

PORT OF SEATTLE
MEMORANDUM

COMMISSION AGENDA
STAFF BRIEFING

Item No.	<u>3</u>
Date of Meeting	<u>July 26, 2016</u>

DATE: July 26, 2016
TO: Ted Fick, Chief Executive Officer
FROM: Dave Caplan, Senior Director, Strategic Initiatives
SUBJECT: Long Range Plan Discussion

SYNOPSIS

The staff will engage the Commission in a discussion about the status of the Long Range Plan (LRP) during the Study Session scheduled for Tuesday, July 26, 2016. The discussion will inform the staff for final preparation of the LRP formal document for Commission review, approval, and adoption on Tuesday, August 9, 2016.

The objectives of this discussion are to present the Century Agenda LRP template for adoption as well as demonstrate the integration and Century Agenda alignment of the key strategic initiatives, including the Strategic Positioning for Growth (SPG), formerly known as Zero Base Budgeting.

Additionally, a Port-wide team, which encompasses subject matter experts from Strategic Planning, Business Intelligence, and Information & Communications Technology, created an LRP Dashboard for Commission and Port Staff to review the Port's performance to the plans listed in the LRP. The LRP Dashboard focuses on the key performance indicators tied to each of the sixteen Century Agenda strategic objectives as well as key achievements and a 12-month look-ahead per strategic objective. The presentation will also provide the opportunity for the Commission to give feedback to the draft LRP Dashboard semi-annual review and an executive-level update on each of the sixteen Century Agenda strategic objectives and twelve High Performance Organization strategic objectives.

BACKGROUND

The LRP development represents the efforts of cross-functional teams at the Port to align our actions and tasks with the Century Agenda's strategies and objectives. Its implementation will allow the Port to more effectively and transparently improve the Port's ability to support the local economy by creating 100,000 new jobs for the Puget Sound region, while addressing key environmental concerns of all its stakeholders.

The LRP provides tools, baseline data, and metrics for implementing, monitoring and reporting on progress on the Century Agenda over a rolling five-year planning period. In

COMMISSION AGENDA

Ted Fick, Chief Executive Officer

July 26, 2016

Page 2 of 3

In addition, the LRP links the Century Agenda to each of the Port's individual Business Plans.

In order to ensure a "One-Port" participation and ownership of the Century Agenda, various cross-functional internal LRP development teams were created between June and September 2015. These teams include Aviation, Maritime, Small Business Development, Workforce Development, and Environmental, to achieve a High Performance Organization (combining Operational Excellence and Organizational Alignment).

The scope and goals for the LRP Process are as follows:

- Scope:
 - Develop a LRP for the period of 2017 – 2021, which provides the implementation tools needed to drive the Century Agenda Strategies and Objectives.
- Goals:
 - Integrate and optimize Port efforts and outcomes across business lines and Port functions.
 - Develop and/or enhance internal and external partnerships in support of the Century Agenda and implementation of the Century Agenda Strategies and Objectives.
 - Provide baselines which allow for clear tracking of progress toward Century Agenda Strategies and Objectives.
 - Develop metrics to effectively track and report on progress.
 - Ensure that the LRP supports best practices, and enhances the High Performance Organization emphasizing Organizational Alignment and Operational Excellence.

The LRP development is a significant effort to align the application of Port financial and human resources with the Century Agenda's aspirations. Its implementation will allow the Port to more effectively and transparently improve the Port's ability to create a stronger local economy while addressing key environmental, social and fiscal concerns of its stakeholders, partners, and citizens.

ATTACHMENTS TO THIS BRIEFING

- PowerPoint presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

- May 17, 2016: LRP briefing on Maritime & High Performance Organization
- April 26, 2016: LRP briefing on Environment
- April 12, 2016: LRP briefing on Workforce Development
- March 22, 2016: LRP briefing on Aviation and Small Business Development
- January 29, 2016: Office of Strategic Initiatives Update

COMMISSION AGENDA

Ted Fick, Chief Executive Officer

July 26, 2016

Page 3 of 3

- July 13, 2015: Commission Retreat on the LRP at Cedarbrook Lodge
- December 4, 2012: Port of Seattle Commission adoption of the Century Agenda