

2020 PORT OF TACOMA PERFORMANCE GOALS & EXPECTATIONS

I. SUSTAIN & ENHANCE BUSINESS DEVELOPMENT & JOB CREATION [REAL ESTATE / PLANNING]		Updated 1/16/2020
KEY PRIORITIES FOR 2020 & BEYOND	PERFORMANCE MEASURE	RESULTS TO DATE
1. LAND ACQUISITION/REAL ESTATE PORTFOLIO LONG-TERM STRATEGY: Evaluate and recommend strategic property acquisitions that support future business development activities.	A. Execute Land Acquisition Plan with focus on strategic properties and POT and NWSA future needs	
	B. Maytown: Support Buyer through due diligence process to execute current PSA.	
	C. Complete long-term development strategy for the Fabulich Center property.	
	D. Complete development plan and initiate RFP to select development partner(s) for both sides of the Wheeler Osgood waterway.	
	E. Purchase Upper Clear Creek properties to maximize efficiency and compliment Mitigation Bank.	
	F. Initiate RFP for approximately 30-acre development site located at 1202 Taylor.	
2. <u>PLANNING & LOGISTICS</u>	A. With robust commissioner and stakeholder input, update the Port of Tacoma Strategic Plan, consistent with the scope shared with commissioners in 2019, by end of Q4 2020.	

	B. Prepare a resiliency and sea level rise impact analysis and report for port infrastructure in conjunction with the NWSA Gateway Infrastructure Plan, expected to be complete Q4 2021. The Port/NWSA will continue to collaborate with local, state and federal agencies to plan, design, and develop critical infrastructure.	
	C. Participate in the development of the Tideflats Subarea Plan with the City of Tacoma, the Puyallup Tribe of Indians, the City of Fife, and Pierce County; plan completion is expected in 2022.	
	D. Protect port operations and ensure timeliness of state and local road projects, such as SR-167, Port of Tacoma Road/I-5 Interchange, and Taylor Way.	
	E. To protect Tideflats ingress and egress, engage with the Sound Transit technical committee for the Pierce County Link extension and South Sounder capacity expansion.	
	F. Update the Region 5 All Hazard Mitigation Plan for the Port of Tacoma by Q3 2020, in coordination with Pierce County Emergency Management.	
3. THORNE ROAD PROPERTY DEVELOPMENT	A. Thorne Road properties advanced to 30% design NLT Q2-2020. Issue Request for Proposals in Q3-2020.	
	B. Complete development plan & advance permitting and mitigation, on time and on budget.	
	C. Coordinate project with NWSA GCP terminal improvements.	

II. DELIVER SUPERIOR FINANCIAL PERFORMANCE (Scorecard: Financial Returns)		
[FINANCE]		
EFFECTIVELY MANAGE 2020 OPERATING ACTIVITIES TO DELIVER EXPECTED FINANCIAL RESULTS.	A. Effectively manage the 2020 operating activities to deliver expected financial results.	
	B. Year-over-year comparison and explanation of financial results.	
	C. Debt Management: Staff will minimize future borrowing and reduce debt.	
	D. Achieve clean audits: Work with staff to achieve a clean audit.	
	E. Effectively manage Port of Tacoma obligations within the NWSA.	
III. STRENGTHEN ORGANIZATIONAL CAPABILITY AND PERFORMANCE		
[HR / PLANNING / FINANCE]		
	A. Complete assessment & recommendation for POT HQ location.	
	B. Review and update the Master Policy.	
	C. Conduct an RFI for POT future general counsel legal services.	
	D. Keep Service Agreements current and accurate regarding allocating of costs and time.	
	E. Diversity & Inclusion: Provide employee training and complete development of apprenticeship program.	

