

Port of Tacoma Strategic Plan

September 24, 2020 Study Session Material



Background

Over the past eight months the Port of Tacoma staff, guided by Executive Director Johnson and with public input through the Port's web site, have drafted the platform for the Port of Tacoma's 2020 Strategic Plan. The Strategic Plan will provide Port leadership and staff with clear purpose and direction over the next five years.

The following terms are used to define the Strategic Plan Platform:

Pillars – Underpinning aspirations of the Port in support of its mission statement. *(9/24 focus)*

Foundational Goals – What the Port will achieve with dedicated resources to support a pillar. *(9/24 focus)*

Strategies – Intentions that define the path to achieve a foundational goal. *(11/5 focus)*

Actions – Specific actions that support a strategy and are included in the Action Plan. *(future focus)*

Purpose of the Study Session

The purpose of the September 24th Study Session is to review the Pillars and Foundational Goals.

- During the September 24th study session, we will seek your feedback on each Pillar and Foundational Goal.
- If there are additional goals you would like to advance, there will be opportunity to discuss those as well.
- Success on September 24th will be to reach alignment on the intent of each Pillar and Foundational Goal.
- Results of the Study Session are not final and may be refined further by the commission.

Study Session Preparation (homework)

In preparation for the September 24th Study Session, please focus on the first 4 pages of this document - review the Pillars on [page 3](#) and the Foundational Goals on [page 4](#).

Starting on [page 5](#) are some *draft* Strategies for each Foundational Goal to provide added context but won't be the focus of the September 24th Study Session.

- Strategies will be the focus of the next Commission Study Session on November 5th.

At the September 24th Study Session, we will also begin to explore the Port's Mission statement as well as the Port's Values with a live activity and discussion. This packet doesn't provide information specific to the Mission and Values.

Pillars

The Port of Tacoma will focus on these four pillars to advance the Port's role in improving the economy and quality of life for all Pierce County residents.

Pillar I: Economic Vitality Increase sustainable economic vitality and create jobs.



Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

Pillar II: Community Connections Promote community connections and partnerships.



Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Pillar III: Environmental Stewardship Be a steward of the natural environment.



Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability internally and throughout the Pierce County and the region.

Pillar IV: Organizational Health Support organizational focus, efficiency and staff satisfaction.



Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goals

The four Pillars are supported by **Foundational Goals** that are designed to achieve the Port’s mission.

Pillar I Economic Vitality Increase sustainable economic vitality and create jobs.	Pillar II Community Connections Promote community connections and partnerships.	Pillar III Environmental Stewardship Be a steward of the natural environment.	Pillar IV Organizational Health Support organizational focus, efficiency and staff satisfaction.
<p>Foundational Goal EV1 Invest in living-wage, job-creating real estate.</p> <p>Foundational Goal EV2 Develop policies and infrastructure investments that help create living-wage jobs and a more robust employment base.</p> <p>Foundational Goal EV3 Support and diversify marine trade activity.</p> <p>Foundational Goal EV4 Invest in local workforce training and education that leads to living-wage jobs.</p>	<p>Foundational Goal CC1 Broaden community engagement and outreach with residents throughout Pierce County.</p> <p>Foundational Goal CC2 Strengthen communications and relationships with local governments and the Puyallup Tribe of Indians.</p> <p>Foundational Goal CC3 Develop social responsibility policies.</p> <p>Foundational Goal CC4 Partner with regional organizations to advance sustainable practices and to promote and foster sustainable industries.</p> <p>Foundational Goal CC5 Enhance the public’s access to the water.</p>	<p>Foundational Goal ES1 Remediate contaminated properties in Pierce County in a manner that ensures protection of human health and the environment while enabling economic development.</p> <p>Foundational Goal ES2 Reduce the air and climate pollution generated by port and tenant activities.</p> <p>Foundational Goal ES3 Invest in projects that improves the quality of stormwater runoff from Port properties and provide best practices education opportunities.</p> <p>Foundational Goal ES4 Create wetland mitigation opportunities that improve fish habitat independent of regulatory obligation.</p>	<p>Foundational Goal OH1 Ensure that the Strategic Plan becomes the day-to-day roadmap for aligning Port Commission and Port staff decisions and actions.</p> <p>Foundational Goal OH2 Create and maintain alignment within the organization on Port policy and priorities.</p> <p>Foundational Goal OH3 Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.</p> <p>Foundational Goal OH4 Increase the Port’s net revenue year over year.</p> <p>Foundational Goal OH5 Plan and design a new Port administrative office headquarters.</p> <p>Foundational Goal OH6 Protect the public’s investment in Port controlled assets.</p>

Foundational Goals and *Draft Strategies*

Pillar I: Economic Vitality



Increase sustainable economic vitality and create jobs.

Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

Foundational Goal EV1.

Invest in living-wage, job-creating real estate.

- What is the intent of the goal? Create living-wage jobs
- How will we measure success? Number of jobs created

Draft EV1 Strategies

- A. Work with local governments and key non-governmental organizations to assess economic clusters and where Pierce County has an advantage including warehousing, distribution, and logistics; low cost carbon free power; and JBLM influenced employers.
- B. Investigate opportunities and funding to develop incubator facilities that help small targeted business starts.
- C. Protect Pierce County's manufacturing/industrial land base.
- D. Formalize an asset management process to maintain the functionality and marketability of the Port's income producing structures.
- E. Develop a focused property-specific Port real estate investment plan for development opportunities throughout Pierce County that result in job growth and economic vitality.
- F. Create development opportunities in Pierce County by providing high quality wetland and fish mitigation.

Related Community Input

"Helping grow the region's economy through easy access to water and interstate commerce, and connectivity to nearby communities that support industrial/warehouse development."

"Planned economic development, based on integrated partnerships, that leads to a future that results in elevating Pierce County to become a top destination for businesses."

"Maintaining industrial land use through the sub area planning process. Not only for Port owned land, but also for the private business that support the Port and our region."

Pillar I: Economic Vitality



Increase sustainable economic vitality and create jobs.

Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

Foundational Goal EV2.

Develop policies and infrastructure investments that help create living-wage jobs and a more robust employment base.

- What is the intent of the goal? Create living-wage jobs
- How will we measure success? Number of jobs created

Draft EV2 Strategies

- Participate in planning efforts in support of industry, commercial needs, and freight mobility.
- Ensure adequate navigational capacity for the needs of the NWSA shipping line customers.
- Actively collaborate and participate financially with local governments and community/regional groups to develop a Pierce County Climate Change Resiliency Plan addressing the impacts of climate change on the local economy.
- Work with partner agencies to support their efforts to develop and implement transportation infrastructure and transportation system management tools that provide access to Port of Tacoma and NWSA facilities.
- Consider a stormwater utility as a way to fund our municipal stormwater permit and maintain / improve stormwater infrastructure.
- Explore the Port's role in advancing internet accessibility in Pierce County
- Explore the Port's potential role in the development of a commercial fishing vessel moorage in Gig Harbor.
- Support the South Harbor Electrification Roadmap (SHERM), which will assess needs and opportunities to install electrification infrastructure to reduce operating costs and air pollution.

Related Community Input

“Driving the economy of Washington State through trade and employment. The Port of Tacoma can leverage our local economy to drive trade and increase stability in an increasingly unstable world.”

“Continue facilitating the growth of the seaport and creation of family wage jobs.”

“Keep the infrastructure projects alive.”

Pillar I: Economic Vitality



Increase sustainable economic vitality and create jobs.

Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

Foundational Goal EV3.

Support and diversify marine trade activity.

- What is the intent of the goal? Grow marine trade
- How will we measure success? Growth in marine trade related revenues or measurable trade activity to the Homeport and the NWSA

Draft EV3 Strategies

- A. Accumulate and assemble real estate in the Tideflats central peninsula that can support Homeport marine activity, NWSA terminal operations, and related support functions.
- B. Work with Tacoma Public Utilities to position the combined Port-Tacoma Rail and BNSF infrastructure in the most competitive position.
- C. Investigate partnership opportunities that utilize PTOI Tideflats real estate.
- D. Support existing and new customers / tenants by continuously improving stormwater infrastructure, directing surface water fees toward flooding prevention and repairs / replacement.
- E. Unlock development potential of Tideflat properties by accelerating environmental cleanups and consider acquiring and remediating other key Tideflat properties.
- F. Be vigilant for both opportunities in manufacturing or value-added processing that generates marine cargo and other traditional waterfront business activity.

Related Community Input

“Bring imports/exports into the Puget Sound area creating jobs and economy. Continuing to support businesses on the port and surrounding areas”

“Keeping steering wheels and jobs in the Port of Tacoma.”

“It would be great if Tacoma could somehow become a port of departure for cruise ships; bringing increased tourism to the area.”

