

# Maritime Division

# Long Range Plan

Item No. Zb\_supp \_\_\_\_\_  
Meeting Date: May 17, 2016 \_\_\_\_\_

Commission Briefing  
May 17, 2016

Kenneth Lyles, Director, Fishing and Commercial Operations  
Marie Ellingson, Manager Cruise Services & Business Development



# Maritime Division Long Range Plan

# Jobs!

*What this is really about*

# Maritime Division

## Fishing and Maritime Cluster

- ***Strategy: Position the Puget Sound region as a premier international “Maritime” logistics hub.***
- ***Objective: Double the value of the fishing and maritime cluster.***

– *Century Agenda*

***Promoting living wage jobs and economic growth***

# Fishing and Maritime

## Past & Future Economic Impacts

	<u>2013</u>	<u>2020</u>	<u>% Increase</u>
Jobs	16,000	22,000	37.5
Wages	\$ 1.3 B	\$ 1.8 B	37.5
Business Revenue	\$ 0.95 B	\$ 1.3 B	37.5
Local Purchases	\$ 245 M	\$ 337 M	37.5
Taxes	\$ 120 M	\$ 166 M	37.5

*Where we are and where we are going*

# Fishing and Maritime Actions Driving Results

- Fishing Vessel Recapitalization
- Fishermen's Terminal Long Term Strategic Plan
- Asset acquisition and management
- Diversifying the Maritime Cluster

*Leveraging Opportunities*

# Fishing and Maritime

## Fishing Vessel Recapitalization Needs

- Funding Mechanism
  - Fishers' need for access to capital
  - Port positioned to facilitate assistance
- Legislative remedies
  - State and federal partnership = another route to capital
  - Port an important part of support coalition

***Access to Funding Traditionally Difficult to Obtain***

# Fishing and Maritime

## Fishing Vessel Recapitalization Outcomes

- Increased Shipyard Activity
- Retention and expansion of existing businesses
- Retention and expansion of living wage jobs
- Workforce Development

*Driver of direct and indirect jobs growth*

# Fishing and Maritime

F/V Northern Leader 184'

Alaska Leader Fisheries - J.M. Martinac, Tacoma, WA - 2013





# Fishing and Maritime

Fishermen's Finest -  
Factory Trawler -  
F/V America's Finest -  
261' - Dakota Creek,  
Anacortes - 2016



# Fishing and Maritime

F/V Blue North 191'

Blue North Fisheries - Dakota Creek Shipyard, Anacortes -  
2016



# Fishing and Maritime

F/V Arctic Prowler'

Alaska Longline Company - 136' - Vigor—Ketchikan, AK - 2013



# Fishing and Maritime

## How is this happening

### Fishermen's Terminal Long Term Strategic Plan

- Redevelopment
- Asset Improvement
- Maritime Incubator

*Opportunities for Maritime-Related Economic Growth*

# Fishing and Maritime

## How is this happening:

### Asset acquisition and management

- Identify assets needed
- Identify development/redevelopment opportunities
- Identify strategic properties

*Maximizing the Public's investments*

# Fishing and Maritime

How is this happening:

Diversifying the Maritime Cluster

- Partnership development
- Recruitment and retention of other work boats

*More Diversity = Greater Opportunity*

# Fishing and Maritime

M/V Nancy Peterkin-  
Nichols Brothers' Shipyard  
– Kirby Offshore Marine  
Pacific, LLC - 150' –  
Whidbey Island - 2015



# Maritime Division

## Cruise

- ***Strategy: Advance this region as a leading tourism destination and business gateway***
- ***Objective: Double the economic value of cruise traffic to Washington state.***
  - ***Century Agenda***

***1 out of 8 U.S. jobs depend on travel and tourism***



# Cruise

## Past & Future Economic Impacts

	<u>2013</u>	<u>2020</u>	<u>% Increase</u>
Jobs	4,004	4,553	13.7
Personal Income	\$ 185 M	\$ 233 M	13.7
Business Revenue	\$ 348 M	\$ 582 M	13.7
Local Purchases	\$ 32 M	\$ 55 M	13.7
Taxes	\$ 17 M	\$ 21 M	13.7

