



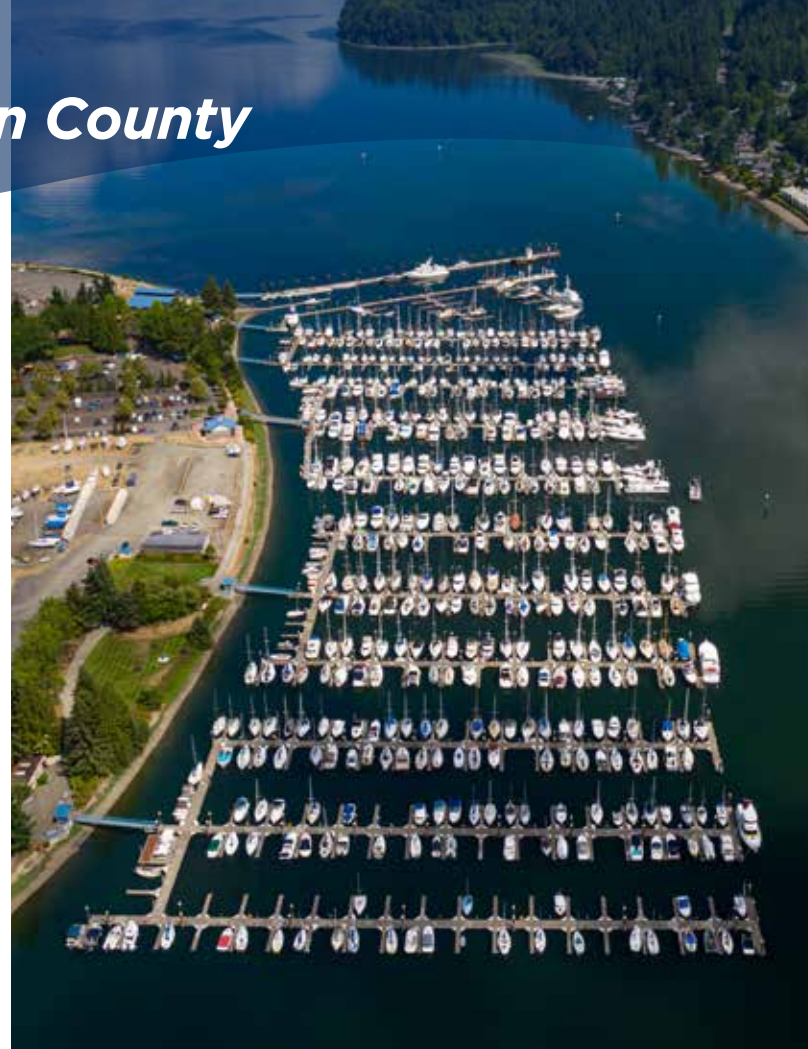
PORT of OLYMPIA

'Capitol City Port'

STRATEGIC PLAN 2025



Serving all of Thurston County



STRATEGIC PLAN 2025

‘Strategic planning is developing true alignment on multi-year priorities and effectively embracing them to link the present to the future.’

Strategic Plan 2025 is a working document that: reflects essential Commission alignment on current Port priorities.

- Informs the community, Port customers, partner organizations and the marketplace of the Port’s priorities.
- Provides clear operational direction to the Port’s professional staff.
- Provides a platform on which the Port can develop its annual and multiyear budgets.
- Informs the capital investment plan as well as the Comprehensive Scheme of Harbor Improvements.

- Supports grant applications and favorable bond ratings.
- And most importantly - defines success!

The process of developing these priorities incorporated the extensive work on the Vision 2050; Destination Waterfront Development Plan; the 2018 Sustainability Action Plan; as well as previous strategic planning efforts and financial forecasts.

As captured in Vision 2050 reaffirms the Port Commission’s commitment to all of Thurston County prioritizing economic development and being a leader in environmental stewardship.



Our Mission...



“Creating economic opportunities and building community for all of Thurston County through responsible resource use.”

Values

Our Values define how the Port will undertake its work in service to the community. These Values are aspirational- embraced to define the Port’s character as it pursues its Initiatives and Goals.

Our culture is...

Accountable: Welcome transparency, act with integrity, and be uniformly responsive.

