

# PROJECT ACTION MEMO

Port of Tacoma Commission



Item No: 6D  
Meeting Date: 7/15/25

---

**DATE:** July 7, 2025  
**TO:** Port of Tacoma Commission  
**FROM:** Eric Johnson, Executive Director  
Sponsor: Alisa Praskovich, Chief Strategic Projects & Commission Relations  
Project Manager: Deirdre Wilson, Director Planning & Permitting  
**SUBJECT:** Resolution 2025-07-PT - Port of Tacoma Strategic Plan 2026-2030

---

**A. ACTION REQUESTED**

Request Commission authorization for approval of Resolution 2025-07-PT approving the 2026-2030 Port of Tacoma Strategic Plan, an update to the current 2021-2026 Plan.

Strategic Plan Initiative: Organizational Success (OS-3) - Ensure the Strategic Plan is the day-to-day roadmap for all decisions and actions by the organization.

**B. BACKGROUND**

Staff met with the Commissioners in September 2024 to provide a briefing and get direction on the update to the Ports' Strategic Plan, as anticipated at the 5-year mark. The intent at the time was to have a consultant contract in place by end of 2024 to develop a preliminary draft Strategic Plan by June 2025, to inform 2026 budget. The Port would then have a final Strategic Plan ready to be published by December 2025.

As part of the update process, the Port initiated an engagement effort involving Port Commissioners, Port and NWSA management teams and staff, tenants, local and regional partners, and the broader public. The outreach was conducted through a mix of in-person and online methods. The process progressed more quickly than anticipated and staff are now prepared to recommend adoption of the updated plan.

**C. PROJECT DETAILS**

The updated Strategic Plan includes updated strategies and two significant additions: a Vision statement and a Workforce Development foundational goal.

NEW Vision Statement

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

NEW Foundational Goal

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

Key project dates

September 2024	RFP for consultant services published
January 2025	Parametrix selected
March 2025	Visioning workshop at Commission retreat
March-April 2025	Internal/external engagement
April 2025	Commission study session
May 2025	Commission study session
June 2025	Commissioner briefings
July 2025	Commission meeting; requested action: plan adoption
August-Sept 2025	Strategic Plan design/layout
December 2025	2026-2030 Strategic Plan published

**D. ENVIRONMENTAL**

A State Environmental Policy Act (SEPA) review for a non-project action was completed for the 2021-2026 Strategic Plan resulting in a determination of non-significance for the non-project action. A SEPA addendum will be completed for this update and is anticipated to result in no change to the determination of non-significance.

**E. PREVIOUS ACTIONS OR BRIEFINGS**

In September 2024, staff met with each Commissioner to gather feedback and seek direction on the Strategic Plan update. In March 2025, the consultant team facilitated a workshop on visioning at the Commission retreat. In April 2025, staff provided the Commissioners with a summary of engagement results, and findings of the situational assessment (SWOT and PESTEL) prepared by the consultant team. Staff provided additional individual briefings and opportunity for the Commissioners to provide edits to the Strategic Plan in May 2025. The final draft Strategic Plan was sent via email to the Commissioners for review in June 2025.

**F. FINANCIAL SUMMARY**

The Strategic Plan update was budgeted for \$250,000 in 2025, with \$240,212 in actual total spending for consulting services. There is no cost associated with the adoption of the new Strategic Plan itself. However, it does provide guidance as to potential Port investments for Commission consideration in the future.

**G. NEXT STEPS**

With Commission approval, Port staff will:

- Prepare the final Strategic Plan for publication
- Update the annual Implementation Plan and budget requests as appropriate

**H. ATTACHMENTS**

1. Final Draft Strategic Plan mark-up showing all changes
2. Resolution 2025-07-PT