Pillar I: Economic Vitality



Increase sustainable economic vitality and create jobs.

Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

Foundational Goal EV4.

Invest in local workforce training and education that leads to living-wage jobs.

- What is the intent of the goal? Create living-wage jobs
- How will we measure success? Number of jobs created

Draft EV4 Strategies

- A. Partner with colleges and universities in Pierce County.
- B. Evaluate and enhance the Port's role in supporting existing or new internship and apprenticeship programs.

Related Community Input

"Building job base IN Pierce county for people that work in Pierce County. Growing apprenticeships and internships to make sure that we have a well-trained workforce in the future."

"Goodwill of the Olympics & Rainier Region would like to partner with the Port to support job skills development for the residents of Pierce County."

"Better trade education opportunities based around port jobs."

Pillar II: Community Connections



Promote community connections and partnerships.

Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Foundational Goal CC1.

Broaden community engagement and outreach with residents throughout Pierce County.

- What is the intent of the goal? Greater understanding throughout the community of the Port's county wide role
- How will we measure success? Periodic polls of the general community, public feedback

Draft CC1 Strategies

- A. Update the communications outreach plan that reaches all of Pierce County that effectively tells the story of the Port's unique community role beyond its traditional role in cargo
- B. Develop and implement a plan to report out to the Pierce County community the progress the Port is making on its Strategic Plan goals on a regular schedule.

Related Community Input

"Making all the residents in Pierce County aware of who the Port is and what they do. Working with other organizations and entities to spread the word and present a better picture of what the Port is doing to bring customers and jobs to Tacoma."

"Education to the (non-business) citizens of the community on the function of The Port. What do daily activities look like? What green initiatives are ongoing? What does the Port do to work regionally? What does the Port do to help with community and economic development?"

"Educate youth, residents, and community members about Port activity and why it's critical."

Pillar II: Community Connections



Promote community connections and partnerships.

Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Foundational Goal CC2.

Strengthen communications and relationships with local governments and the Puyallup Tribe of Indians.

- What is the intent of the goal? Achieve a stronger working relationship with the Tribe and local government agencies
- How will we measure success? New joint successes

Draft CC2 Strategies

- A. Continue to pursue a deeper understanding of the impacts of the Puyallup Land Claims Settlement and embrace that understanding in all Port decisions.
- B. Regularly engage with local government and Puyallup Tribe of Indians leadership.

Related Community Input

“Develop partnerships with cities within Pierce County to keep our economic vitality alive.”

“Strengthen communications with the Puyallup Tribe of Indians and the City of Tacoma. Consult with them BEFORE initiating projects such as the LNG plant.”

“Work more closely with the Puyallup Tribe, environmental groups and the people who live nearby the Port.”

Pillar II: Community Connections



Promote community connections and partnerships.

Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Foundational Goal CC3.

Develop social responsibility policies.

- What is the intent of the goal? Be a responsible organization to the community
- How will we measure success? Periodic poll results, public feedback

Draft CC3 Strategies

- A. Explore and define the Port's social responsibility program focused on the economy and job creation

Related Community Input

“Lead in diversifying workforce and addressing disparities in economic prosperity across zip codes and race.”

“Investing in infrastructure and community resources that are equitable and provide for the underserved populations.”

“Recovering our economy in a way that supports racial justice (living wage opportunities for all) and addresses our climate crisis, which is becoming very dangerous...”

“Build an inclusive local economy by collaborating with community organizations to assist underrepresented populations.”

“Ensure a diverse workforce...”

“Please consider a more diverse leadership board. It is important, now more than ever, our leadership equally shows the diversity represented in the communities they support.”

Pillar II: Community Connections

Promote community connections and partnerships.



Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Foundational Goal CC4.

Partner with regional organizations to advance sustainable practices and to promote and foster sustainable industries.

- What is the intent of the goal? Achieve a stronger and sustainable local economy
- How will we measure success? Review of leading economic indicators

Draft CC4 Strategies

- A. Participate in sustainable development planning with Pierce County governments and the Puyallup Tribe of Indians (e.g. the "green economy" element of the City of Tacoma's Environmental Action Plan.)
- B. Create a "Sustainable Marine Industrial Hub" to attract the growing number of prospective tenants who are working in some way to advance the global sustainable ports/climate solutions movement (cleaner energy, cleaner vessel and equipment technology, digitalization, etc.). The RAIN center in Tacoma would be a natural partner as with Center for Urban Waters, endowed chair with UWT at CUW.

