

PORT OF EVERETT 2004-2007 STRATEGIC PLAN

Goal 1: Align the Port's Policies, Strategies, Systems, and Staffing to Promote Regional Economic Development through Infrastructure and Redevelopment Projects

Objectives:

- A. Permit, construct and begin operation of the Boeing Rail-Barge Transfer Facility by June 2006.
- B. Complete environmental review and permitting for the North Marina Redevelopment by the end of 2004, and construct the supporting infrastructure in accordance with the project staging plan.
- C. Work with existing tenants and leaseholders on relocation issues associated with the North Marina Redevelopment during the transition period, 2004-2006.
- D. Complete acquisition of the Mukilteo Tank Farm property by June 2004, and complete a master plan for the property by the end of 2004.
- E. Determine the environmental mitigation potential and identify implementing actions for the Biringer Farm property by January 2004.
- F. Solicit private sector as well as state and federal assistance on an ongoing basis to develop and enhance relevant port transportation infrastructure projects.

Goal 2. Manage the Port's Assets and Financial Resources to Ensure an Appropriate Return on Community Investment

Objectives:

- A. Align the Port's Strategic Plan, Comprehensive Scheme, capital plan and budget to create a comprehensive and cohesive set of policies to guide management, governance and communication of Port activities.
- B. During the budget process, use the triple bottom line concept for ports to establish financial, economic and community/environmental parameters and targets for Port investment in and return on projects by line of business, including waterfront redevelopment projects; landside redevelopment projects; terminal capital projects; terminal operating support; recreational marinas and other key activities.
- C. Establish Return on Investment objectives for Port projects and enterprise opportunities.
- D. Evaluate current and future staffing levels and resources to ensure success in achieving the Port's strategic goals and objectives.

Goal 3: Effectively Manage the Port's Marine Terminal Business, While Responding to Structural and Market Shifts

Objectives:

- A. Work with Engineering & Planning to develop master plan for the marine terminals to explore optimal uses of current facilities and provide infrastructure development scenarios to service existing business and projected future business growth. To be completed by August 2006.
- B. Install gantry cranes at Pacific Terminal and purchase other cargo handling equipment and software required to service existing business and projected future business growth. To be completed in 2006.
- C. Continue to serve current customers and operate the Marine Terminals in an efficient manner.
- D. Continue ongoing analysis of market potential for current businesses.
- E. Explore other cargo and business opportunities, including non-traditional markets outside the cargo sector, and determine any infrastructure requirements necessary to capture those market opportunities.
- F. Solicit private industry and government assistance to develop and enhance a relevant, integrated regional approach to Port and terminal security.
- G. Seek a Return on Investment of 10 percent on new projects.

Goal 4. Manage the Port's Landside Properties to Promote Economic Development While Maintaining an Adequate Financial Return on Investment

Objectives:

- A. Develop and implement a Riverside Business Park leasing strategy.
- B. Amend the Foreign Trade Zone to include Riverside Business Park, as opportunities require it.
- C. Develop and adopt a master plan for a Recreational Vehicle Park at the Baywood site by January 2004.
- D. Complete environmental review and permitting for the Recreational Vehicle Park by January 2006.
- E. Seek a Return on Investment of 10 percent on new projects.

Goal 5. Manage the Port's Marina Properties as High-Quality Facilities that Maximize Revenue to the Port and Provide Quality Public Access to the Waterfront

Objectives:

- A. Complete environmental review, permitting, construction, and begin operation of the 12th Street Marina project by the end of 2005.
- B. Develop a pricing strategy for the 12th Street Marina, with public meetings for review and input, by June 2004. (Pricing proposal developed and approved in June, 2005)
- C. Develop a master plan for improvements to the 10th Street Marine Park by the end of 2005, and complete improvements by 2006. (Master plan completed and approved in Q3, 2005)
- D. Seek a Return on Investment of 10 percent on new projects.
- E. Develop a master plan for re-capitalizing and marketing the existing marina to maximize revenue and make most efficient use of waterspace.

Goal 6. Provide Effective Environmental Management and Stewardship of Port Properties

Objectives:

- A. Continue to expand and improve opportunities for public access to the waterfront, by budgeting for and effectively using the Port's 2% for public access policy.
- B. Develop an environmental audit program for the Port and its tenants, including establishment of environmental standards and regular reporting systems and procedures. The program will include stormwater monitoring, testing standards, and reporting.
- C. Develop a system to track all of the projects that the Port builds which have environmental benefits (similar to the Port's approach for tracking public access activities), and provide an annual report to the Commission on these activities.
- D. Manage state-owned aquatic lands adjacent to the Port's Marine Terminal facilities, in keeping with the Port Management Agreement with the State Department of Natural Resources.

Goal 7. Incorporate Outreach, Communication and Community Engagement as a Critical Element in All of the Port's Activities

Objectives:

- A. On an ongoing basis, engage and involve key stakeholders in the Port's activities, including: local communities and neighbors; customers and tenants; the broader business community; local public agencies; Port employees and others.
- B. Develop a comprehensive public and media relations program to increase public awareness of the Port, including its role and contributions to the regional economy. The program will include continuing the Port Side newsletter;

networking with the school district; press releases; website updates; community and public outreach, stakeholder meetings and media briefings.

- C. Foster close, collaborative relations with local agencies, neighbors and labor, so that the Port's constituents understand our activities as they evolve and change.