

PORT OF TACOMA STRATEGIC PLAN | ANNUAL IMPLEMENTATION PLAN (Discussion draft 8/24/221 retreat)

Foundational Goal: Economic Vitality (EV)

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

Strategy	Action		2022 Priority Action	Measurement of Success	Lead	Timing Note	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations	
EV 1 Strategically acquire and develop real estate to support marine trade activity of the Port and The Northwest Seaport Alliance.	EV-1	A1	Research and prioritize strategic properties on the Tideflats that will support future terminal expansion, transportation requirements and related infrastructure. Provide Commission updates bi-annually	High	Strategic properties are identified and Commissioners updated	Scott Francis	on-going	\$0	
	EV-1	A2	Maintain and market FTZ to facilitate and promote value added business.	Medium	FTZ results in new business.	Scott Francis	on-going	\$0	
	EV-1	A3	Acquire properties prioritized in A1	High	Business case developed and properties identified	Scott Francis		\$20,000,000	acquisitions
EV 2 Invest in assets that support living-wage job creation throughout Pierce County.	EV-2	A1	Explore and develop a plan to identify and prioritize potential industrially zoned development opportunities in Pierce County.	High	Develop plan and prioritize opportunities.	Scott Francis		\$40,000	Staff developed or contract with consultant?
	EV-2	A2	Support existing and new customers and tenants by continuously improving aging infrastructure, directing surface water fees toward flooding prevention, and repairs or replacement.	Medium	Develop CIP that includes key reinvestment opportunities.	Scott Francis		\$0	
	EV-2	A3	Promote opportunities in manufacturing or value-added processing that generates marine cargo and other traditional waterfront business activity.	Medium	Opportunities identified and communicated to the commission semi-annually.	Scott Francis		\$0	
	EV-2	A4	Partner with Environmental team to explore grant opportunities that support redevelopment, such as EPA's Brownfield Assessment grants and/or Ecology's Integrated Planning Grants.	Medium	Supported Environmental team in identifying properties for grant(s)	Scott Francis		\$0	
	EV-2	A5	Develop a strategy to sell the Maytown property and identify viable buyers .	High	Exit ownership	Scott Francis		\$10,000	
	EV-2	A6	Partner with Executive Director to explore opportunities with the Puyallup Tribe of Indians.	High	Develop set of shared guiding principals for real estate development	Scott Francis		\$0	
EV 3 Develop and support land use and infrastructure policies that protect the cargo supply chain and promote a robust employment base.	EV-3	A1	Protect Pierce County's manufacturing land base by continually advocating for the protection of land zoned to allow for manufacturing and industrial uses, with an emphasis on Tacoma and Fife. Participate on boards and committees such as Pierce County and Puget Sound Regional Councils.	High	Regional Transportation Plan and Vision policies protects port (industrial) uses and operations and accomodates potential for growth.	Mauer/Wilson		\$0	

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	EV-3	A2	Participate in policy and regulatory-making efforts, such as Tideflats Subarea Plan, in support of port related land use and mobility needs at all levels of government.	High	Complete subarea plan that protects port uses and operations and accomodates potentail for growth.	Mauer/Wilson	\$0	
	EV-3	A3	Engage in planning efforts for infrastructure (utilities, broadband, water, sewer, etc.) that support industry needs.	Medium	Report to the Commission semi-annually	Howard / Pena	\$0	
	EV-3	A4	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.	Medium	Complete Vulnerability Assessment and Response Framework (VARF) and follow that with commission approval of procedures and policies.	Alisha Pena	\$0	
EV 4 Partner with regional organizations to facilitate career development and business growth in Pierce County.	EV-4	A1	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.	High	Development of criteria and metrics	Eric Johnson	\$20,000	
	EV-4	A2	Evaluate and enhance the Port's role in supporting existing or new internship and apprenticeship programs.	Medium	Track number of participants that enter and complete programs, track tenure at Port	Jean West	\$10,000	
	EV-4	A3	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.	Medium	Industry portfolios	Eric Johnson	\$0	There should be a budget request for this action
	EV-4	A4	Work with local governments, key non-governmental organizations, and educational institutions to identify potential business incubator partners as part of the incubator feasibility assessment.	Medium	Establish incubator working group that meets regularly	Eric Johnson	\$0	
	EV-4	A5	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	High	Complete customer survey and assessment of community resources to identify resource gaps and potential strategies for Port to fill the gap	Barstow	2022	\$25,000

