

# COMMISSION STUDY SESSION

Item No: 2A

Meeting: 3/04/21

**DATE:** February 24, 2021

**TO:** Port Commission

**FROM:** Eric D. Johnson, Executive Director  
Project Manager: Deirdre Wilson, Senior Planning Manager

**SUBJECT:** STUDY SESSION: 2021-2026 Draft Strategic Plan

## A. DRAFT STRATEGIC PLAN – SUMMARY OF EDITS

In addition to some minor style and formatting changes, photo swaps and graphic design adjustments the project team has made the following changes to the February Draft Strategic Plan in response to the Commission feedback at the February 18<sup>th</sup> meeting:

Page 2. Added commission president as signatory of letter and removed Eric's signature.

Page 4. Added text to explain our relationship to customers, the NWSA and others.

Pages 5 and 6. New pages added to highlight the NWSA and the Port's major business areas and corresponding revenue.

Page 7. Added text to explain that our success is tied to the success of maritime trade activities.

Page 8. Slight adjustment to the Mission statement to focus on prosperity, trade and jobs:

The Port of Tacoma is a public asset that makes strategic investments in our harbor and community, ~~stewards our environment, and to~~ promotes prosperity, trade, and jobs, ~~while stewarding our environment.~~

Page 9. Added text to explain our mission of economic prosperity and that a key to that success is the success of the NWSA.

Page 10. Revised transportation icon to reflect road, rail, and waterway transportation.

Page 11. Added quotes from the online open house survey about Economic Vitality.

Page 12. Revised the Economic Vitality foundational goal as follows:

Advance living-wage job creation and business development opportunities in Peirce County ~~with a focus on marine trade and transportation.~~

Page 13. Added quotes from the online open house survey about Environmental Stewardship.

Page 14. Revised the Environmental Stewardship foundational goal as follows:

Steward and enhance the environment of Commencement Bay and the Puyallup River by continuing to cleaning up contaminated land, improve water quality, and minimize air emissions from port operations.

Page 15. Added quotes from the online open house survey about Organization Success.

Page 16. Added 'financial success' to OS-1 and created a new strategy to activate our values:

OS-5: Integrate values including diversity, equity and inclusion as well as health and safety into the Port's culture and decision-making framework.

Page 17. Added quotes from the online open house survey about transportation advocacy.

Page 18. Revised the Transportation Advocacy foundational goal as follows:

Promote transportation road, rail and navigation infrastructure vital to the region, maritime industry, and economy.

Page 19. Added quote from the online open house survey about community connections.

Page 20. Revised the Community Connections foundational goal as follows:

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

Page 21. Added text to explain integration of the strategic plan and development of the action plan.

Page 22. Updated Plan in action to reflect semi-annual progress updates on the Action Plan, annual updates to the Action Plan available the first quarter of each year to inform the Budget. Moved reference to the CSHI out of the timeline to a footnote.

## **B. DRAFT ACTION PLAN – A WORK IN PROGRESS**

Staff is working diligently to populate information for the action plan that will insure implementation of the Strategic Plan. The final Action Plan will include information on how we will measure progress, who is responsible for each action, the resource needs to accomplish the actions, and a timeline to indicate when the actions will be completed. The information below is our work in progress.

Draft 2021-2022 ACTION PLAN		
Foundational Goal	Strategy	Action
<b>Economic Vitality (EV)</b>	EV 1 Strategically acquire and develop real estate to	1 Review and research strategic properties on the Tideflats that will support future terminal expansion, transportation requirements and related infrastructure.

Advance living-wage job creation and business development opportunities in Pierce County with a focus on marine trade and transportation.	support marine trade activity.	2	Accumulate and assemble real estate in the Tideflats central peninsula that can support marine activity, the Northwest Seaport Alliance terminal operations, and related support functions consistent with the real estate investment strategy.
		3	Work closely with NWSA Commercial Team to review and identify marine cargo opportunities.
		4	Promote development of warehouses and cargo distribution facilities.
	<b>EV 2</b> Invest in assets that support living-wage job creation throughout Pierce County.	1	Explore and develop a plan to identify and prioritize potential development opportunities in Pierce County.
		2	Seek opportunities in manufacturing or value-added processing that generates marine cargo and other traditional waterfront business activity.
		3	Explore grant opportunities to support this strategy, such as EPA's Brownfield Assessment Coalition grant.
		4	Develop a strategy to sell the Maytown property.
		5	Create sustainable development in Pierce County by providing high quality wetland and fish mitigation that works both for improving environmental results and creating development opportunities. Provide revenue returns to the Port for re-investment in mitigation banks that support economic activity.
	<b>EV 3</b> Develop and support land use and infrastructure policies that protect the cargo supply chain and promote a robust employment base.	1	Protect Pierce County's manufacturing land base by continually advocating for the protection of land zoned to allow for manufacturing and industrial uses. Participate on boards and committees such as Pierce County and Puget Sound Regional Councils
		2	Participate in policy-making efforts, such as Tideflats Subarea Plan, in support of port related land use and mobility needs at all levels of government.
		3	Engage in planning efforts for infrastructure (utilities, broadband, water, sewer, etc.) that support industry needs.
		4	Collaborate with the Northwest Seaport Alliance on an assessment of facilities and strategies to address potential impacts of hazards and sea level rise affecting port properties and operations.
	<b>EV 4</b> Partner with regional organizations to facilitate career development and	1	Define the Port's role in workforce development and establish criteria to guide decisions about how and when the Port should invest resources in workforce development. Identify and track metrics related to the identified criteria.

