

**PORT OF SEATTLE**  
**MEMORANDUM**

**COMMISSION AGENDA**  
**ACTION ITEM**

**Item No.** 6b  
**Date of Meeting** August 9, 2016

**DATE:** August 1, 2016  
**TO:** Ted Fick, Chief Executive Officer  
**FROM:** Dave Caplan, Senior Director, Strategic Initiatives  
**SUBJECT:** Adoption of 2017-2021 Long Range Plan

**ACTION REQUESTED**

Request Commission authorization for the Chief Executive Officer to implement the 2017 – 2021 Long Range Plan

**SYNOPSIS**

This authorization request is for adoption and implementation of the 2017-2021 Long Range Plan (LRP). The LRP is an official document that contains the five-year plans to achieve the Century Agenda and High Performance Organization (HPO) Strategic Objectives.

The Century Agenda LRP lists sixteen objectives distributed among four strategies. The HPO portion of the LRP lists twelve objectives distributed among five strategies. Each objective lists 3 – 4 key priority actions that the Port of Seattle is focused on from 2017 – 2021.

**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 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, Environmental, and High Performance Organization (combining operational excellence and organizational alignment).

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The scope and goals for the Long Range Plan Process are as follows:

- Scope:
  - Develop a LRP for the period of 2017 – 2021, which provides the tools needed to implement the Century Agenda strategies and achieve the Century Agenda objectives.
- Goals:
  - Integrate and optimize Port efforts and outcomes across business lines and Port functions.
  - Develop and/or enhance 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.

With Commission authorization, the LRP will serve as a guide for the 2017 Budget planning cycle.

### **Public Communications**

The web based LRP to be completed by August 31, 2016 begins with a "Letter to the Community" from the Commission and CEO followed by introductory information about the Port and an overview of the Century Agenda and the Strategic Planning Cycle, with an integrated schedule of the key strategic planning areas.

A significant amount of the LRP is dedicated to demonstrating how the staff intends to achieve the Century Agenda and High Performance Organization. Additionally, the LRP includes a Scorecard that provides a summary of all the LRP strategic objectives and their performance to the plans.

### **ATTACHMENTS TO THIS REQUEST**

- 2017-2021 Long Range Plan – Word Document
- PowerPoint Overview Presentation

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### **PREVIOUS COMMISSION ACTIONS OR BRIEFINGS**

- July 26, 2016: LRP Management Update & Century Agenda Scorecard Study Session
- 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 26, 2016: Office of Strategic Initiatives Update
- July 13, 2015: Commission Retreat on the LRP at Cedarbrook Lodge
- December 4, 2012: Port of Seattle Commission adoption of the Century Agenda