***A Catalyst for Economic Growth***

# Cruise

## Actions Driving Results

- Increase market share while supporting regional job growth
- Increase cruise terminals efficiency and cost effectiveness
- Maximize economic impact from cruise passengers and ships
- Identify redevelopment opportunities for port cruise facilities

*Leveraging Opportunities*

# Cruise

## Maximize cruise economic impact

- Increase number of passengers extending local stays
- Grow Port of Call business
- Secure commitment for shorter itinerary cruises
- Increase the number of international guests



*How we'll get there*

# Cruise

## Actions in 2016 – 2017

- Pier 66 renovations
- Pacific Northwest Cruise discussions
- Engagement with Tourism groups



*Creating Jobs Now*

# **Maritime Division**

**Fishing and Marine Industries Cluster  
& Cruise**

**Questions??**

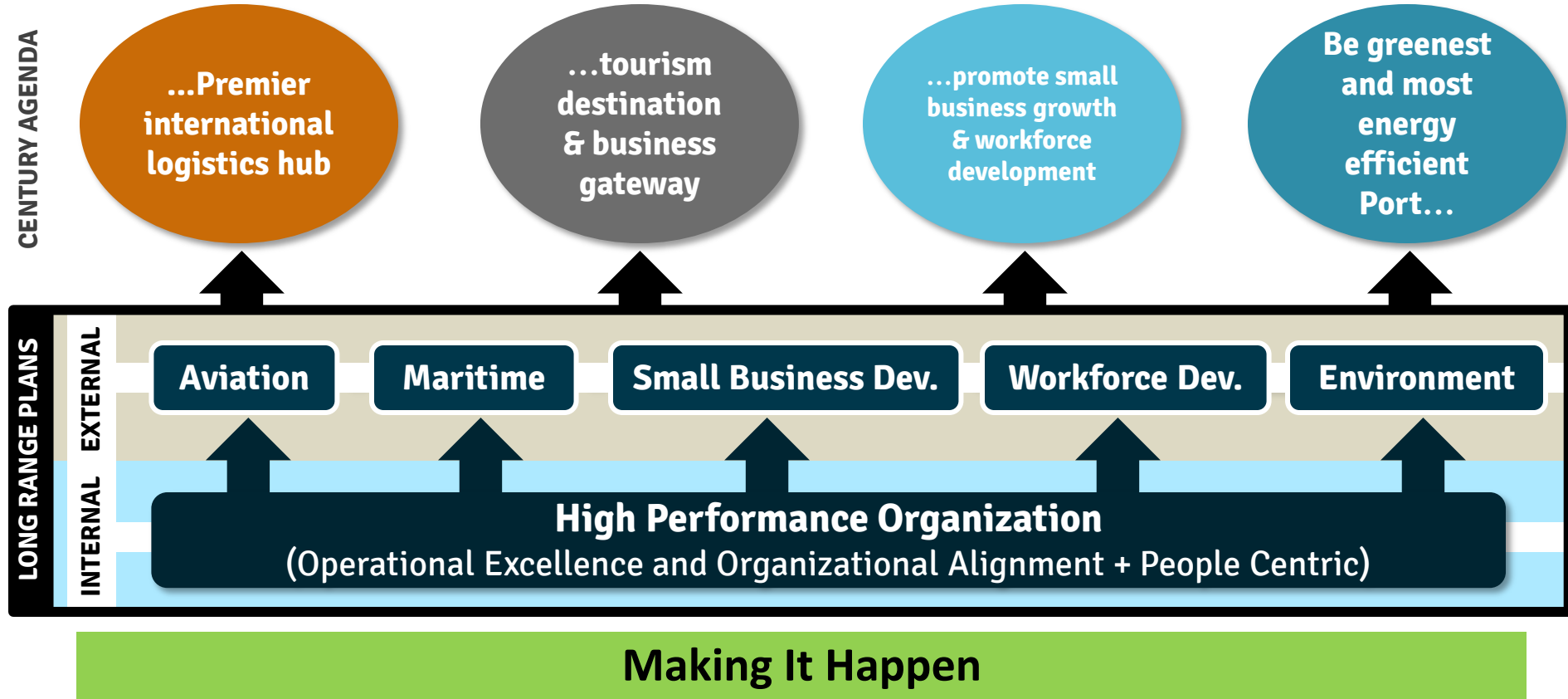
# High Performance Organization Long Range Plan

