

## Mission

**The Port of Tacoma ~~makes~~ strategically ~~investment~~ in our harbor and community to promote prosperity, trade, and jobs, while protecting and enhancing our environment.**

## Vision

**The Port of Tacoma is a national model for innovative solutions, job creation, customer service, and environmental sustainability for generations to come.**

## Values

**Integrity and Transparency:** The Port conducts all business and decision-making with integrity and transparency, inside and outside of the organization.

**Excellence:** The Port strives for excellence throughout our workplace to best serve the needs of our team, our customers, and our community.

**Adaptability and Innovation:** As an enterprise government, the Port is committed to adapting to the challenges of a dynamic workplace and market environment.

**Stewardship:** The Port is a responsible steward of our natural environment and the public financial resources that are entrusted to us.

**Teamwork and Partnerships:** The Port is committed to internal teamwork and external partnerships in pursuit of a shared vision for the future.

**Health and Safety:** The Port is committed to the health and safety of our employees, labor partners, customers, and community.

**Workplace Culture:** The Port is committed to cultivating a welcoming and supportive workplace that promotes a sense of belonging for all employees.

**~~Diversity, Equity, and Inclusion:~~** ~~The Port supports the principles of diversity, equity, and inclusion throughout our organization and our community.~~

## Foundational Goals and Strategies

**Economic Vitality:** Advance living-wage job creation and business development opportunities in Pierce County, with a focus on marine trade and transportation.

EV 1 Strategically acquire and develop real estate to support marine trade activity of the Port and The Northwest Seaport Alliance.

EV 2 Invest in assets that support living-wage job creation throughout Pierce County.

EV 3 ~~Develop and support~~Advocate for land use and infrastructure policies that protect and enhance the cargo supply chain and promote a robust employment base.

EV 4 Advance the Port Maritime Center master planning concept for future development and partnerships.

EV 5 Evaluate opportunities to lead sustainable energy projects that support maritime trade and port customers.

**Environmental Leadership:** Protect and enhance the environment of the Commencement Bay and ~~the~~ Puyallup River watersheds by continuing to implement innovative ways to clean up contaminated land, improve habitat and water quality, and minimize air emissions from Port operations.

EL 1 Remediate contaminated Port properties in a manner that ensures protection of human health and the environment while enabling economic development.

EL 2 Reduce the air and climate pollution generated by Port and tenant activities and equipment while ~~protecting their operations from planning for~~ the impacts of climate change, leveraging partnerships when possible.

EL 3 Invest in projects that improve the quality of stormwater runoff from Port properties, embody best practices, and empower our tenants to comply with complex permits.

EL 4 Create wetland opportunities and improve fish habitat independent of regulatory obligation.

**Organizational Success:** Create and sustain a transparent culture prioritizing the Port's fiduciary role as trustee of public assets and commitment to financial responsibility.

OS 1 ~~Provide eC~~ontinued solid Port financial success and fiduciary performance.

OS 2 Protect the public's investment by maintaining existing assets and positioning them for future growth.

OS 3 Ensure the Strategic Plan is the day-to-day roadmap for all decisions and actions by the organization.

~~OS 4 Plan, design, and construct a new Port staff workspace that also provides spaces for community engagement and mixed-use opportunities.~~

OS 54 Integrate the Port's values ~~of diversity, equity and inclusion, as well as health and safety~~, into ~~the Port's our~~ organizational culture and decision-making framework.

OS 65 Foster an organizational culture that attracts, develops, and retains a ~~diverse~~, high performing, ~~and~~ engaged, and innovative workforce.

**Transportation Advocacy:** Promote marine, road, rail, and navigation infrastructure and technology improvements to strengthen; and diversify the regional maritime industry and economy.

- TA 1 Support ~~bridge and road infrastructure~~ projects that ~~increase~~ improve Port freight mobility ~~and travel time reliability~~, prioritizing the SR 167 Gateway Project, ~~and the Port of Tacoma Road/I-5 interchange~~, Fishing Wars Memorial Bridge reopening, Portland Avenue corridor, and Taylor Way/54<sup>th</sup> Avenue intersection projects.
- TA 2 Advocate for the transportation infrastructure, ~~and~~ system management, ~~and~~ advanced clean energy needs of Port-related businesses in the Tideflats and Pierce County.
- TA 3 Support strategic rail investments and rail projects throughout the Tideflats. Develop criteria and policies to guide decision-making for Port transportation advocacy efforts and to prioritize infrastructure investments.
- TA 4 ~~Develop and maintain an understanding of regional~~ Be a resource for freight mobility expertise and knowledge for transportation projects ~~and programs~~ that support Port-related ~~activities~~ mobility.
- TA 5 Continue to prioritize maintenance of navigational channel depths and the Blair Waterway deepening program.

**Community Connections:** Engage and advance strong and trusting relationships with the Pierce County community and beyond ~~in a timely, accessible, and inclusive way~~.

- CC 1 Strengthen, build, and maintain relationships with a wide variety of public, community, and business ~~stakeholders~~ partners through direct engagement.
- CC 2 Strengthen, build, ~~and~~ maintain strategic relationships with federal, state, ~~and~~ local governments, and with the Puyallup Tribe of Indians.
- CC 3 Develop and implement a comprehensive communication plan to increase community awareness and understanding of the Port's mission, objectives, activities, ~~and~~ progress.

**Workforce Development:** Partner with local and regional organizations to facilitate career development in the maritime, logistics, manufacturing, and construction trades.

WD 1 Identify opportunities to utilize Port-owned properties in partnership with local and regional organizations to facilitate maritime industry career development.

WD 2 Partner with government and local and regional ~~organization~~ organizations to facilitate career development through financial investments.

WD 3 Identify opportunities to utilize the Port's procurement processes by prioritizing contracts with organizations that facilitate maritime industry career development.

WD 4 Promote awareness of career pathways in the maritime trades.