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	EV-4	A6	Conduct a new economic impact study of the Port (including taxes, jobs, commodities)	High	Study completed and results reported to the public	Johnson	2022	\$50,000	

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Foundational Goal: Organizational Success (OS)

Create and sustain a transparent culture prioritizing the Port's fiduciary role as trustee of public assets and commitment to financial responsibility.

Strategy	Action		2022 Priority Action	Measurement of Success	Lead	Timing Note	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations
OS 1 Provide continued solid Port financial success and fiduciary performance.	OS-1	A1	Maintain fully diluted revenue bond debt service coverage above 2 times	High	Debt cover over 2x	Britt Doughtie	annually	\$0
	OS-1	A2	Maintain minimum cash per Commission policy	High	Meet minimum cash	Britt Doughtie	annually	\$0
	OS-1	A3	Report semi-annually to the commission year over year financial performance	High	Comprehensive review of year over year results	Britt Doughtie	semi-annually	\$0
OS 2 Protect the public's investment by maintaining existing assets and positioning them for future growth.	OS-2	A1	Develop a process or policy to measure and evaluate success of financial return on investments	Medium	Major investments achieve the level of financial returns approved by the Commission.	Britt Doughtie	2022	\$0
	OS-2	A2	Annual audit completed with no findings	High	No audit findings	Darren Arakaki		\$0
	OS-2	A3	Review the property tax policy that will guide the Port on the long-term use of property taxes.	Medium	Commission vote on method	Eric Johnson	annually	\$0
OS 3 Ensure the Strategic Plan is the day-to-day roadmap for all decisions and actions by the organization.	OS-3	A1	Adopt an annual schedule to review progress on the goals of the strategic plan that is incorporated into the annual budget process.	High	Schedule adopted as common practice	Erin Galeno	annually	\$0
	OS-3	A2	Facilitate alignment of the strategic plan implementation action updates with Capital Investment Plan and Investment Development Decision Process (IDDP).	High	Investments identified and linked to the Strategic plan.	Britt Doughtie	annually	\$0
	OS-3	A3	Develop and carry out an Integration Plan that provides steps that embed the Strategic Plan into daily work and communications - with the commission, staff, and the public.	High	Internal and external integration and Commission understands connection to Strategic Plan	Erin Galeno	quarterly	\$0
	OS-3	A4	Continue to take the necessary steps to fully transition the Port's staffing plan distinct from The Northwest Seaport Alliance.	Low	Vacancies and needs are evaluated to achieve strategic goals and objectives on an ongoing basis	Eric Johnson	on-going	\$0
	OS-3	A5	The Commission clarifies and updates their governance role.	High	Governance role fully defined	Eric Johnson	annually	\$0
OS 4 Plan, design, and construct a new Port staff workspace that also provides spaces for community engagement and mixed-use opportunities.	OS-4	A1	Update the 2018 Workplace Needs Assessment considering post-COVID operations, opportunities for shoreline public access, and other potential complementary uses.	High	workplace needs assessment has been updated	Erin Galeno	complete Q4 2021	\$10,000
	OS-4	A2	Identify and evaluate needs (utilities, technology, infrastructure).	High	infrastructure needs clear for workspace	Scott Francis	complete Q2 2022	\$25,000
	OS-4	A3	Develop a plan of finance for preferred and selected alternative.	High	workplace financing in place	Britt Doughtie	complete Q4 2022	\$0
	OS-4	A4	Design new space.	High	workspace designed	Eric Johnson/Scott Francis	complete Q4 2022	\$500,000
	OS-4	A5	Construct new workspace.	Low	workspace constructed	Eric Johnson/Thais Howard	complete Q2 2024	\$0
OS 5 Integrate the values of diversity, equity and inclusion, as well as health and safety, into the Port's culture and decision-making	OS-5	A1	Maintain consistency in job advertisements and performance evaluations with Plan Values.	Medium	Core values are included in all job advertisements and is a core component of performance evaluations.	Jean West		\$0

