

MINUTES
SPECIAL COMMISSION MEETING
March 10, 2021

The Port of Tacoma Commission met for a special meeting, March 10, 2021. Commissioners Ang, Keller, McCarthy, Marzano and Myer were all present via telephone/video conference.

1. CALL TO ORDER

Commissioner Marzano called the meeting to order at 12:00 noon. and lead the Pledge of Allegiance.

2. STUDY SESSION – 2021-2026 DRAFT STRATEGIC PLAN

Staff presented changes made to the Draft Strategic Plan per the Commission discussion at the March 4, 2021 Port Commission Study Session.

- Commissioner Meyer would like to add language to the mission and values page to revise paragraph two of the sidebar regarding the ports financial performance to read in full, “The Port’s success also relies on our ability to achieve string financial performance **from investment decisions and operating results.**” Commissioner Marzano agreed. There were no objections by other commissioners to adding this language.
- Environmental Stewardship changed to Environmental Leadership. Commissioners Meyer and Marzano suggested the picture didn’t match what was trying to be conveyed by the charts showing the Foundational Goals. An image that relates to exports/agriculture or machinery would be preferred.
- Commissioner Ang asked where resiliency plans, particularly having to do with the Tideflats, and decarbonization of the supply chain are addressed in the Plan. Staff responded that decarbonization is addressed primarily in the Northwest Ports Clean Air Strategy (NWPCAS). Resiliency has moved over to be addressed in the action plans, however, it is generally addressed in the Plan in Foundational Goals Environmental Leadership, Organizational Success and Transportation Advocacy. Commissioner Ang commented that with this Plan, the Port is trying to break out its role, attract funding, and communicate this particular Strategic Plan to the community. The community wonders what the Port is doing in terms of climate resiliency, sea level rise and protecting the surrounding community. Though all those concepts are integrated into the Plan, she wants those concepts conveyed stronger in the Plan.
- Commissioner McCarthy doesn’t want the Economic Vitality section changed based on the resiliency plan discussion so far. It is addressed in the Environmental Leadership section. He cautioned against making every section speak to everything.
- Commissioner Marzano agreed with Commissioner Ang’s comment. He suggested expanding Environmental Leadership Strategy EL-2 to address her comment. Staff agreed it is easier to fit resiliency into this section than Economic Vitality.
- Commissioner Keller also agreed with Commissioner Ang’s comment. She commented the Plan is general, the specific actions will be addressed annually or semi-annually in the action plans. The Plan cannot account for every situation that may come up, but it needs to be clear enough to provide direction for an action plan.
- Commissioner Meyer agreed that resiliency should be included and that it should be in the Environmental Leadership section.
- Commissioner McCarthy commented that the Foundational Goal Transportation Advocacy started clear and has now morphed into technology strengthening the economy. There is

nothing in the Foundational Goal that he disagrees with, he just stated it may cover too much territory.

- The ‘Plan in action’ language was strengthened to be clear about how the action plans and priorities will be developed.
- Commissioner Marzano expressed support of the new language, in particular the language regarding the significance of action plans in informing the budget.
- Commissioner Meyer commented the action plan should include key outcomes. They are an integral part of communicating to constituents about what the Plan and its outcomes. He would like to see a critical few priorities identified and included.
- Commissioner Keller stated that the important thing is that the Strategic Plan does not sit on a shelf and that the action plans be addressed on a regular basis.
- Commissioner McCarthy commented on the calendar set forth in the Plan. He stated that according to that calendar, the Port will be two years into the process without key priorities and specific plan. He stated that he had envisioned a Plan that provided a roadmap and included three or four areas of priority. He stated that the Plan is a good start, but he would like to see specific things to focus on.
- Commissioner Meyer clarified that he likes and supports what he sees, but that he also wants staff to provide three or four key indicators that will be tracked to help determine successful outcomes. He stressed the importance of blending NWSA and Port of Tacoma goals in providing a complete story.
- Commissioner Ang commented that the Port’s success is in its maritime cargo. The Port’s revenue is tied with the NWSA. She agreed with Commissioner Meyer’s comments regarding integrating some of the NWSA goals the Port supports into the Plan. She noted that priorities may change as the Port adapts to be competitive.
- Staff will return to the Commissioners with some key priorities and key indicators.
- Commissioners thanked the staff and consultants for listening and incorporating their thoughts and direction.

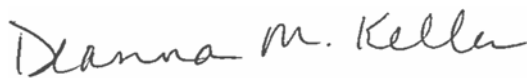
16. ADJOURN.

The meeting ended at 12:48 p.m.



Dick Marzano, President
Port of Tacoma Commission

Attest:



Deanna M. Keller, Secretary
Port of Tacoma Commission



Juliet Campbell, Clerk of the Port
Port of Tacoma