	business growth in Pierce County.	2	Evaluate and enhance the Port's role in supporting existing or new internship and apprenticeship programs.
		3	Develop criteria that guide decisions about how and when to partner with colleges and universities in Pierce County.
		4	Work with local governments and key non-governmental organizations to assess industry clusters where Pierce County has an advantage. Create and maintain portfolios for each cluster.
		5	Work with local governments, key non-governmental organizations, and educational institutions to identify potential business incubator partners as part of the incubator feasibility assessment.
		6	Deepen relationships with workforce development organizations, higher education institutions, and local industry to ensure the Port is actively engaged in initiatives that identify and address high demand skills that are not currently being supported.

Draft 2021-2022 ACTION PLAN		
Foundational Goal	Strategy	Action
<b>Environmental Stewardship (ES)</b> Steward and enhance the environment of Commencement Bay and the Puyallup River by continuing to clean up contaminated land, improve water quality, and minimize air emissions from port operations.	<b>ES 1</b> Remediate contaminated Port properties in a manner that ensures protection of human health and the environment while enabling economic development.	1 Continue to implement Ecology obligated cleanup actions on existing Port properties to position for property redevelopment.
		2 Develop cleanup action and long-term monitoring plans or close out the remaining open Underground Storage Sites on Port property.
		3 Continue required long-term monitoring of previously remediated Port properties.
		4 Maximize Federal and State grants to support cleanup efforts.
	<b>ES 2</b> Reduce the air and climate pollution generated by Port and tenant activities.	1 Finalize, adopt, and implement the Northwest Ports Clean Air Strategy (NWPCAS) and associated Port of Tacoma/NWSA implementation plan.
		2 Continue to pursue grants for clean air initiatives.
		3 Continue to identify and pursue opportunities to save money and energy at Port and tenant facilities, such as lighting upgrades.
		4 Identify and pursue opportunities to reduce emissions from Port and tenant vehicle fleets.
	<b>ES 3</b> Invest in projects that	1 Continue to invest in water quality projects that improve stormwater runoff from Port properties.

	improve the quality of stormwater runoff from Port properties, embody best practices, and empower our tenants to comply with complex permits.	2	Explore funding sources for maintaining and replacing aging stormwater infrastructure.
		3	Advance the Port's stormwater program by educating tenants about stormwater permits and compliance
		4	Continue to pilot and develop effective stormwater treatment solutions.
		5	Research and develop new equipment to reduce pollutant loading at sites.
		6	Create stormwater related educational opportunities for our community.
	<b>ES 4</b> Create wetland opportunities and improve fish habitat independent of regulatory obligation.	1	Continue to explore commercial mitigation banking.
		2	Engage in habitat improvement with community partners.
		3	Ensure the Saltchuk restoration site is included in the Tacoma Harbor Deepening project.

Draft 2021-2022 ACTION PLAN		
Foundational Goal	Strategy	Action
<b>Organizational Success (OS)</b> Create and sustain a transparent culture prioritizing the Port's fiduciary role as trustee of public assets and its commitment to financial responsibility.	<b>OS 1</b> Provide continued solid Port financial success and fiduciary performance.	1 Maintain fully dilutes revenue bond debt service coverage above 2 times.
		2 Maintain minimum cash per Commission policy.
		3 Report year over year financial performance.
	<b>OS 2</b> Protect the public's investment in all Port assets.	1 Achieve targeted financial return of 10% on investments.
		2 Annual audit completed with no findings.
		3 Review and update the Port's financial investment policies in business transactions.
		4 Develop a property tax policy that will guide the Port on the long-term use of property taxes.
	<b>OS 3</b> Ensure the Strategic Plan is the day-to-day roadmap for all decisions and actions by the organization.	1 Adopt an annual schedule to review progress on the goals of the strategic plan that is incorporated into the annual budget process.
		2 Align strategic plan updates with Capital Investment Plan and Investment Development Decision Process (IDDP) timing.
		3 Adopt methods to ensure that the Port's Strategic plan goals and vision are integrated into day-to-day decision-making.
		4 Continue to take the necessary steps to fully transition the Port's staffing plan distinct from The Northwest Seaport Alliance.