Related Community Input

“Leading a transition to a more forward-thinking economy, including adopting cutting edge technology and environmental practices that will also draw future new economy jobs to the area.”

“As before, lead or participate in developing an implementable vision for a green economy in Pierce County, while also dealing with the expected threats of climate change to the port as in sea level rise. What industries, what work force, with what clean energy sources can we grow? Can we use solar and off-shore wind energy to create hydrogen fuel off shore that will fuel ships? Can we develop more engineered wood products for export? Can we develop biofuels for use here and for export? Can we support a new industry in packaging that is plastic free?”

Pillar II: Community Connections



Promote community connections and partnerships.

Advance the Port's commitment to connect with the greater Pierce County by promoting partnerships and engaging with the community in a transparent and accessible way.

Foundational Goal CC5.

Enhance the public's access to the water.

- What is the intent of the goal? Increase public access
- How will we measure success? Investment in or use of public access

Draft CC5 Strategies

- A. Coordinate with local governments and the Puyallup Tribe of Indians to identify opportunities for the Port to develop waterfront access.
- B. Consider opportunities with the new Port Administration Building.

Related Community Input

“Clean up pollution, reduce spills, make it look better from the water and provide a boat launch and water access for public use.”

“The Port is just ugly. People want to live in beautiful places. The Port really needs to pay attention to the aesthetics with any plans they make. Tacoma could be a much more beautiful city if the Port would protect our waters and install parks.”

“Creation of jobs and access to recreation water activities”

Pillar III: Environmental Stewardship



Be a steward of the natural environment.

Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability internally and throughout Pierce County and the region.

Foundational Goal ES1.

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

- What is the intent of the goal? Cleanup of contaminated properties
- How will we measure success? Number of remediated sites

Draft ES1 Strategies

- A. Develop a focused property-specific brownfield investment plan that aligns with the Real Estate plan.
- B. Pursue assessment and cleanup grants.

Related Community Input

“The Port should catalyze the development of Port-owned and privately-owned land in the Tacoma tideflats for clean energy demonstration projects, for pilot projects that reclaim brownfield urban lands, for novel manufacturing technologies, and so forth.”

“Continue efforts towards job, bringing back businesses to Tacoma . . . partner with Pierce County and local cities on development opportunities, parks and contamination cleanups.”

Pillar III: Environmental Stewardship



Be a steward of the natural environment.

Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability internally and throughout Pierce County and the region.

Foundational Goal ES2.

Reduce the air and climate pollution generated by port and tenant activities.

- What is the intent of the goal? Cleaner air
- How will we measure success? Evaluation by NWPCAS members

Draft ES2 Strategies

- A. Develop policies, programs, and practices to transition the Port to zero-emission buildings, vehicles and operations by 2050
- B. Support the implement the Northwest Ports Clean Air Strategy.

Related Community Input

“Leadership in environmental policy reform and climate change intervention.”

“100% work on stopping climate and toxic pollution. The climate crisis is severe and will only get worse. Toxic air pollution harms and kills people and wildlife alike... That has to end.”

Pillar III: Environmental Stewardship



Be a steward of the natural environment.

Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability internally and throughout Pierce County and the region.

Foundational Goal ES3.

Invest in projects that improves the quality of stormwater runoff from Port properties and provide best practices education opportunities.

- What is the intent of the goal? Improve water quality in industrial areas
- How will we measure success? Periodic water quality reports

Draft ES3 Strategies

- A. Advance the Port's stormwater treatment plan through obtaining permits and permit compliance.

Related Community Input

“Sustainably leverage our water resources to support economic activity in our area while balancing environmental considerations.”

Water usage and contamination should also be a strong consideration in any projects. No industry should be able to use massive amounts of water or to contaminate water.”

Pillar III: Environmental Stewardship



Be a steward of the natural environment.

Adopt operating practices and performance standards that meet or exceed regulatory obligations, proactively pursue environmental enhancement efforts, and advance environmental sustainability internally and throughout Pierce County and the region.

Foundational Goal ES4.

Create wetland mitigation opportunities that improve fish habitat independent of regulatory obligation.

