

July 23 Strategic Plan Study Session: Goal Development

The 2020 Strategic Planning process has progressed to the goal development stage. During the July 23 study session, Commissioners will determine if a goal concerning each topic starting on the following page should be further developed and adopted. **Please consider these questions about developing potential goals in advance of the July 23 study session.**

During the study session the Commission will be asked if they want staff to develop a specific goal. New goals may be added during this study session. Additional logistics about how the study session will be facilitated is on the next page.

Following this study session Port staff will develop specific goals based on your guidance. At the September 11 Commission study session, we will focus on goal prioritization and strategy development for each goal. Each goal will have strategies captured in the Strategic Plan. Strategies and tactics to advance the goals will be captured in the Implementation Plan.

WHAT IS A GOAL?

A goal describes WHAT the Port wants to achieve.

There are a range of specificity in goals in the public sector. Those range from very “focused goals” to “less defined goals.” There is no right or wrong approach here. One advantage of a more focused goal is that it provides clearer direction to the implementing staff, stakeholders and the community.

A more “focused goal” describes a specific goal that can be measured, is achievable, is relevant, and is time bound. It is more challenging to reach organizational alignment on focused goals.

A “less defined goal” describes an effort to move in a specific direction. While a less defined goal can be valuable it is not as strong as a focused goal. The supporting strategies behind a less focused goal can include more specific and measurable detail.

Financial Goal Area Examples

“Focused goal” example: *Increase the Port’s net operating income, all costs and capital included, by 3% a year for the next five fiscal years.*

“Less defined goal” example: *Strengthen the Port’s financial sustainability.*

Economic Goal Area Examples

“Focused goal” example: *Beginning in 2021, in coordination with the Manufacturing Industrial Council for South Sound, work to ensure there is always a fully serviced inventory of 100 to 200 acres of available industrial land in Pierce County.*

“Less defined goal” example: *Support local efforts to maintain an adequate supply of industrial real estate throughout Pierce County.*

GOAL DISCUSSION AND LOGISTICS FOR THE WORK SESSION

The July 23 study session is designed to get the Commission’s direction on 24 proposed goals, so staff can work to refine them for additional discussion and possible inclusion in the Strategic Plan. Following the study session, Port staff will develop and refine the draft goals and recommended strategies to support each goal. That body of work will be the topic of the Commission study session Sept. 11. Please note that these goals are fiscally unconstrained. Potential budget needs and impacts will be considered in goal development and strategic option evaluation.

During the study session we will work our way through the 24 potential goals by goal area. The intent is to efficiently work our way through this list by spending no more than five minutes discussing each potential goal. As you preview these potential goals note whether you feel staff should pursue drafting a goal, not pursue drafting a goal, or if you want more information during the study session. We have provided space between each potential goal for you to take notes and to indicate your direction.

The concept for each potential goal will first be presented and then before engaging with you in a discussion you will be asked how you feel about the goal (which box did you check?). We will not ask you to “vote” on the goal, but simply to “raise your hand” in Teams if you think staff should pursue this goal. If there is alignment among the Commissioners, then we know that we do not need to spend as much on this potential goal except to get any clarification from the Commission. The discussion around each goal will also be captured to further guide staff as they develop the goals so that they will understand the Commissioner’s thoughts and ideas on each goal.

GOAL AREA GROUP #1: Current Efforts

NOTE: These are proposed goal areas where the Port could re-focus and expand current efforts that have been previously identified. A key question is: Could this goal be more successful if more effort was put into “re-energizing” it?

Goal Area: Cargo and Marine Trade		
<i>“Growing marine trade on Port property”</i>		
1.	Marine Trade: Should there be a goal to pursue increased marine trade activity and corresponding increases in net revenue? <i>Possible strategies may include exploring opportunities related to the marine trade markets. Another strategy may be to explore how real estate or infrastructure gaps may be filled to better position the Port to capture market share.</i>	
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Goal Area: Environmental		
<i>"Utilizing and managing Port assets in an environmentally sustainable manner and participating in regional environmental resiliency efforts"</i>		
2.	Regional Environmental Resiliency: Should there be a goal to participate with other local and regional agencies and the Puyallup Tribe in exploring resiliency and recovery plans?	
<i>Possible strategies may include focus existing efforts to update the Region 5 All Hazard Mitigation Plan; continue to plan for sea level rise and impacts on the Port, its customers, and The Northwest Seaport Alliance (NWSA); factor environmental risks into the 2021 NWSA Gateway Infrastructure Plan.</i>		
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3.	Port Environmental Liabilities: Should there be a goal to continue to aggressively address historical environmental contamination in which the Port has actionable liability?	
<i>Possible strategies may include accelerating implementation of the Port lead cleanup actions on the Early Business Center, the former Petroleum Tank Farm on Alexander Avenue (Parcel 2), the former Portac Log Yard (Parcel 15), and the former Arkema Chemical Manufacturing Facility (Parcel 99); divesting of non-strategic contaminated parcels; and proactively investigating Port parcels with suspected contamination to determine cleanup needs.</i>		
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4.	Sustainable Port Practices: Should the Port adopt a goal to advance its commitment towards sustainable operating practices?	
<i>Possible strategies may include updating storm water permits for all properties, resolve surface water utility fees, developing alternatives analysis for achieving MS4 permit requirements for municipal separate storm sewer systems, developing shore power for docked vessels, additional brownfield redevelopment in Pierce County (also a Real Estate potential strategy), an air quality improvement plan, and reviving the Port's Green Team.</i>		
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Goal Area: Real Estate

