

Mission and Values



December 17, 2020

Mission and Values

On November 19 we explored...

- Who and what the Port values
- Audiences that should better understand the Port's mission
- Guidelines and key words for the Port's mission

Today we will...

- Review what we heard
- Discuss example mission and value statements

Values

Values define **HOW** we will undertake our work

- How the Port goes about its work
- What does the Port believe in as it does that work?
- What is considered in making decisions?

Strong and accepted values mean fewer rules!
Values are more powerful than rules!

Key words that came forward from the last Study Session...

- Collaborative
- Customers
- Diversity, equity and inclusion
- Environmental stewardship...do no harm
- Fiscal responsibility
- Innovation
- Integrity
- Labor
- Partnerships (public and private, community, education)
- Port staff and professionalism
- Safety
- Transparency
- Vendors and suppliers

Who the Port Values:

- Residents of Pierce County
- Puyallup Tribe of Indians
- NWSA Partnership

These groups will be highlighted at the beginning of the Strategic Plan

Example Value Statements

The Port of Tacoma values...

- Practicing **integrity** and **transparency** in all decision making
- Embracing our role as **trustees** of our public assets in exercising our **fiscal responsibilities**
- Committing to **environmental stewardship**
- Maintaining a **safe, collaborative** and **innovative** work culture

Example Value Statements, cont.

The Port of Tacoma values...

- Embracing **diversity, equity and inclusion** in our decision making
- Strengthening **partnerships** with local and state government, labor, educational institutions, community groups, and the private sector
- Supporting our **customers, tenants, suppliers, and vendors**
- Recognizing the **professionalism** and capacity of our staff

The WHY

- **Mission** is not the brand, it defines the brand
- Brand is logo and slogan
- The **less said** in a mission statement can make it **more powerful**, let your values describe the Port's character
- **Mission** describes **WHY the Port exists**
 - Describes the organization's unique role in the community
 - Typically highlights who the organization serves

Other Mission Statement Examples

BARNES & NOBLE Our mission is to operate the best specialty retail business in America, regardless of the product we sell. To say that our mission exists independent of the product we sell is to demean the importance and the distinction of being booksellers.

OR?

TESLA To accelerate the world's transition to sustainable energy.

TED Spread ideas.

Mission Statement

Key concepts to be resolved

1. The Port's Core Role in the Community – Jobs

Is the Port's unique core purpose to create **family wage jobs** or is to prioritize **marine trade jobs**?

OR

Is it to create **family wage jobs in general** and treat **marine trade jobs as a subset** of family wage jobs?

Key concepts to be resolved

2. The Port's Core Role in the Community – Environmental Issues

Is it to **address environmental challenges** throughout Pierce County, regardless of the connection to Port assets?

OR

Should **environmental stewardship be treated as a value** versus a core purpose for the Port's existence?

Mission Statement Terms

Key Mission Statement Terms

- Pierce County wide
- Create jobs
- Grow the economy
- Public investment
- Marine trade

Consider as values?

- Innovation
- Environmental stewardship
- Social responsibility

Example Port of Tacoma Mission Statements



Example Mission Statement	KEY MISSION STATEMENT WORDS				
	County wide	Create Jobs	Grow the Economy*	Public Investment	Marine Trade
The Port’s mission is job growth in Pierce County.					
Through public investment the Port’s mission is to grow jobs and the Pierce County economy.					
The Port is an economic engine that catalyzes job growth with responsible public investment.					
The Port is an economic engine in Piece County creating living wage jobs and expanding marine trade.					
The Port is a local economic engine that creates jobs and grows the Pierce County economy through public investment.					
The Port is a catalyst in Pierce County leading the creation of living-wage jobs and prioritizing marine trade opportunities while improving the environment.					

Note: Assumes the key words social responsibility, innovation, and environmental stewardship are values
 * Economic engine is a synonym for Grow the Economy

Draft Foundational Goals

Transportation Advocacy (TA) [Commission Reviewed - 10/29]

Support and advance transportation infrastructure vital to the region, maritime industry, and economy.

Environmental Stewardship (ES) [Commission Reviewed - 11/5]

Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability.

Organizational Success (OS) [Commission Reviewed - 11/19]

Create and sustain a transparent and internally aligned culture prioritizing the Port's fiduciary role as trustee of public assets.