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|-----------------------------------|----------------------------------|
| • What is the intent of the goal? | Voluntarily improve fish habitat |
| • How will we measure success? | Mitigation projects completed |

Draft ES4 Strategies

- A. Continue current projects
- B. Evaluate the demand and need for new mitigation projects

Related Community Input

“The most important role the Port of Tacoma will play for Pierce County over the next five years will be to push for bold and aggressive climate action being at the intersection of critical habitat for endanger salmon species within the estuary of the Puyallup River, upholding treaty rights and the sovereignty of the Puyallup tribe of Indians, responding to and planning for continued sea level rise, the need for more sustainable international commerce that limits contributions to climate change drivers, as well as supporting a shift to a clean electricity future. As outlined by the Intergovernmental Panel on Climate Change (IPCC), the time for action is now to avoid irreversible impacts from current and future climate impacts.”

“Recognizing the fundamental principle that is built on an estuary that needs further rehabilitation and restoration of native habitat, if it to be sustainable and healthy.”

Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH1.

Ensure that the Strategic Plan becomes the day-to-day roadmap for aligning Port Commission and Port staff decisions and actions.

- What is the intent of the goal? Think and act strategically
- How will we measure success? Annual assessment of progress on every goal

Draft OH1 Strategies

- A. Adopt an annual schedule for reviewing progress on the goals of the strategic plan that incorporates into the annual budget process.
- B. Adopt methods to ensure that the Port's Strategic plan goals and vision is activated into day-to-day decision-making.

Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH2.

Create and maintain alignment within the organization on Port policy and priorities.

- What is the intent of the goal? Be an efficient and well-run organization
- How will we measure success? Staff turnover, personnel performance goals reached, staff polls, public polls and feedback

Draft OH2 Strategies

- C. Take the necessary steps to fully transition the Port's staffing plan distinct from the NWSA.
- D. Continue to define and clarify the appropriate roles for the staff in their management role and the Commission in their governance role.
- E. Port procedures and related documents are kept current, well organized, and easily accessible to staff.
- F. Align staff performance measures with the adopted and subsequently updated Strategic Plan and Action Plan so that they clearly support the Commission's vision for the Port, enabling staff to understand their role on the team.
- G. Evaluate and take necessary measures to improve job satisfaction of Port employees
- H. Port staff are provided the tools and other resources needed to efficiently complete assigned tasks.
- I. Ensure the Port internally incorporates its commitment to the community to its social and cultural responsibility program.

Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH3.

Provide continued financial transparency and solid Port fiduciary performance for the residents of Pierce County.

- What is the intent of the goal? Be financially responsible
- How will we measure success? Reduction in operational dependency on property taxes, reaching rates of return with investment portfolio, improving financial metrics year over year

Draft OH3 Strategies

- A. Develop a property tax policy that will guide the port on the long-term use of property taxes.
- A. Review and update the Ports financial investment policies.
- B. Re-confirm the Port's financial performance metrics with a focus on year-over-year outcomes.
- C. Monitor capital investments to validate alignment with Port goals and provide healthy rates of return.

Related Community Input

“Written plans for transparency, not just with funding, but with programming and their goals.”

Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH4.

Increase the Port's net revenue year over year.

- What is the intent of the goal? Increase net revenues
- How will we measure success? Year over year net revenue increase

Draft OH4 Strategies

- A. Develop a financial strategy to increase net operating revenues
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Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH5.

Plan and design a new Port administrative office headquarters.

- What is the intent of the goal? Build a new Port headquarters that is a pride to the community
- How will we measure success? Net cost, multi-use activities

Draft OH5 Strategies

- A. Complete an architectural programming effort making accommodations for public access.
- B. Develop a plan of finance for construction of the Port's new administrative building.
- C. Undertake an alternatives analysis for the Fabulich Center and related land.

Related Community Input

"The Port is a world-class organization, and we should have a physical HQ that reflects and reinforces that professional image. Nothing extravagant, but something that projects an appropriate image and suggest that we are not 'small-time'. There should be some reasonable urgency about this, not a 5, 10, or 20-year timeframe."

Pillar IV: Organizational Health



Support organizational focus, efficiency and staff satisfaction.

Create and sustain a culture that values efficiency; adheres to the highest ethical standards; achieves alignment throughout the organization; embraces diversity, equity, and inclusion; and provides a high level of employee job satisfaction.

Foundational Goal OH6.

Protect the public's investment in Port controlled assets.

- What is the intent of the goal? Be a responsible trustee of built assets
- How will we measure success? Maintenance cost decrease proportionately, safety record improves

Draft OH6 Strategies

- A. As trustees of the Port's publicly owned assets develop an asset management program that includes an emphasis on safety. (Note: Assets include real property, rolling stock and fixed equipment).