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framework.	OS-5 A2	Include an overview of the Strategic Plan, and related expectations, in the new employee orientation presentation and materials.	Medium	An overview of strategic plan will be included in new employee orientation	Jean West		\$0
	OS-5 A3	Create a plan and implement recommendations that result from the DEI workgroup.	High	Develop plan and create implementation plan	Eric Johnson		\$25,000
	OS-5 A4	The Strategic Plan and Implementation Plan will be kept current in the Port of Tacoma Team Center SharePoint for staff use and reference.	Medium	Plan information remains up to date.	Carol Bua		\$0
OS 6 Foster an organizational culture that attracts, develops and retains a diverse, high-performing, and engaged workforce.	OS-6 A1	Develop and conduct a biennial employee engagement survey	High	Survey rating results increase over time	Jean West	2022	\$10,000
	OS-6 A2	Identify and implement opportunities from the employee engagement survey.	Low	Opportunities identified and action plan developed	Jean West		\$0
	OS-6 A3	Align staff performance measures with the adopted Strategic Plan and Implementation Plan enabling staff to understand their role in achieving the Port's goals and objectives.	High	Incorporate foundational goals in perf review template	Jean West		\$0
	OS-6 A4	Develop mentoring and career development options for staff.	Medium	Track participation in mentoring program and the number of career paths developed and participants.	Jean West		\$0

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Foundational Goal: Environmental Leadership (EL)

Protect and enhance the environment of Commencement Bay and the Puyallup River by continuing to clean up contaminated land, improve habitat and water quality, and minimize air emissions from Port operations.

Strategy	Action		2022 Priority Action	Measurement of Success	Lead	Timing Note	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations	
<p>EL 1 Remediate contaminated Port properties in a manner that ensures protection of human health and the environment while enabling economic development.</p>	EL-1	A1	Continue to implement Ecology obligated cleanup actions on existing Port properties to position for property redevelopment.	High	Ecology or EPA approval of decision documents (Remedial Investigation, Feasibility Study, Cleanup Implementation Plan, Construction Completion, and Remedial Action Completion Report).	Rob Healy	ongoing	\$7,517,000	The 2022 budget estimate is based on the 2020 GASB 49 environmental liability estimate. The timing of actual cleanup implementation is uncertain and has a tendency to take longer than anticipated.
	EL-1	A2	Develop cleanup action and long-term monitoring plans or close out the remaining open Underground Storage Sites on Port property.	High	Site closure decisions from Tacoma Health Department and/or Ecology.	Rob Healy	ongoing	\$171,000	The 2022 budget estimate is based on the 2020 GASB 49 environmental liability estimate. Progress on the UST program has been strategic, focusing on the simpler USTs. Continued progress to closure may require more investment over time.
	EL-1	A5	Maximize Federal and State grants to support cleanup efforts.	High	Grant funding is received to offset remediation costs.	Rob Healy	ongoing	\$0	The Port was awarded \$3.15M for two remedial action grants in the State 2021-2023 capital budget to support cleanup actions at the Arkema and Alexander Avenue Tank Farm sites. Grant negotiations are near completion. An additional \$2M has been requested for the North Boundary Area of the Arkema property, that may be funded through the supplemental budget. The Port was awarded \$200K from the Commerce Department to support development of a cleanup action plan on the recently purchased 2235 Ross Way property. The Port was awarded \$200k from Ecology for an integrated planning grant on the West Hylebos terminal to develop a cleanup action plan for a former UST.
<p>EL 2 Reduce the air and climate pollution generated by Port and tenant activities while protecting their operations from the impacts of climate change.</p>	EL-2	A1	Support finalization and adoption of the Northwest Ports Clean Air Strategy (NWPCAS).	High	Adopt plan in Spring 2021	Steve Nicholas	2021	\$0	The update was adopted in spring 2021
	EL-2	A2	Develop the Port of Tacoma NWPCAS implementation plan in coordination with the NWSA implementation plan.	High	Adopt plan in Summer 2021 then implement.	Steve Nicholas	ongoing implementation	\$0	We plan to complete the implementation plan in 2021
	EL-2	A3	Launch and complete the South Harbor Electrification Roadmap (SHERM).	High	Electrification infrastructure needs identified for Port and alliance operational needs (such as equipment, shorepower, vehicles).	Steve Nicholas	2021-2023	\$50,000	\$250,000 has been proposed in the NWSA's 2022 budget to fund the project as well
	EL-2	A4	Develop sustainable building policy for future Port and tenant new development.	Medium	Work toward policy approval by 2023 to inform future admin building.	Graham VanderShelten	Q4 2022	\$60,000	Covers consulting support for developing the policy and our GHG inventory, which will provide critical foundational data New admin bldg will need this info sooner than 2023-TAH