Sustainable: Practice lasting stewardship of our publicly owned assets and natural resources.

Innovative: Demonstrate leadership, decisiveness, and reasoned risk taking in pursuing creative solutions.

Balanced: Embrace diversity, equity and inclusion.

Engaged: Actively collaborate and contribute to greater Thurston County.

Our work depends on ...

Earning the community’s support in pursuing our priorities.

Working relationships with customers, tenants, government agencies, and community organizations that share the Port’s vision of securing a sustainable future.

Retaining an experienced, competent, and dedicated staff that are responsible for our operational success.

Maintaining a strong commitment to fiduciary responsibility in managing the community’s assets.

Recognizing and acting on opportunities that benefit the community.

The Port’s Mission defines its unique role in serving Thurston County, it describes WHY the Port exists. It is based on three focus areas:

- Creating economic opportunities
- Acting as an environmental steward
- Developing and maintaining community assets



From the Commission

As we refine the Port of Olympia strategic plan, we are in the midst of a centennial celebration. Understanding the Port’s presence in Thurston County for the past 100 years, gives us pause to consider where the Port is now and how we got here. The Port of Olympia has endured good times and bad.

We are learning to be good stewards of our environment while supporting economic development and industry to fulfill the purpose of creating a positive influence on the economy of Thurston County. Collaboration between the Port and the citizens of Thurston County have identified a direction for this Commission and staff to define our strategies for the future.

Today’s Commission is dedicated to six initiatives, identified in this Strategic Plan. These initiatives concentrate on issues of the day including improving the culture, performance, and financial reporting of the organization. Environmental restoration, and community outreach also remain at the top of the Commission’s priorities.

It is with great pride, the Commission of the Port of Olympia, presents Strategic Plan 2025. Our commitment to collaborative, cooperative, and objective management of Port resources will guide us to a vibrant future for the people of Thurston County.

Commissioner Iyall
Commissioner Evans Harding
Commissioner Downing



Bob Iyall
President



Amy Evans Harding
Vice President



Joe Downing
Secretary



From the Executive Director

It has been my pleasure to work with the Port Commission and our senior staff on developing the Port of Olympia Strategic Plan 2025.

Many thanks for the guidance and thoughtful consideration of the Commission as they identified what is important to our community and the Port District in the near and long-term future.

Establishing clear priorities is fundamental to our success as we balance our fiduciary responsibilities with market realities, operational effectiveness and the vision for all of Thurston County.

This Plan has taken into account the great work the many volunteers spent on developing Vision 2050 and Destination Waterfront - the Port appreciates the work of each and every volunteer that participated in those efforts. Strategic Plan 2025 captures the energy in that community wide work and informs our budget forecasts so that actual projects and programs become a reality.

The engagement of our senior management team has been essential in this process. They have provided insights and critical analysis as priorities were established. They are now charged with engaging the entire Port staff and delivering on the commitments of the Port as reflected in Strategic Plan 2025. Their work is very much appreciated today and into the future as we face and overcome new challenges in accomplishing our Mission in service to the community.