IV. DEMONSTRATE ENVIRONMENTAL STEWARDSHIP (Scorecard: Environmental Stewardship) [ENVIRONMENTAL]		
1. PLAN AND IMPLEMENT CLEAN-UP ACTIONS ON PRIORITY CONTAMINATED PROPERTIES TO SUPPORT THE PORT'S BUSINESS OPPORTUNITIES.	Secure \$3.8 million in Remedial Action Grant funding in the 2020 supplemental capital budget for The Earley Business Center, 721 Alexander Avenue, and Portac by Q2 of 2020.	
	Parcel 1B (The Earley Business Center) - Enter into a Consent Decree with Ecology by Q2 of 2020 to allow implementation of the remedy by Q4 of 2021.	
	Parcel 2 (Former Alexander Avenue Tank Farm) - Finalize feasibility study and draft cleanup action plan for submittal to Ecology by Q4 of 2020.	
	Parcels 95, 111, and 117 (Taylor Way Alexander Fill Area) - Using recently collected data from Parcel 117 (1202 Taylor) negotiate exclusion of of port property Parcel 117 from the broader cleanup Site by Q2 of 2020. Enter into a multiparty Agreed Order to conduct a remedial investigation and feasibility on port properties Parcel 95 and 111 by Q4 of 2020.	
	Arkema Manufacturing - Complete Feasibility Study and identify the preferred remedy by Q4 of 2020.	
	Hylebos Waterway - Finalize Settlement with other Hylebos performing parties and advance the design and construction American Construction mitigation area by Q4 of 2020.	
	Parcel 15 (Frm Portac property) - Finalize cleanup action plan and enter into an Agreed Order to initiate the cleanup by Q4 of 2020.	

2. IMPLEMENT A HABITAT MITIGATION PLAN.	Complete Upper Clear Creek portion of Port's Umbrella Mitigation Bank by Q2 of 2020.	
	Update Port Mitigation Strategy to ensure consistent with Strategic Plan. Q4 2020	
3. Maintain Permit compliance at POT operated Properties. Continue researching emerging treatment technologies.	A. Continue to verify surface water utility fees charged by City of Tacoma. Develop alternatives analysis for achieving requirements of MS4 permit.	
	100% of all POT owned and operated properties have an updated SWPPP that matches the current permit conditions. (Environmental Mitigation Sites do not need SWPPPs)	
4. DEVELOP A MARITIME INDUSTRIAL-FOCUSED ENVIRONMENTAL STEWARDSHIP SUSTAINABILITY PROGRAM	A. With broad external stakeholder support, adopt the new NWPCAS by Q4 2020.	
	B. Pursue grant opportunities to further CHE, Shorepower and fleet modernization initiatives.	
	C. Initiate strategic energy planning effort in the South Harbor to support GHG Resolution and NWPCAS.	
5. SUPPORT TENANT COMPLIANCE WITH ENVIRONMENTAL REGULATIONS		
V. COMMUNICATIONS/PUBLIC AFFAIRS [PUBLIC AFFAIRS]		
1. COMMUNITY/INDUSTRY OUTREACH PROGRAM: Execute a proactive engagement strategy with stakeholders and the community to advance the value proposition of the POT and the role the port plays in our regional economy.	A. Support expanded community understanding of the port and its missions through the successful execution of 12 community events or activities broadly available to the general public (averaging once a month).	

2. CORPORATE SOCIAL RESPONSIBILITY PROGRAM: Reframe and focus the program as part of the overall POT community engagement portfolio.	A. Prioritize CSR sponsorships to align with overall outreach strategy. This strategy must include other community organizations in the broader community.	
	B. Partner with local education partners on a specific workforce development initiative.	

VI. TRIBAL RELATIONS

1. RELATIONS WITH PUYALLUP TRIBE OF INDIANS: Establish productive and positive relations with the Puyallup Tribe of Indians.	A. Initiate meetings between Port Executives, Commission & Tribal Council.	
	B. Create an internal Tribal Coordination Team consisting of key Port staff.	
	C. Initiate staff training on tribal history, government and government-to-government relations.	
	D. Develop and present materials for Port staff on the history and content of the Puyallup Lands Claim Settlement.	