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	EL-2 A5	Identify and pursue opportunities to save money and energy at existing Port and tenant facilities, such as lighting upgrades.	Medium	Establish clean buildings working group to identify energy efficiency opportunities.	Jordan (Nicholas)	establish work group Q2 2021, then ongoing	\$20,000	Covers outside services for energy assessments and other support
	EL-2 A6	Identify and pursue opportunities to reduce emissions from Port and tenant vehicle fleets.	Medium	Replace 50% of the Port fleet to zero emission vehicles (approx. 20 vehicles).	Jordan (Nicholas)	2021-2026	\$20,000	Covers consulting support for development of our clean fleets plan
	EL-2 A7	Maintain awareness of available data and GIS mapping of port sites for potential impacts of climate change.	Medium	Up to data GIS data layers as appropriate.	Alisha Pena	ongoing	\$0	As needed to support GIS resources.
	EL-2 A8	Continue to pursue grants for clean air initiatives.	High	Annual application for eligible dollars, such as from Ecology and Commerce, and Tacoma Power rebates.	Steve Nicholas	ongoing	\$0	Staff expect to develop Port of Tacoma grant applications in the coming year
	EL-2 A9	Collaborate on the NWSA Vulnerability Assessment and Response Framework (VARF) to identify future impacts of potential hazards.	High	Understand potential impacts to infrastructure and have policies and guidelines in place to protect investment.	Alisha Pena	Assessment Q4 2021 & Policies by Q4 2022	\$25,000	Staff expects to complete the first phase of this work in 2021 (assessment) and then policy development with the commission in 2022.
EL 3 Invest in projects that improve the quality of stormwater runoff from Port properties, embody best practices and empower our tenants to comply with complex permits.	EL-3 A1	Continue to invest in water quality projects that improve stormwater runoff from Port properties.	High	Resolve parcel 86, support Arkema development, and other TI stormwater solutions. The primary driver for this action is development / redevelopment projects. Proposed projects include ditch maintenance, Steam Plant, PCT pipe repair	Deanna Seaman	ongoing	\$260,000	Requested via CIP in various MID's not in the stormwater programmatic
	EL-3 A2	Explore funding sources for maintaining and replacing aging stormwater infrastructure.	High	Successful funding study with a solution the organization agrees with. In Q1 of 2022, the surface water fee appeal will be complete. Annually we will review a subset of property rates to verify accuracy.	Deanna Seaman	complete in Q4 2021	\$150,000	Underway
	EL-3 A3	Advance the Port's stormwater program by educating tenants about stormwater permits and compliance	Medium	Tenants reach out with questions, we have all SWPPPs, site inspections show good BMP implementation. As restrictions lift, reinstate summer water quality faire.	Deanna Seaman	ongoing	\$20,000	Underway
	EL-3 A4	Continue to pilot and develop effective stormwater treatment solutions.	Medium	Develop a successful Zinc adsorption media, sediment removal	Deanna Seaman	ongoing	\$100,000	This will require consultant assistance.
	EL-3 A5	Maintain GIS mapping of stormwater facilities.	Low	GIS maps are up to date when needed.	Deanna Seaman	ongoing	\$30,000	Ongoing
	EL-3 A6	Research and develop new equipment to reduce pollutant loading at sites.	Medium	Develop fence coating process. Develop TAPE stie for evaluating stormwater treatment systems for industrial applications.	Deanna Seaman	ongoing	\$150,000	Not inclusive of equipment
	EL-3 A7	Create stormwater related educational opportunities for our community.	Low	Produce two educational videos. Invite UPS and UWT to join us at our summer WQ event, video the presentations.	Deanna Seaman	ongoing	\$50,000	Within current budget
EL 4 Create wetland opportunities and improve fish habitat independent of regulatory obligation.	EL-4 A1	The Port will explore wetland banking and fish conservation credits.	High	Go or no-go decision is made by end of 2022.	Mark Rettman	complete by Q4 2022	\$0	Within current budget
	EL-4 A2	Engage in habitat enhancement projects with community partners such as Pierce County, City of Tacoma, Puyallup Tribe of Indians, and salmon enhancement groups.	Medium	Number of projects and acres of improvement	Jason Jordan	ongoing	\$0	Seeking to be budget neutral beyond staff time