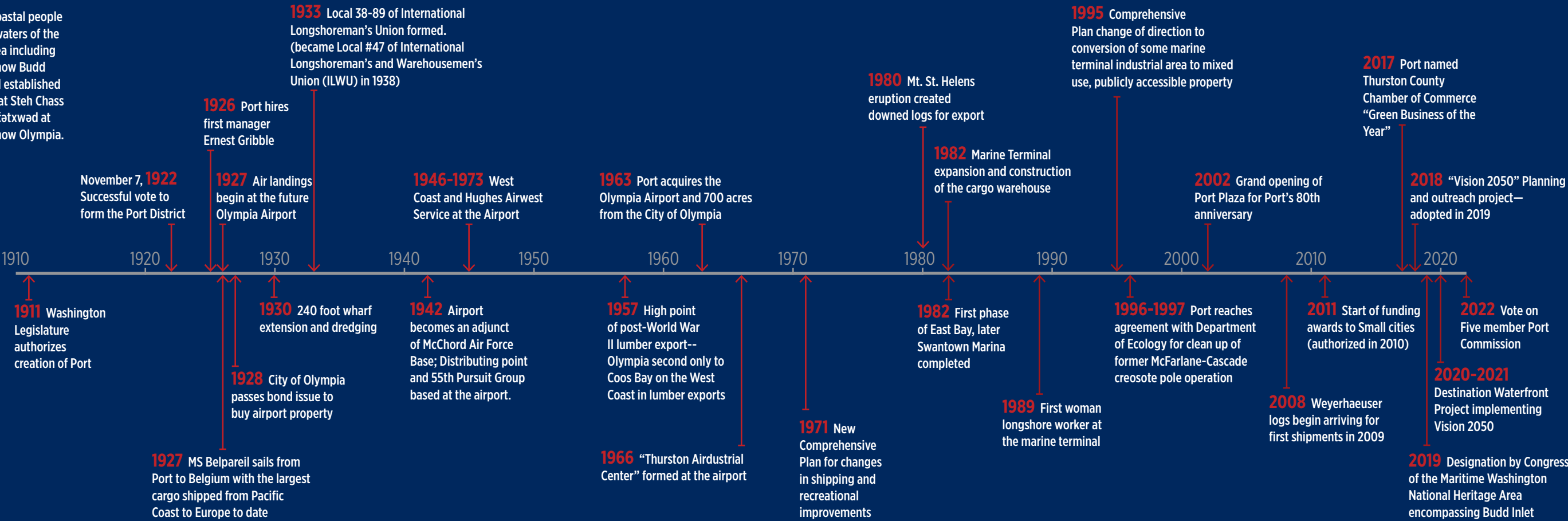
The Strategic Plan will guide the Port in pursuing its priorities on a host of activities and projects. I look forward to making these a reality and to the new opportunities that lie ahead.

Sincerely,
Sam Gibboney
Executive Director



Sam Gibboney
Executive Director

Salish Coastal people ply the waters of the Salish Sea including what is now Budd Inlet and established villages at Steh Chass and bəscətxwəd at what is now Olympia.



Today the Port continues to have a significant impact on the local economy and community-



2,609 direct jobs are supported by activity at the Port of Olympia and its real estate tenants. In addition to the 2,609 direct jobs, indirect and induced jobs bring that total to **5,030**.



\$132.0 million in direct wages and salaries are supported in the local and regional economy by the activity at the Port of Olympia marine terminal, marina, general aviation activity and the Port's real estate tenants



\$124.4 million in local purchases were made by Port tenants, the Port of Olympia and those firms providing services at the marine terminal, airport and marina. These local purchases supported the 1,067 indirect jobs



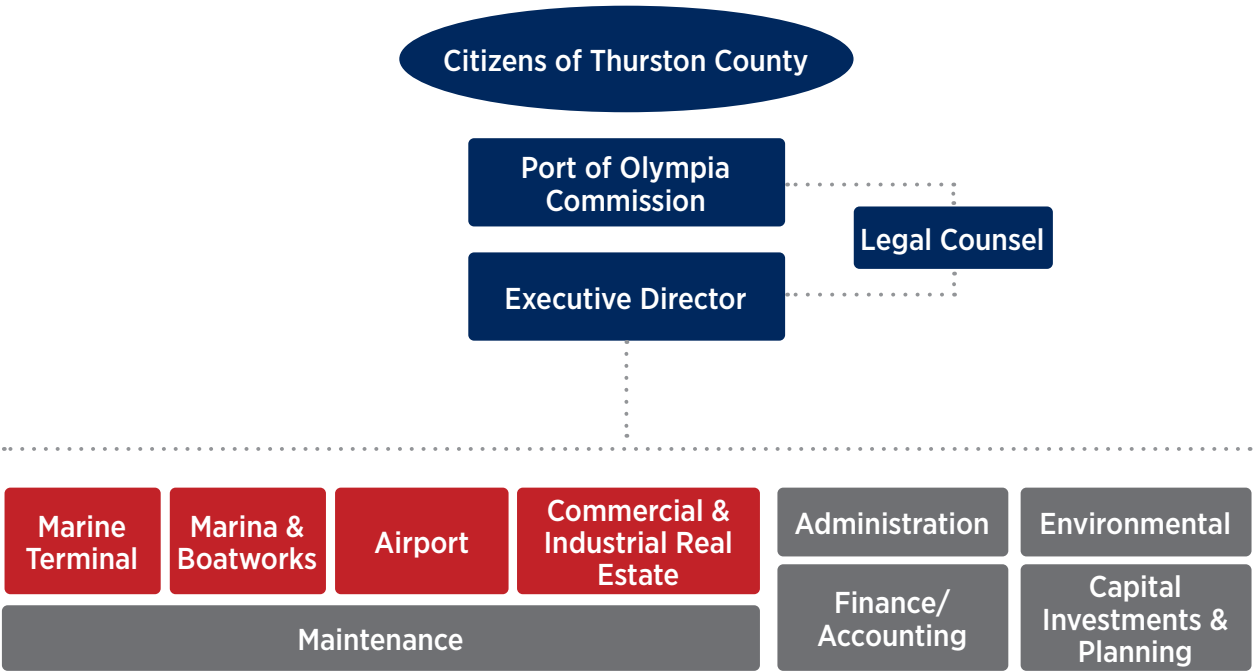
\$28.6 million of state and local tax revenue was generated in 2020 by the Port of Olympia marine cargo, marina, and airport activity and the business activity of the Port's real estate tenants