Economic Vitality (EV) [Commission Reviewed - 12/3]

Create living-wage jobs and business development opportunities in Pierce County.

Community Connections (CC) [Commission Review - 1/12]

Engage and advance relationships with the Pierce County community in a timely, accessible, and inclusive way.

Key Mission Statement Terms

- Pierce County wide
- Create jobs
- Grow the economy
- Public investment
- Marine trade

Next Steps

January 2021

- Community Connections Foundational Goal and Strategies Study Session (1/12)
- Community engagement Commission briefing (1/21)
- Draft Strategic Plan and Annual Action Plan

February 2021

- Draft Strategic Plan and Annual Action Plan

March 2021

- Present Strategic Plan and Annual Action Plan to the Commission (3/18)
- Request public input on draft Strategic Plan

April 2021

- Commission final action on Strategic Plan (4/15)

Summary of November 19 Mentimeter Questions



MISSION

Summary of November 19 Mentimeter Questions

Question 5

Question: What audiences do you want to better understand your mission?

Respondents: 4

Responses (11/19)	Consolidated
Community	Community
Pierce County community	Community
The community	Community
Business community	Business Community
Business Community	Business Community
Port Staff	Executive Director/Staff
Executive Director	Executive Director/Staff
Schools	Schools
Students	Schools
City of Tacoma	City of Tacoma
Commission	Commission
Customers	Customers
Environmental groups	Environmental Groups

What audiences do you want to better understand your mission?

Mentimeter



Summary of November 19 Mentimeter Questions



Question 6

Question: Rate these guidelines for the development of the Mission Statement?

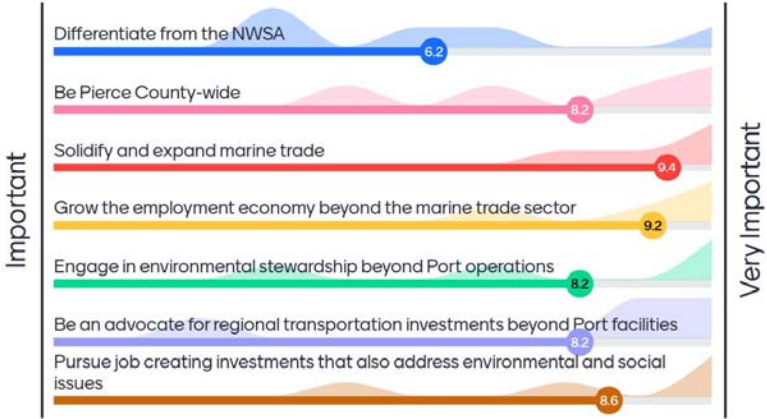
Respondents: 5

0=Important . . . 10=Very Important

Choices	Weighted average	1	2	3	4	5	6	7	8	9	10
Solidify and expand marine trade	9.4	0	0	0	0	0	0	0	1	1	3
Grow the employment economy beyond the marine trade sector	9.2	0	0	0	0	0	0	1	0	1	3
Pursue job creating investments that also address environmental and social issues	8.6	0	0	0	0	1	0	0	1	0	3
Be Pierce County-wide	8.2	0	0	0	0	1	0	1	0	1	2
Engage in environmental stewardship beyond Port operations	8.2	0	0	0	1	0	0	1	0	0	3
Be an advocate for regional transportation investments beyond Port facilities	8.2	0	0	1	0	0	0	0	0	2	2
Differentiate from the NWSA	6.2	0	0	0	2	0	1	1	0	0	1

Rate these guidelines for the development of the Mission Statement?

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Summary of November 19 Mentimeter Questions

Question 7

Question: What words or short phrases should make up the Mission Statement?

Respondents: 4

Responses (11/19)	Consolidated
Collaboration	Collaboration
Economic development	Economic development
Environmental steward	Environmental stewardship
Environmental stewardship	Environmental stewardship
Excellence	Excellence
Future	Future
Innovation	Innovation
Jobs	Jobs
Jobs	Jobs
Maintain good jobs	Jobs
Public trust	Public trust
regional leader	Regional leader

What words or short phrases should make up the
Mission Statement?

 Mentimeter



Summary of November 19 Mentimeter Questions



VALUES

Summary of November 19 Mentimeter Questions

Question 1

Question: WHAT do you value?