Commission Briefing  
May 17, 2016

Stuart Mathews & Kristal Roberts, LRP Co-Leaders for HPO  
Bea Rico, LRP Program Manager



# Operationalizing the Century Agenda



# High Performance Organization Strategies



**Each Strategy Includes Five Year Objectives & Detailed Actions**



# Strategy 1: Increase Customer Satisfaction

## Objectives

**1** Improve External Customer Service

**2** Improve Internal Customer Service

**3** Improve Process Efficiencies & Effectiveness

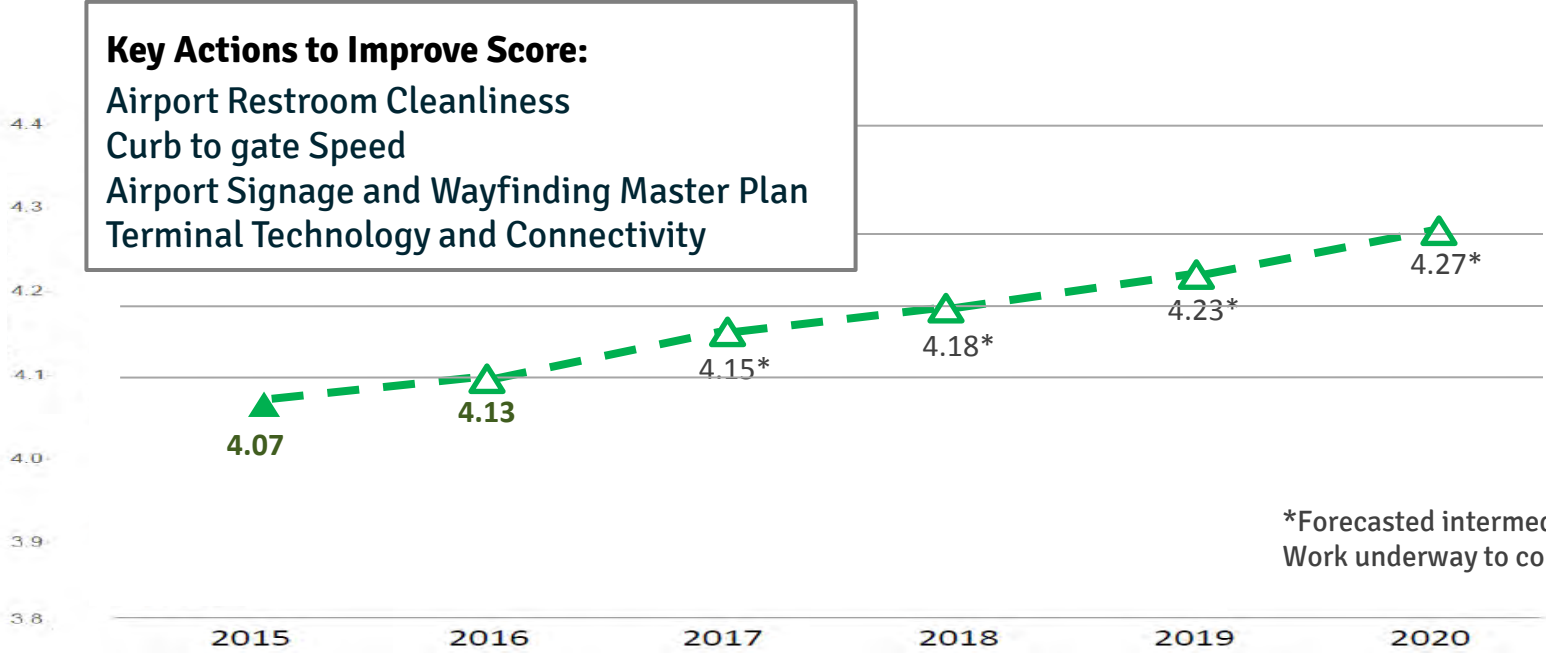
**Our focus is on Cost, Quality and Delivery**

