and Pierce County to facilitate coordination with other related planning efforts. Port government relations staff will support and provide the appropriate contacts for these intergovernmental meetings and will assist in locating venues for the meetings.
- d. Working with Port public affairs staff, conduct up to four public open houses in a variety of county locations to gather input on three draft strategic planning options.

## 2. Internal Engagement

- a. Participate in regular conversations with the planning team to identify expectations and review progress. This will include a kick-off meeting to establish the frequency and format for planning team meetings.
- b. Assist in the preparation of content for Commission memos and presentations.
- c. Engage with the Port Commission by participating in up to three public Commission study sessions and up to three public Commission briefings seeking input and guidance on policy issues.
- d. Help Port staff navigate the anticipated overlapping conversations with concurrent work on the NWSA Gateway Master Plan, and the City of Tacoma Tideflats Subarea Plan.

## 3. Marine Cargo Operation Coordination

- a. In this Strategic Plan for the Port of Tacoma marine cargo operations “outside the gates” will need to be considered, but the on-terminal activities will not be addressed. Concurrent with the strategic planning process, the NWSA will complete a facilities master plan, the Gateway Master Plan (GMP). The GMP will include both North and South Harbor properties managed by the NWSA.
- b. The following overlapping areas may be addressed at a high level in the Port of Tacoma Strategic Plan.
  - i. Cargo movement needs such as local short distance rail opportunities and convenient routes that facilitate efficient truck movement.
  - ii. Attraction and expansion of businesses beneficial and supportive of marine cargo activities such as value-added manufacturing and trans-loading.
  - iii. Recognition of industrial lands within the region that support cargo operations at the Port, and a plan for how to manage future relationships that support these vital uses.

## 4. Situational Assessment

- a. Assess the Port’s current situation and strategic opportunities to prepare a strength, weakness, opportunity, and threat (SWOT) analysis to inform the plan.
- b. Prepare a situation assessment report developed from the SWOT analysis and stakeholder feedback.

## 5. Strategic Options

Using the results of the previous tasks:

- a. Develop a set of qualitative and quantitative criteria that can be used to determine how well the (three) strategic planning options support the vision and goals of the strategic plan.
- b. Develop a set of (three) strategic planning options that address the following strategic plan elements:

- Goals and Strategic Theme
- Economic Development
- Transportation
- Environmental
- Community Partnerships
- Recreation and Public Access

c. Evaluate the three options against the criteria.

#### **D. PLAN ELEMENTS**

The final version of the strategic plan is expected to consider the following elements:

- Goals and Strategic Theme
- Economic Development
  - Real estate and land use
  - Port of Tacoma focused opportunities, including non-Tideflats areas
  - Marine cargo support
- Transportation
  - Road
  - Rail
- Environmental
  - Habitat development
  - Water quality
  - Air quality/sustainable practices
  - Remediation
  - Climate change and adaption
- Community Partnerships
  - Governments, including the Puyallup Tribe of Indians
  - Institutions of higher education
  - Social responsibility
  - Workforce training
  - Non-Governmental Organization (NGOs)
- Recreation and Public Access
- Port staff office location
- Implementation steps and schedule for subsequent updates

**E. PROJECT KEY DELIVERABLES**

1. Public engagement plan.
2. Presentations and materials for public open houses.
3. Content for Port Commission memos and presentations.
4. Periodic written summary of comments from internal and external engagement.
5. Strength, weakness, opportunity, and threat (SWOT) analysis and a Situation Assessment Report.
6. Up to three strategic planning options, evaluation criteria, and evaluation results.
7. Up to four iterative strategic plan drafts.
8. Final Port of Tacoma Strategic Plan delivered on or before December 2020.

**F. FINANCIAL IMPLICATIONS**

No outside consultant dollars are planned to be spent in 2019. Staff is recommending \$300,000 be placed in the 2020 operating budget to complete this effort. Costs will be expensed as incurred.

**G. NEXT STEPS**

Following Commission action, Port staff will advertise a Request for Proposals with intent to have a consultant contract in place by the end of 2019, with a goal to complete the Strategic Plan by the end of 2020.

Draft solicitation timeline:

Issuance of RFP	September 27, 2019
Last Day to Submit Questions	October 11, 2019
Port Response to questions	October 18, 2019
<b>Proposals due</b>	<b>November 15, 2019</b>
Interviews (if needed)*	December 2-6, 2019
Final Selection Announcement*	December 16, 2019
Execute Contract*	December 30, 2019

\*Dates with an asterisk are estimated dates and are for information purposes only.