"Planning for and investing in new real estate projects within the Tideflats and throughout Pierce County that produces the Port's expected rate of return"

5. **Planning the Future of the Tideflats:** Should there be a goal to support the Port's participation in the development of the Tideflats Sub Area Plan?

Possible strategies may include developing guiding principles and maintaining close coordination and financial participation in the planning area with the project partners (city of Tacoma, The Puyallup Tribe, city of Fife and Pierce County) and community partners such as the Manufacturing Industrial Council for the South Sound.

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6. **Developing Unlicensed Tideflats Property:** Should there be a goal to develop job creating real estate assets on unlicensed Port land in the Tideflats?

Possible strategies may include specific development plans for Port owned properties including, but not limited to the Thorne Road site and the Wheeler-Osgood property.

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Goal Area: Infrastructure		
<i>"Investing in needed transportation infrastructure within the Tideflats and throughout Pierce County that is an operational or public investment to support economic development"</i>		
7.	Developing Transportation Infrastructure: Should there be a goal to create Port-specific priorities for needed infrastructure projects and to identify funding for projects identified in both the 2021 NWSA Gateway Improvement Plan effort and throughout Pierce County?	
<i>Possible strategies may include exploring infrastructure development of broadband, rail, road, and marine infrastructure in the Tideflats as well as funding approaches.</i>		
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8.	Coordinating Tideflats Infrastructure Investments: Should there be a goal to coordinate with regional transportation agencies to maintain freight mobility in and around the Tideflats?	
<i>Possible strategies may include advancing state and local road projects such as, but not limited to: 11th St. Bridge, SR 167, Tacoma Road/I-5 Interchange and Taylor Way. Additional strategies may include engaging with Sound Transit and South Sounder to minimize potential conflicts with freight movement.</i>		
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9.	Wetland Mitigation Banking to Support Port Projects: Should the Port adopt a goal to expand wetland banking for Port-based project mitigation needs?	
<i>Possible strategies may include completing the Upper Clear Creek property or other sites in Pierce County's Water Resource Inventory Area and adopting a policy on acquisition policy that identifies the rationale/cost-benefit.</i>		
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Goal Area: Equipment and Facilities

"Managing facilities and equipment owned and used by the Port and is an overhead cost"

10. **Port Administration Office/ Maritime Center:** Should there be a goal to complete a Port/(NWSA office location analysis and funding plan by early 2021?

Possible strategies may include developing an architectural programming statement that explores size, configuration, location, cost, internal and external users and a plan of finance. In addition, a likely strategy will address the re-use of the existing Fabulich Center property.

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Goal Area: Culture & Organization

"Advancing the Port's organizational culture and engagement with the Pierce County community"

11. **Puyallup Land Claims Settlement:** Should there be a goal designed to collectively afford the Port Commissioners and staff a greater appreciation of the tribal land claim settlement act and how it should influence Port decisions and actions?

Possible strategies may include the creation of an internal resource library; periodic training; onboarding training of new staff and commissioners to improve interactions with the Puyallup Tribe of Indians on cultural and business-related matters.

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12.	Institutionalizing the Strategic Priorities: Should there be a goal that implements the strategic plan priorities and institutionalizes those priorities by March 2021? <i>Possible strategies may include assessing staff resources to achieve strategic priorities, providing necessary staff training, include in staff performance reviews, and institutionalizing the strategic priorities in day to day decision making and annual budget processes.</i>
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13.	Social Responsibility Plan: Should there be a goal to reexamine and institutionalize the Port's Social Responsibility Plan? <i>Possible strategies may include a review and update of the previously adopted plan; review of contracting policies and procedures to address the Port's use of woman and minority business; approaches to increasing the staff diversity, and consider the Port's ongoing policies and positions on social and environmental issues.</i>
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14.	County Wide Public Outreach: Should there be a goal to amplify the Port's public outreach effort to communicate and connect with more citizen throughout Pierce County? <i>Possible strategies may include an assessment of the level of funded effort; enhance social media techniques; targeted messages; and priority communities.</i>
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Goal Area: Financial*"Creating financial performance targets for the Port"*

- 15. Investment Policy and Practice:** Should there be a goal to review the investment policy that guides the Port's target financial rate of return; evaluation of public benefits; and impact on the local economy and jobs?

