

Port of Tacoma 2020 Strategic Plan



Action Requested

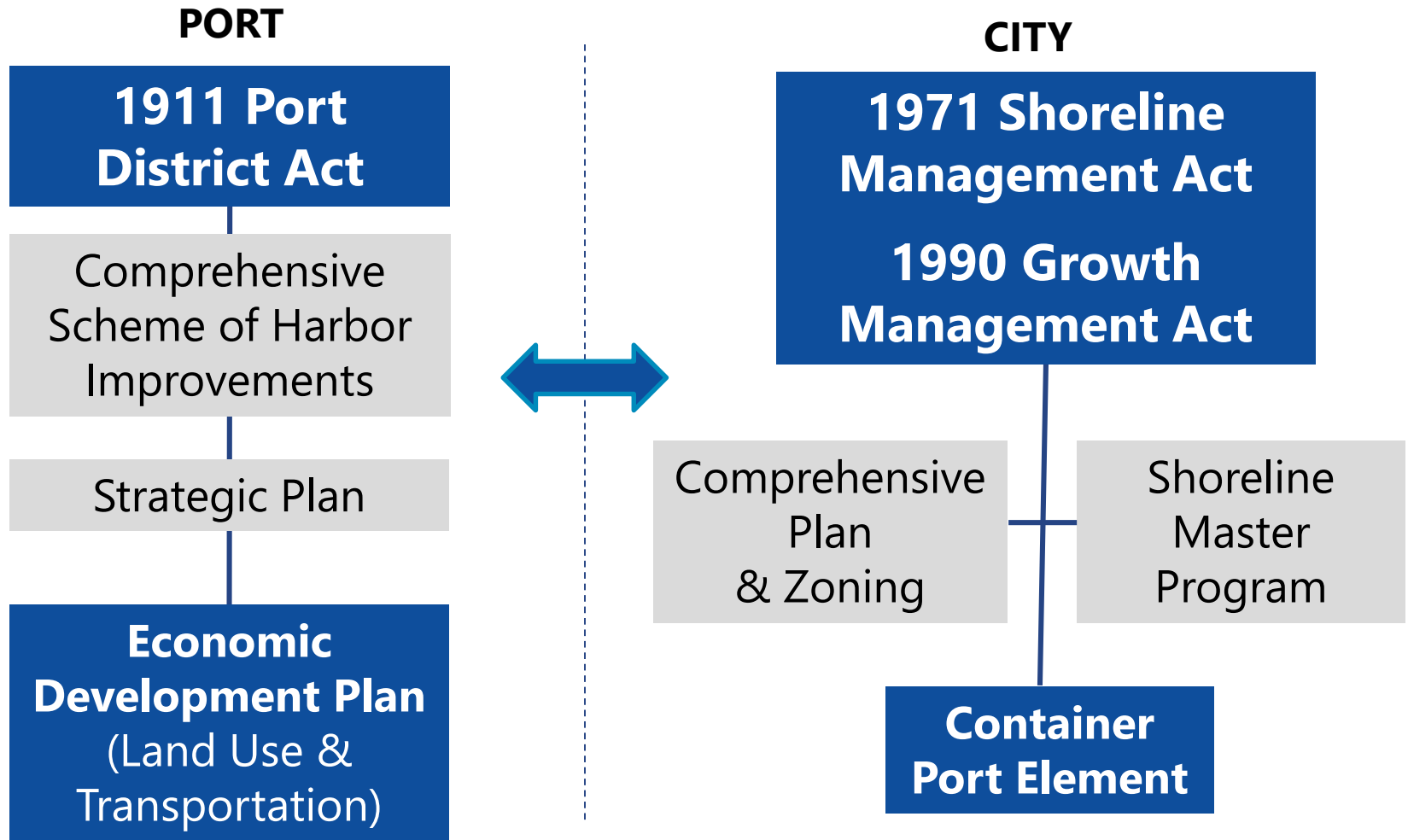
POT Strategic Plan



Port staff request the Commission to direct the Port of Tacoma Executive Director, or his designee to:

- Create a Strategic Plan Project Team consisting of up to two Commissioners, the port Executive Director, appropriate staff, and the consultant firm, and
- Engage the services of an outside firm that specializes in port strategic plan development, with a not to exceed amount of \$300,000, to prepare a Strategic Plan for formal adoption by the full Commission.

Washington Port Planning Framework



- 2012 Commissioners adopted Port of Tacoma Strategic Plan
- 2014 Commissioners updated strategic plan goals and initiatives
- 2015 Port of Tacoma and Port of Seattle formed The Northwest Seaport Alliance and the Strategic Business Plan was adopted
- 2019 The new Port of Tacoma Executive Director was hired

Mission:

Deliver prosperity by connecting customers, cargo and community with the World.