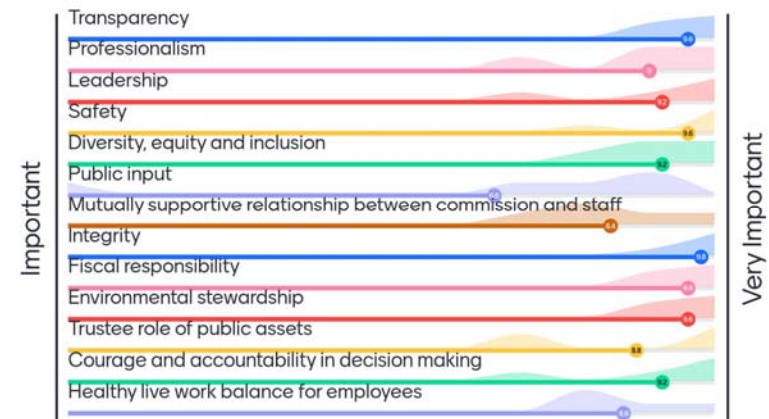
Respondents: 5

0=Important . . . 10=Very Important

Choices	Weighted average	0	1	2	3	4	5	6	7	8	9	10
Integrity	9.8	0	0	0	0	0	0	0	0	0	1	4
Transparency	9.6	0	0	0	0	0	0	0	0	0	2	3
Safety	9.6	0	0	0	0	0	0	0	0	1	0	4
Fiscal responsibility	9.6	0	0	0	0	0	0	0	0	0	2	3
Environmental stewardship	9.6	0	0	0	0	0	0	0	0	0	2	3
Leadership	9.2	0	0	0	0	0	0	0	1	0	1	3
Diversity, equity and inclusion	9.2	0	0	0	0	0	0	0	0	1	2	2
Courage and accountability in decision making	9.2	0	0	0	0	0	0	0	1	0	1	3
Professionalism	9	0	0	0	0	0	0	0	1	0	2	2
Trustee role of public assets	8.8	0	0	0	0	0	0	0	2	0	0	3
Healthy live work balance for employees	8.6	0	0	0	0	0	0	0	0	3	1	1
Mutually supportive relationship between commission and staff	8.4	0	0	0	0	0	0	0	1	2	1	1
Public input	6.6	1	0	0	0	0	0	0	1	1	2	0

WHAT do you value?

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Summary of November 19 Mentimeter Questions



Question 2

Question: WHAT do you value - additional key words

Responders: 5

Responses

Candor	Inclusivity
Collaboration	Innovation
Collaboration	Innovation
Competence	Jobs
Competitive	Jobs
Economic Development	Listening
Excellence	Outreach
Fairness	Respect
Honesty	

WHAT do you value - additional key words

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Summary of November 19 Mentimeter Questions



Question 3

Question: WHO do you value?

Responders: 5

Choices	Weighted average	0=Important . . . 10=Very Important										
		0	1	2	3	4	5	6	7	8	9	10
Port staff	9.8	0	0	0	0	0	0	0	0	0	1	4
Customers	9.8	0	0	0	0	0	0	0	0	0	1	4
Pierce County community	9.6	0	0	0	0	0	0	0	0	1	0	4
Public Partners	9.4	0	0	0	0	0	0	0	0	0	3	2
Private Partners	9.2	0	0	0	0	0	0	0	0	1	2	2
Current tenants	9	0	0	0	0	0	0	0	0	1	3	1
Educational institutions	8.8	0	0	0	0	0	0	1	0	1	0	3
The Northwest Seaport Alliance	8.8	0	0	0	0	0	0	1	0	0	2	2
Future tenants	8.6	0	0	0	0	0	0	0	0	3	1	1
Local vendors and suppliers	8.6	0	0	0	0	0	0	0	0	3	1	1

WHO do you value?

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Summary of November 19 Mentimeter Questions



Question 4

Question: WHO do you value - additional groups

Responders: 5

Responses (11/19)	Consolidated
Chb	?
Commissioners	Commissioners
Executive director	Executive director
Labor partners	Labor Partners
City of fife	Local Partner
City of tacoma	Local Partner
Local elected leaders	Local Partner
Surrounding cities	Local Partner
Port community	Port Community
Puyallup Tribe	Puyallup Tribe
Puyallup tribe	Puyallup Tribe
Tribe	Puyallup Tribe

WHO do you value - additional groups

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