The number of jobs attributable to the Port increased by 633 from 2015 to 2020.

(Based on a 2020 Economic Impact Study)

The Organization



Operations

The Port of Olympia operates four core business units that generate operating revenues to the Port to support capital investments that produce sustainable jobs.

Marine Facilities

The Port of Olympia’s 66-acre marine terminal consists of a complete breakbulk/container yard, log export facility, on-dock rail, on-dock warehouse and three deep water berths for ocean-going vessels, certified by Green Marine for sound environmental practices.



Marina and Boatworks

Swantown Marina and Boatworks is a full-service public harbor with over 700 slips, haul out and boatyard facility certified by both Clean Marina and Clean Boatyard for sound environmental practices.



Airport

Olympia Regional Airport is a general aviation public airport offering aircraft service and maintenance operations, flight instruction, hangars and tie down space, state and corporate aviation facilities, and land and buildings available for lease.



Commercial & Industrial Real Estate Portfolio

The Port’s portfolio consists of a wide range of commercial office and retail space as well as industrial properties.



In addition to its business units, the Port develops and operates many public amenities and actively participates with many community organizations in programmatic economic development.



Our Vision

Vision 2050 captured the community's aspirations for the Port as a critical regional institution over the long-term.

“The Port is a trusted community institution that actively engages and communicates with the public it serves. It fulfills its primary role as Thurston County’s economic engine by stimulating investment, fostering entrepreneurship, and facilitating transportation and commerce regionally

“The Port is recognized as a trusted community institution connecting Thurston County to the world and serving as a model of environmental sustainability and economic development.” — Strategic Plan 2025 Adopted Vision

and internationally. It is recognized as a cutting-edge leader in sustainable operations. It manages gathering places, recreational venues and other assets that enhance sense of place, and coordinates with partners on critical challenges and opportunities.”

That aspiration for the Port as a regional organization inspired the Port’s vision for the Port.

Initiatives and Goals

To accomplish its **Mission** and realize its **Vision** of the future the Port has adopted achievable priorities.

*Its **INITIATIVES** are the Port’s priorities that are, by their nature, exceptionally complex or take considerable time to complete, but when completed represent tremendous breakthrough progress.*

*Its **GOALS**, when achieved and/or sustained, represent important milestones in the Port’s momentum towards being the most effective agency it can be in serving the community.*

*Progress on the Port’s **INITIATIVES** and **GOALS** are supported by an **Annual Action Plan** that details expected completion dates, responsible leads, and required resources.*



Culture

Focus on Port team building, internal communications, and personnel training program(s) to improve organizational alignment, increase operational effectiveness, and increase employee satisfaction and wellness.

Initiate a focused effort in 2022 to increase internal staff performance by improving internal and external communications; enhancing staff skills and capacity; and creating a shared commitment to the Port's priorities as established by the Commission.

Governance

Pursue the creation of a five-member Commission on the November 2022 ballot.

