

COMMISSION AGENDA

Item No: 9B

Meeting: 6/18/20

DATE: June 8, 2020

TO: Port Commission

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

SUBJECT: Briefing on the Port Strategic Plan Update

A. BRIEFING

Jim Darling and Matt Hoffman from Maul Foster and Alongi (the consultant) will provide an update on the Port of Tacoma Strategic Plan. The update will include an overview of information from interviews and survey data collected from the commissioners on the following elements of the strategic plan update: terminology, construct, and goal areas.

B. NEXT STEPS

Moving into the second half of the year, we expect the Strategic Plan to be a recurring agenda item each month for the remaining 2020 Commission meetings.

At a special meeting, tentatively scheduled for July 23rd, the Commission will have a study session where the consultant plans to:

- Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) work session.
- Facilitate a discussion focused on defining the goals and framing the strategic options.
- Discuss the Port's mission statement and values.
- Provide the Commission with an update on its public outreach efforts.



Port of Tacoma Strategic Plan

June 18, 2020

AGENDA

- **Review Goal Development Process**
- **Goal Areas**
- **Plan Structure**
- **Next Steps**

REVIEW GOAL DEVELOPMENT PROCESS



GOAL AREAS...

- **Frame** and **organize** where the Port will establish reachable goals for the Strategic Plan
- Are typically **internal** and **external** facing

SURVEY FINDINGS...INTERNAL GOAL AREAS

- **Facilities and Equipment**
Managing facilities and equipment owned by the Port
- **Personnel**
Ensuring commission/staff alignment on strategic priorities and staff job satisfaction within the Port
- **Financial**
Creating financial performance targets for the Port
- **Culture**
Advancing the Port's organizational culture
- **Internal Environmental**
Utilizing and managing Port assets in an environmentally sustainable manner

REMEMBER
These are
GOAL AREAS and
not Goals.

Goals will be
defined during the
July work session.

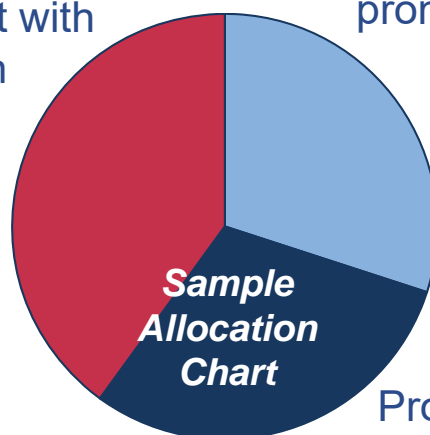
EXTERNAL GOAL AREAS

Future Strategic Portfolio *Allocating Available Resources*

Brick and mortar asset investment with an expected positive rate of return

Examples

- Industrial property
- Non-containerized cargo



Subsidized brick and mortar asset investment with a lower financial return that promotes job creation

Examples

- Incubator space
- Brownfield property development

Programmatic economic development to support regional business and job growth efforts

Examples

- Funding business recruitment
- Workforce training

SURVEY FINDINGS...EXTERNAL GOAL AREAS

Revenue Producing Brick and Mortar

- **Real Estate**
Investing in new revenue producing real estate projects within the Tideflats and throughout Pierce County that produce an expected positive rate of return
- **Non-containerized Cargo**
Growing non-containerized cargo revenues
- **Containerized Cargo**
Supporting the NWSA goals in the Tideflats and throughout Pierce County

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SURVEY FINDINGS...EXTERNAL GOAL AREAS

Subsidized Brick and Mortar

- **Infrastructure**
Investing in needed transportation infrastructure within the Tideflats and throughout Pierce County
- **Real Estate**
Investing in new and innovative 'lower return' brick and mortar projects that advance the economy and job creation
- **Open Space and Public Access**
Providing open space and public access opportunities

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SURVEY FINDINGS...EXTERNAL GOAL AREAS

Programmatic

- **External Environmental**
Participating in regional environmental resiliency efforts
- **Economic Development**
Providing financial and staff support to county-wide economic development efforts with partner agencies and business

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SURVEY FINDINGS...PLAN STRUCTURE

- The need to update the Port's mission statement and values
- The terms work for the Strategic Plan
 - Mission > Values > Goals > Strategies > Tactics
- We need to include an **Implementation Plan** that defines **who** within the Port organization will be responsible for the components of the Strategic Plan and **when** they will be completed

SURVEY FINDINGS...PLAN FUNCTION

- **Who are the Port Strategic Plan target audiences?**

The plan will be a communication tool to Pierce County **citizens** and Port **stakeholders** providing transparency on Port priorities and decisions.

SURVEY FINDINGS...PLAN FUNCTION

- **What is the principal role of the Strategic Plan?**

The plan will **align the Commission** and be used to give clear direction on the Commission's **priorities to port staff**.

How should capital projects be reflected in the Comprehensive Scheme of Harbor Improvements (CSHI) and Budget vs. the Strategic Plan?

- The Strategic Plan Implementation Plan will identify strategies and tactics noting **WHO** will be responsible and **WHEN** they will occur.
- The Capital Investment Plan (CIP) will include the list of capital projects.
- The Implementation Plan will be **updated annually at budget time.**

REVIEW GOAL DEVELOPMENT PROCESS