		5	Continue to define and clarify the appropriate roles for the staff in their management role and the Commission in their governance role.
		6	Align staff performance measures with the adopted Strategic Plan and Action Plan enabling staff to understand their role on the team.
	<b>OS 4</b> Plan, design, and construct a new Port staff workspace that also provides space for community engagement and mixed-use opportunities.	1	Update the 2018 Workplace Needs Assessment considering post-COVID operations, opportunities for shoreline public access, and other potential complementary uses.
		2	Identify and evaluate space alternatives and determine a preferred alternative.
		3	Develop a plan of finance for preferred and selected alternative.
	<b>OS 5</b> Integrate core values into the Port's performance review and decision-making framework.	1	
		2	
		3	

Draft 2021-2022 ACTION PLAN		
Foundational Goal	Strategy	Action
<b>Transportation Advocacy (TA)</b> Promote road, rail, and navigation infrastructure vital to the region, maritime industry, and economy.	<b>TA 1</b> Support completion of Port of Tacoma Road and Interstate 5 interchange improvements, the State Route 167 Gateway Project, and other transportation infrastructure projects that increase access to the Tideflats.	1    Work with the WSDOT project team to finalize design and support implementation of projects.
		2    Provide data and other grant application support at the technical level to WSDOT and cities.
		3    Advocate for project completion at the regional, state and federal level.
	<b>TA 2</b> Advocate for the transportation infrastructure and system management needs of Port-related businesses in the Tideflats and Pierce County.	1    Review partner agency transportation analyses and, as necessary, conduct analysis filling gaps in the existing efforts to provide a quantitative basis for assessing needs.
		2    Using the criteria developed under TA 1 and the analysis efforts outlined under TA3.A1, prepare a list of infrastructure and system management projects to be updated annually. This will include a brief description of each project measuring consistency with the

		Commission's criteria while providing information required for a robust advocacy effort.
		3 Validate the updated infrastructure and system management project list with the Commission on an annual basis.
		4 Using the project descriptions developed under TA2.A1, advocate for projects addressing the needs of Port-related businesses in the Tideflats and Pierce County.
	<b>TA 3</b> Develop criteria and policies to guide decision-making for Port transportation advocacy efforts and to prioritize infrastructure investments.	1 Review, research and identify criteria that can be used to guide decision-making on transportation advocacy efforts.
		2 Review, research and identify criteria that can be used to prioritize infrastructure investments.
		3 Set up and work with a Commission Working Group to validate staff work.
		4 Finalize guidance with the entire Commission.
	<b>TA 4</b> Develop and maintain an understanding of regional transportation projects that support port-related mobility.	1 Using the criteria developed under TA 1 prepare a list of relevant regional projects to be updated annually. This will include a brief description of each project measuring consistency with the Commission's criteria while providing information required for a robust advocacy effort.
		2 Validate the updated regional project list with the Commission on an annual basis.

Draft 2021-2022 ACTION PLAN		
Foundational Goal	Strategy	Action
<b>Community Connections (CC)</b> Engage and advance relationships with the Pierce County community, and beyond, in a timely, accessible, and inclusive way.	<b>CC 1</b> Strengthen, build, and maintain relationships with a wide variety of public, community, and business stakeholders through direct engagement.	1 Offer virtual and in-person tours to improve understanding of the Port.
		2 Coordinate speaking engagements for Port representatives.
		3 Engage with the public at booths at festivals, markets and career fairs.
		4 Participate in community meetings to answer questions, share information and solicit feedback.
		5 Make investments in the community via the Local Economic Development Investment Fund.
		6 Offer opportunities for staff to engage in charitable volunteer opportunities.
	<b>CC 2</b> Strengthen, build and maintain strategic	1 Regularly look for opportunities for commissioner engagement with elected officials on all levels of government.

	relationships with federal, state and local governments, and with the Puyallup Tribe of Indians.	2	Provide opportunities for newly elected officials to tour the port and learn more about the organization.
		3	Conduct joint study sessions with local governments.
		4	Identify speaking opportunities for commissioners and/or executive director at city council meetings.
		5	Engage in coalition building to advance the Port's legislative priorities.
		6	Rebuild relationships on the federal level independent of the NWSA.
		7	Recognize that Port of Tacoma overlaps the homelands and villages of the indigenous peoples of this region and explore ways to recognize the many contributions made by indigenous peoples in our community.
		8	Embrace tribal consultation per the terms of the Puyallup Land Claims Settlement through the development of standard procedures for formal consultations and other communications with the Tribe.
		9	Broaden current partnerships with Puyallup Tribal Fisheries personnel on research, habitat restoration and overall fisheries enhancement
	CC 3 Develop and implement a comprehensive communication plan to increase community awareness, understanding, and support of the Port's mission and activities.	1	Increase our audience reach
		2	Develop and launch new communication vehicles
		3	Measure public awareness
		4	Strengthen internal communications to improve employee's understanding of the Port's mission, objectives and performance
		5	Develop a branding/marketing campaign that attracts a growing number of customers - BCOs, ocean carriers, tenants, etc. - who are increasingly interested in climate solutions and environmental sustainability.
		6	Develop a communications outreach plan that reaches all of Pierce County that effectively tells the story of the Port's unique community role.

## C. NEXT STEPS

March 18, 2021: Commission consideration of the final draft of the 2021-2026 Port of Tacoma Strategic Plan.

April 15, 2021: Commission consideration of final 2021-2026 Port of Tacoma Strategic Plan.

We will continue to work on the Action Plan and will share updates for feedback by the commission as the document evolves.