Values:

- Integrity**
- Customer Focus**
- Teamwork**
- Courage**
- Competitive Spirit**
- Sustainability**

2012 Strategic Plan Goals

POT Strategic Plan



1. Enhance the Port's Competitive Position.
2. Provide Reliable & Efficient Regional and Local Infrastructure Connections.
3. Improve the Port's Financial Performance.
4. Increase Organizational Capabilities.
5. Advance Environmental Stewardship.
6. Strengthen the Port's Community Connections.



2020 Strategic Plan Purpose

POT Strategic Plan



1. Community engagement
2. Establish goals to implement our port mission
3. Develop real estate acquisition strategies
4. Establish Port of Tacoma economic development vision and priorities
5. Establish initiatives for the Port, and initiatives that compliment the NWSA
6. Provide accessible visual tools such as maps
7. Provide real time decision-making guidance
8. Provide higher education partnership and program opportunities
9. Establish guidance for recreational opportunities
10. Identify the advantages of the Port of Tacoma vs. other industrial areas

- **Goals and Strategic Theme**
- **Economic Development**
 - Real estate and land use
 - Port of Tacoma focused opportunities
 - Marine cargo support
- **Transportation**
 - Habitat development
 - Water quality
- **Environmental**
 - Habitat development
 - Water quality
 - Air quality/sustainable practices
 - Remediation
 - Climate change and adaption
- **Community Partnerships**
 - Governments
 - Institutions of higher education
 - Social responsibility
 - Workforce training
 - Non-Governmental Organization
- **Recreation & Public Access**

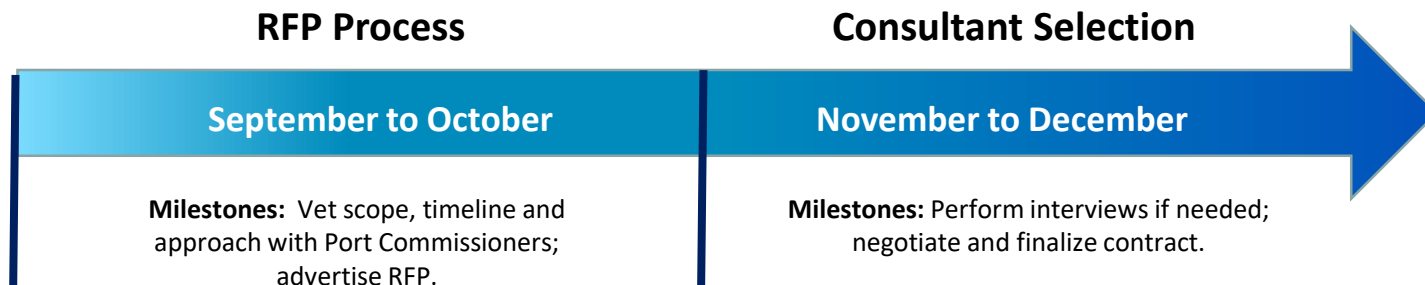
Ongoing Key Messages

POT Strategic Plan



- **Creating jobs** and economic opportunities essential for economic development in an environmentally responsible way.
- After forming The Northwest Seaport Alliance, the Port of Tacoma has an opportunity to **revisit its mission** and non-cargo related business activities.
- Maintaining the Port's effectiveness in economic development requires regular **engagement with community** members, customers, employees, and labor partners to meet ongoing needs and strengthen partnerships

2019 Timeline POT Strategic Plan



2020 Tentative Timeline POT Strategic Plan



Solicit Perspectives

January to April

- Establish mission, values and goals with internal stakeholders
- Outreach to external stakeholders
- Complete Draft 1
- Hold Commission study session

Refine Scenarios

April to October

- Develop final objectives and specific strategies/initiatives/action items/activities
- Develop performance measures for each objective
- Commission Briefing and Study Session
- Complete Drafts 2 and 3

Approval Process

October to December

- Final Draft Plan
- Commission Study Session and Final Briefing
- Public Hearing and Commission Adoption

Monitor performance and report progress at least once a year.

Project Timeline

POT Strategic Plan



2020 STRATEGIC PLAN DEVELOPMENT												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
INTERNAL COORDINATION	Project Team Kick-off Meeting	Project Team Coordination →										
PUBLIC ENGAGEMENT		Inter-gov't Staff Meeting (TSAP)	Public Open Houses →					Inter-gov't Staff Meeting (TSAP)				
BUSINESS AND STRATEGY ANALYSIS			Key Port Staff Meeting			Key Port Staff Meeting			Key Port Staff Meeting			
STRATEGIC PLAN DEVELOPMENT			Draft 1			Draft 2		Draft 3		Draft 4		Final Plan
COMMISSION MEETINGS		Study Session		Study Session		Briefing		Study Session		Briefing		Goal of Adoption

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