In coordination with Thurston County place the voter initiative to create a five-member commission on the 2022 ballot and move forward with the associated redistricting to accommodate an expanded commission.

Financial

Develop a clear and focused understanding of the Port's financial performance to support long term operational and investment decisions.

Clarify the Commission's expectations regarding how the various business units are categorized, how financial performance is measured and described, and how they define "public benefit". Use this information to develop business unit financial projections and performance analyses in 2023.

Restoration

Provide leadership on collaborative efforts to achieve environmental cleanup, habitat restoration and maintenance dredging in Budd Inlet.

Develop a multi-pronged, phased, multi-year approach including a funding strategy to address the remediation and restoration of Budd Inlet and secure Commission input and direction by December 31, 2022, to undertake the initial work to address the Port's regulatory obligations.



Waterfront

Implement Destination Waterfront.
Develop and seek Commission approval by end of the first quarter of 2023 of a “Destination Waterfront Implementation and Funding Strategy” to initiate the ongoing development of the peninsula and utilize the Port of Olympia Citizens Advisory Committee as a sounding board.

Communications

Increase the community’s understanding of the role, value, and limitations of the Port in impacting the local economy and greater Thurston community.
Launch a refreshed communications effort in 2022 to renew the community’s understanding of the Port’s role in fulfilling its Mission and commitments to the community it serves.

In addition to its more traditional Port activities and operations the Port of Olympia is committed to community building and improving both the economic and social fabric of Thurston County. To that end it engages with the community and its constituents to develop and advance a shared vision of the future.

- **Vision 2050** Report out progress on Vision 2050.
- **Partnerships** Achieve and maintain ongoing, effective working relationships with Port community and governmental partners to advance mutual interest.
- **Park and Open Space** Complete a ‘parks and open space plan’ with an emphasis on the waterfront, making the Port eligible for State RCO grants.
- **Economic development** Participate in regional and local economic development efforts and provide appropriate levels of funding consistent with Port fiscal constraints



Operational Goals

The Port of Olympia is an operating Port that manages critical services and facilities in support of the local and regional economy. That responsibility requires that the Port be constantly looking to the horizon to ensure its facilities, programs, and institutional infrastructure are up to date.