# Strategy 1 Objective 1: Improve External Customer Service at the Airport

Key Metric: Airport Service Quality (ASQ) Score, Overall Customer Satisfaction Rating

5-Year Target: Score Top 10 in Peer Panel Airports

**Key Actions to Improve Score:**  
Airport Restroom Cleanliness  
Curb to gate Speed  
Airport Signage and Wayfinding Master Plan  
Terminal Technology and Connectivity



\*Forecasted intermediary targets. Work underway to confirm targets

**Example Roadmap to achieve ASQ 5-Year Target**

# Strategy 2: Eliminate Workplace Injuries

## Objectives

**1**

**Reduce occupational injury rate and severity rate**

**2**

**All managers will lead safety performance**

**Drive towards a zero injury workplace**

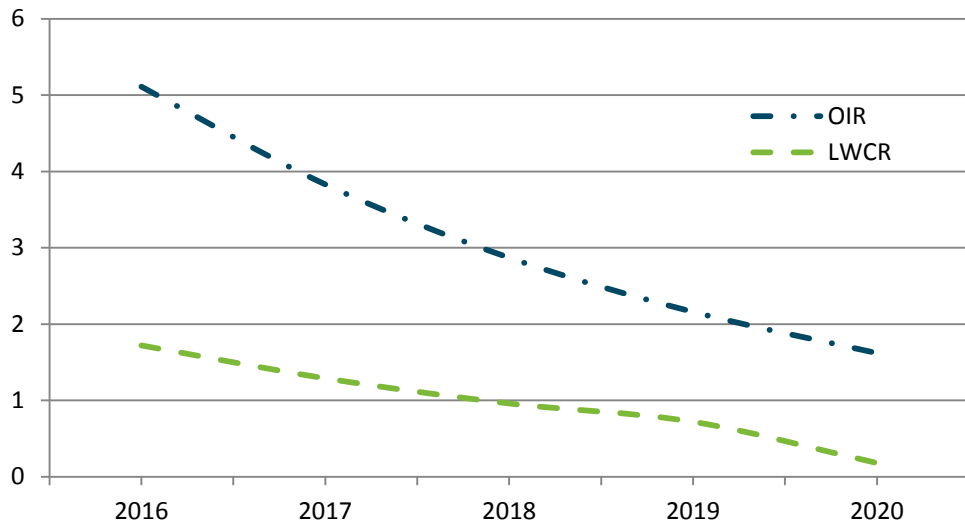
# Strategy 2 Objective 1: Reduce Occupational Injury and Severity Rate by 25% each year

## Key Metric:

Occupational Injury Rate (OIR)  
Lost Workday Case Rate (LWCR)

## Target:

25% reduction each year



## Key Actions

Annual Safety Evaluation

New safety training modules

– Injury reporting

– Hazard Recognition

– Soft skills for safety reps

– SafeStart training

8-step problem solving teams  
(Safety Solution Teams)

Evaluate Behavior

**Drive towards a zero injury workplace**

# Strategy 3: Act as One Port

## Objectives

**1**

**Strengthen the culture and act as a single organization with a shared vision**

**2**

**Increase Port-wide common and standardized language, business processes, technology tools, and measures**

**Eliminate Internal “Silos”**

# Strategy 3 Objective 2: Facilitate application of continuous process improvement to the end-to-end Cruise Passenger process

## Key Metrics

Baggage Rate of Flow / Lead Time  
Customer Service Levels  
Charter Bus Throughput