Possible strategies may include developing criteria and guidance of a policy should inform both the overarching financial capacity of the port in decision making and include a thorough analysis of the individual projects. Strategies may also include reviewing the Port's Investment Development and Decision Process (IDDP) to ensure the criteria and guidance considers revenue producing projects and subsidized investments that advance the economy.

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- 16. Financial Targets:** Should there be a goal focused on meeting specific financial metrics?

Possible strategies may include meeting budget goals and key metrics such as debt coverage ratios, cash balances, and meeting the financial obligations of the NWSA.

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17. State Audit Compliance: Should there be a goal that prioritizes achieving yearly clean audits?

Possible strategies may include Port wide continuing education on audit issues, review of systems such as accounting and purchasing, and routine Commission updates and reporting.

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18. Property Tax Policy: Should there be a specific goal to adopt a long-term property tax use policy?

Possible strategies may include reviewing industry wide practices, analysis of the impact of limiting use of property taxes, prioritizing how taxes are used and possible impacts on Port borrowing rates.

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GOAL AREA GROUP #2: New or Expanded Efforts

New or expanded efforts that have not been formally identified in previous Port documents.

Goal Area: New or Expanded Economic Development

"Providing financial and staff support to economic development efforts throughout Pierce County with partner agencies, governments, and business. Also investing in new real estate projects within the Tideflats and throughout Pierce County that advance Pierce County's economy and creates jobs but may not produce the Port's expected rate of return."

- 19. Enhancing Economic Development Partnerships:** Should there be a goal to identify partnerships with other local agencies/governments as well as the private sector to advance the local economy, job availability, and workforce development?

Possible strategies may include clearly defining the Port's role in regional economic and workforce development and preventing and in doing so avoid redundancy while adding value to existing county-wide efforts, determine the most effective role for the Port in the post COVID recovery, and exploring new relationships with higher education and trade training institutions.

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- 20. Funding Port Economic Development:** Should there be a goal to establish a funding framework/criteria for Port economic and workforce development support with a priority on metrics?

Possible strategies may include surveying industry practices, exploring various funding sources, defining an appropriate level of investment by the Port in economic development efforts, and identifying where its workforce development should be focused such as higher education.

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21. Mitigation Banking to Support Economic Development: Should the Port advance a goal to expand its mitigation banking efforts to provide wetlands habitat with high ecological value as a mitigation credit option for public and private projects that support economic development in Pierce County?

Possible strategies would include expanding the Port's mitigation banking effort to develop wetland credits to support other public or private development projects that encourage economic development.

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22. County Wide Lower Rate of Return Economy Enhancement Investments: Should there be a goal to identify investment in new real estate projects throughout Pierce County that support the economy but may not produce the Port's expected rate of return?

Possible strategies may include developing guidelines as policy to inform transactions that are not expected to meet the full return but have a significant positive impact on the economy and availability of jobs, consider strategically acquiring properties that the Port is uniquely positioned to restore to economic use such as brownfield properties (e.g. the Oxychem site) throughout Pierce County. Another strategy may be the adoption of standard terms and practices for leases and investments.

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Goal Area: New or Expanded Real Estate

"Planning for and investing in new real estate projects within the Tideflats and throughout Pierce County that produces the Port's expected rate of return"

23. **Countywide Full Return on Real Estate Investments:** Should there be a goal to seek opportunities to invest in new job creating real estate projects in the Tideflats and throughout Pierce County that generates the Port's expected rate of return?

Possible strategies may include exploring and adopting investment criteria to inform action on real estate transaction decisions which may target sectors such as water dependent maritime businesses, industries that create significant jobs, provide a full rate of return and support cargo related facilities. Another strategy may be the adoption of standard terms and practices for leases and investments.

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Goal Area: New or Expanded Open Space and Public Access

"Providing open space and public access opportunities for the community to enjoy"

24. **Improving Waterfront Access:** Should there be a new goal to improve maritime waterfront access for the community?

Possible strategies may include coordinating with agencies in the development of their state required park and open space plans to identify opportunities to expand access.

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STRATEGIC PLANNING PROCESS: June 2020 through December 2020

This updated project schedule summarizes the monthly objectives and details on how the Commissioners will be engaged with those objectives.