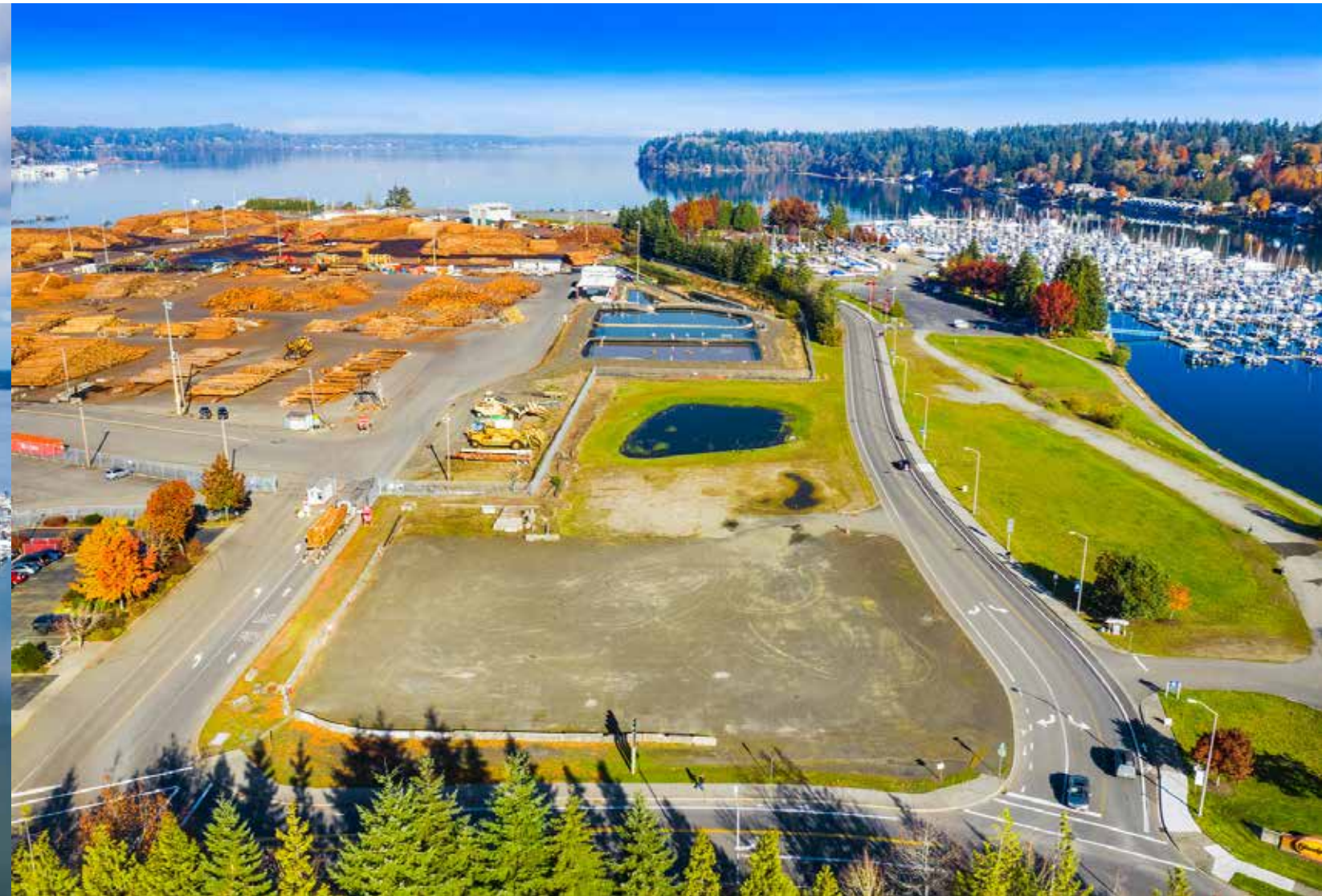
- **Airport** Complete and adopt the Airport Master Plan in 2023.
- **Marine Terminal** Complete an updated master site plan for the marine terminal by 2024.
- **Process and Concurrency** Update all Port planning and operational documents to reflect current priorities on a regular basis.
- **Strategic Planning** Complete the 5-year strategic planning process and annual reviews with appropriate updates.
- **Capital Facility Maintenance** Maintain all Port fixed assets in a safe and efficient operating status through funded maintenance and replacement schedules allocated to the appropriate business unit.



Environmental Goals

The environmental goals that follow capture the Port's commitment to sustainably managing the natural resources impacted by the Port's activities by complying with environmental regulations and implementing innovative environmental management initiatives. These goals would be further institutionalized with an update to the 2018 Sustainability Plan.

- **Environmental Standards** Hold the Port accountable to the highest environmental standards in its operations and capital investments.
- **Environmental Resiliency** Plan and implement strategies to address community environmental resiliency.
- **Habitat Conservation** Complete and adopt the Habitat Conservation Plan at the Airport and New Market Industrial Campus.



New 'Investment Opportunity' Checklist

Ports are often asked to financially support a market or community investment. The Port of Olympia has adopted this 'Checklist' to better assess the impact of new, unplanned investment opportunities.

- ☒ Is the investment opportunity **consistent with the Port's mission, vision and values?**
- ☒ Does the investment meet the **Port's rate-of-return threshold?**
- ☒ Does the investment opportunity support the Port's efforts to **balance both mission and margin?**
- ☒ What, if any, planned Port investment **will be delayed or eliminated** because of this opportunity, and what are the short-term and long-term consequences of that displacement decision? Is that acceptable?
- ☒ Does the Port have **sufficient capacity** (financial, staff) to support the opportunity, and what source of funds would be utilized for construction and maintenance, if required?
- ☒ Is the investment opportunity **aligned with the economic development aspirations** of our communities and the region?
- ☒ Are there joint ventures, partnerships, or grant funding opportunities to **mitigate the Port's required investment?**
- ☒ Does the opportunity significantly advance an **existing governmental or community plan or policy?**
- ☒ What should the **Port's role** be (i.e., support, investment, operations, partner)?
- ☒ Is any **other entity, private or public, better positioned** to undertake the investment opportunity, and are they able to do so?