## Target:

Baseline still to be determined by 2016,  
Estimating a ~50% Improvement by 2021



**An exceptional and seamless cruise customer experience**

# Strategy 4: Become model for workplace diversity & inclusion

## Objectives

- 1** Increase management accountability of diversity & inclusion (D&I)
- 2** Increase % of employees who agree that the Port is committed to D&I
- 3** Increase D&I awareness internally and actively share D&I programs with the public

**Integrating and embracing unique perspectives & experiences**

# Strategy 4 Objective 1 Action: Increase management accountability for diversity & inclusion (D&I)

## Key Metrics

- % of employees who completed a D&I education (workshop, classes, etc.) at least every 3 years
- % of manager performance & development plans that include D&I goals
- % of managers who complete their D&I performance goals

## Target:

- 100% employees completed D&I education by 2020 and continue to monitor new cycle
- 100% of management performance and development plans include D&I goals by 2018
- 100% of managers annually achieve their D&I performance goals by 2020



**Charles Blood Champion of Diversity Recipients**

**Working effectively with a diverse workforce**



# Strategy 5: Foster employee development & leverage talent across the organization

## Objectives

- 1 Develop a strong talent pipeline
- 2 Foster awareness of Port-wide talent

Focus on talent development & rewarding performance

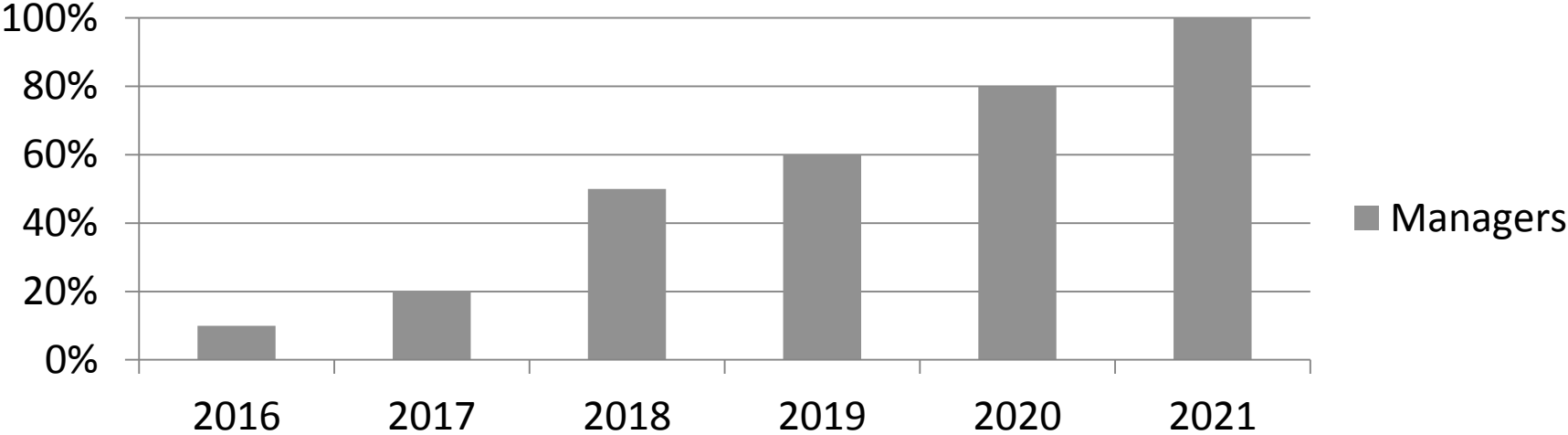
# Strategy 5 Objective 1 Action: Fully implement Succession Planning

**Key Metric:**

% of managers with succession plans for key positions

**Target:**

100% of managers have succession plans for key positions by 2021



**Focus on Developing the Port Team**

# High Performance Organization Strategies

1

Increase  
Customer  
Satisfaction

2

Eliminate  
Workplace  
Injuries

3

Act as One  
Port...

4

Become  
model for  
workplace  
Diversity &  
Inclusion

5

Foster  
employee  
development  
& leverage  
talent

Operations Excellence Focused

Organizational Alignment + People Centric Focused

**Each Strategy Includes Five Year Objectives & Detailed Actions**



**QUESTIONS??**