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	EL-4	A3	Ensure the Saltchuk restoration site is included in the Tacoma Harbor Deepening project.	High	Incorporated into Corp's Chief's Report	Tony Warfield	Q4 2022	\$0	Project is included in existing budget. Will need to be negotiated as part of Preliminary Engineering, Design and Construction with Corps.
	EL-4	A5	Maintain and enhance the Port's habitat stewardship program, to include identification and removal of invasive species, removal of trash, and removal of encampments.	Medium	Community understands the Port's habitat efforts. Acreage of habitat protected is maintained and increased when possible.	Jenn Stebbings	ongoing	\$200,000	

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Foundational Goal: Transportation Advocacy (TA)

Promote road, rail and navigation infrastructure and technology improvements to strengthen the regional maritime industry and economy.

	Action		2022 Priority Action	Measurement of Success	Lead	Timing Note	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations
TA 1 Support infrastructure projects that increase Port freight mobility, prioritizing the SR 167 Gateway Project, and the Port of Tacoma Road/I-5 interchange.	TA-1	A1	Work with WSDOT and the City of Fife on final design and to secure remaining funding for I-5/Port of Tacoma Road Interchange.	High	SR 167 completed in 2028	Sean Eagan	ongoing until project completion	\$0
	TA-1	A2	Work with WSDOT on final design of SR-167 and also with the legislature and stakeholders to ensure the completion of project on scope and on-schedule. Keep the Gateway project on the 'build' list.	High	Continued financial and policy-making support from State government.	Sean Eagan	ongoing until project completion	\$0
	TA-1	A3	Maintain budget contribution and enter into an ILA with WSDOT for Port's final local match commitment to SR 167.	High	Port fulfills its full \$30 million commitment to the project.	Sean Eagan	ongoing until paid - ILA in 2022	\$16,000,000
TA 2 Advocate for the transportation infrastructure and system management needs of Port-related businesses in the Tidelats and Pierce County.	TA-2	A1	Work with the NWSA to implement the Blair Waterway Deepening Project	Medium	Project is completed based on Chief's Report	Tony Warfield		\$0
	TA-2	A2	Work with the City of Tacoma to ensure the completion of the Portland Avenue signal and paving project	Medium	Project is completed	Matthew Mauer		\$0
	TA-2	A3	Work with WSDOT and the Cities of Fife and Tacoma to ensure the completion of the Tidelats ITS system.	Medium	Project is completed	Matthew Mauer		\$0
	TA-2	A4	Work with the City of Tacoma to implement East 11th Street Corridor Project solution	Medium	Project is completed based on solution set identified	Matthew Mauer		\$0
	TA-2	A5	Work with the City of Fife to ensure the completion of the 54th/Taylor Corridor Project	Medium	Project is completed	Matthew Mauer		\$0
	TA-2	A6	Provide secondary support to the Canyon Road Regional Connection Project as needed.	Medium	Project is completed	Matthew Mauer		\$0
	TA-2	A7	Seek out and opportunities to advance transportation systems management and operations and communications infrastructure and programs supporting the Tidelats to relieve congestion. Examples are the Tacoma Aera Joint Operations Group (TAJOG) and traffic signal coordination along the Taylor Way corridor.	High	Launch of TAJOG. Financial support of Tacoma freight model (grant match).	Christine Wolf	ongoing	\$35,000
TA 3 Develop criteria and policies to guide decision-making for Port transportation advocacy efforts and to prioritize infrastructure investments.	TA-3	A1	Research, develop and review criteria that can be used to guide decision-making on transportation advocacy efforts.	Medium	Criteria developed and integrated into decision-making	Christine Wolf	2022	\$65,000
	TA-3	A2	Use existing truck model (city/county) to run an update for freight traffic in and around the Tidelats.	High	Data that illustrates truck volume, movement, and areas of congestion	Christine Wolf	2022	\$200,000

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	TA-3	A3	Evaluate solutions to the East 11th Street Bridge corridor, 54th Avenue interchange and to the Port evaluate the cost/benefit of the Wapato Way frontage road to the Port.	Medium	Options are available for consideration	Christine Wolf	2023	\$100,000	
	TA-3	A4	Set up a Transportation work group with Commission.	High	Work group is established	Christine Wolf	2022	\$0	
	TA-3	A5	Support development of an advanced traffic and truck model with Tacoma and Pierce County.	Medium	Sophisticated and modern traffic model available for the South Sound	Christine Wolf	PSRC grant timing	\$40,000	
TA 4 Develop and maintain an understanding of regional transportation projects that support Port-related mobility.	TA-4	A1	Maintain a list of port-relevant regional projects and update the list at least annually.	High	Initial list of on-going regional projects	Christine Wolf	ongoing	\$0	Determine if consultant services are needed to refine.
	TA-4	A2	Create an assessment of existing and future transportation needs, capital planning priorities, estimated costs, and expected funding available.	Medium	Completed assessment	Christine Wolf	complete Q4 2022	\$0	

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Foundational Goal: Community Connections (CC)

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

Strategy	Action		2022 Priority Action	Measurement of Success	Lead	Timing	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations	
CC 1 Strengthen, build, and maintain relationships with a wide variety of public, community, and business stakeholders through direct engagement.	CC-1	A1	Recruit and hire Community Affairs Specialist	High	Position is filled	Eagan (Barstow)	Q1 2022	\$70,000	
	CC-1	A2	Offer virtual and in-person tours to improve understanding of the Port.	High	16 tours (bus, boat, nature etc.)/year + countywide virtual tour + 4 new stories/year to virtual bus tour (28 subject to additional FTE)	Barstow	2022	\$27,600	
	CC-1	A3	Coordinate speaking engagements for Port representatives.	High	20/year (30 subject to additional FTE)	Barstow	2022	\$0	
	CC-1	A4	Engage with the public at at booths at festivals, markets and career fairs.	High	10/year (15 subject to additional FTE)	Barstow	2022	\$17,280	
	CC-1	A5	Participate in community meetings to answer questions, share information and solicit feedback	High	24/year (36 subject to additional FTE)	Barstow	2022	\$11,160	
	CC-1	A6	Make investments in the community via the Local Economic Development Investment Fund that align with the Strategic Plan	High	100% utilization of funding based on disbursement policy	Barstow	2022	\$250,000	
	CC-1	A7	Offer opportunities for staff to engage in charitable volunteer opportunities.	Low	Opportunities communicated to staff at least quarterly.	Johnson	on-going	\$0	
CC 2 Strengthen, build and maintain strategic relationships with federal, state and local governments, and with the Puyallup Tribe of Indians.	CC-2	A1	Schedule opportunities for commissioner engagement with elected officials on all levels of government.	High	20 meetings or hearings/year	Eagan	2022	\$0	
	CC-2	A2	Provide opportunities for newly elected officials to tour the port and learn more about the organization	High	Tours made available to every newly elected state and local lawmaker	Eagan/ Mauer	2022	\$600	
	CC-2	A3	Conduct joint study sessions with local governments.	High	2 joint study sessions/year	Mauer	2022	\$0	
	CC-2	A4	Identify speaking opportunities for commissioners and/or executive director at city council meetings.	High	4/year	Mauer	2022	\$0	
	CC-2	A5	Engage in coalition building to advance the Port's legislative priorities	High	Maintain healthy relationships with key stakeholder groups	Eagan/ Mauer	2022	\$323,150	
	CC-2	A6	Rebuild relationships on the federal level independent of the NWSA	High	2 check-ins/year with congressional district staff, federal contract lobbyist retained.	Eagan	2022	\$154,350	

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	CC-2	A7	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	High	4 consultations/year	Eric Johnson	2022	\$10,000	
	CC-2	A8	Broaden current partnerships with Puyallup Tribal Fisheries personnel on research, habitat restoration and overall fisheries enhancement	High	Report to commission annually on progress	Jason Jordan		\$0	
CC 3 Develop and implement a comprehensive communication plan to increase community awareness and understanding of the Port's mission, objectives, activities and progress	CC-3	A1	Develop and launch new communication vehicles	High	Successful launch of new methods	Carol Bua		\$0	
	CC-3	A2	Increase engagement with the community on social media and number of visitors/subscribers to website	High	10% annual increase in: social media engagement; website visitors; publication subscribers	Carol Bua		\$0	
	CC-3	A3	Consistently provide information and share success stories on Port activities, projects and progress	High	Volume of communications, readership analytics, content consumption, earned media placement, social media engagement and sentiment assessments.	Carol Bua		\$0	
	CC-3	A4	Consistently provide information and share success stories on the Port's Strategic Plan implementation progress.	High	Volume of communications, readership analytics, content consumption, earned media placement, social media engagement and sentiment assessments.	Carol Bua		\$0	
	CC-3	A5	Develop infographics and fact sheets from the Port's economic impact study and regularly Incorporate/ highlight the Port's positive impact on job creation and economic development in communications	High	Volume of communications, readership analytics, content consumption, earned media placement, social media engagement and sentiment assessments	Carol Bua		\$0	

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Foundational Goal: Community Connections (CC)

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

Strategy	Action		2022 Priority Action	Measurement of Success	Lead	Timing	2022 Additional Budget \$ Request (potential)	2022 Budget Considerations
	CC-3	A6	Consistently provide information on the Port's mission, objectives, projects and performance to employees in internal communications. Regularly highlight projects and employees who are working to help advance Strategic Plan's goals.	High	Volume of communications, readership analytics, content consumption. Annual internal communications survey with staff. Positive directionality of data from survey.	Carol Bua	\$0	
	CC-3	A7	Broaden and increase communication efforts to reach and engage with diverse residents and organizations across Pierce County	High	Relationships formed. Quantitative and qualitative measurement. Partnering with organizations to help disseminate communication materials. Key communications provided in non-English languages. Volume of communications, readership analytics, content consumption, social media engagement and sentiment assessments	Carol Bua	\$0	
	CC-3	A8	Measure effectiveness of communications efforts.	High	Utilize quantitative and qualitative methods to analyze and assess effectiveness of communications efforts, stakeholder awareness and engagement.	Carol Bua	\$0	