

Long Range Plan

Semi-Annual Review



Long Range Plan (LRP) Overview

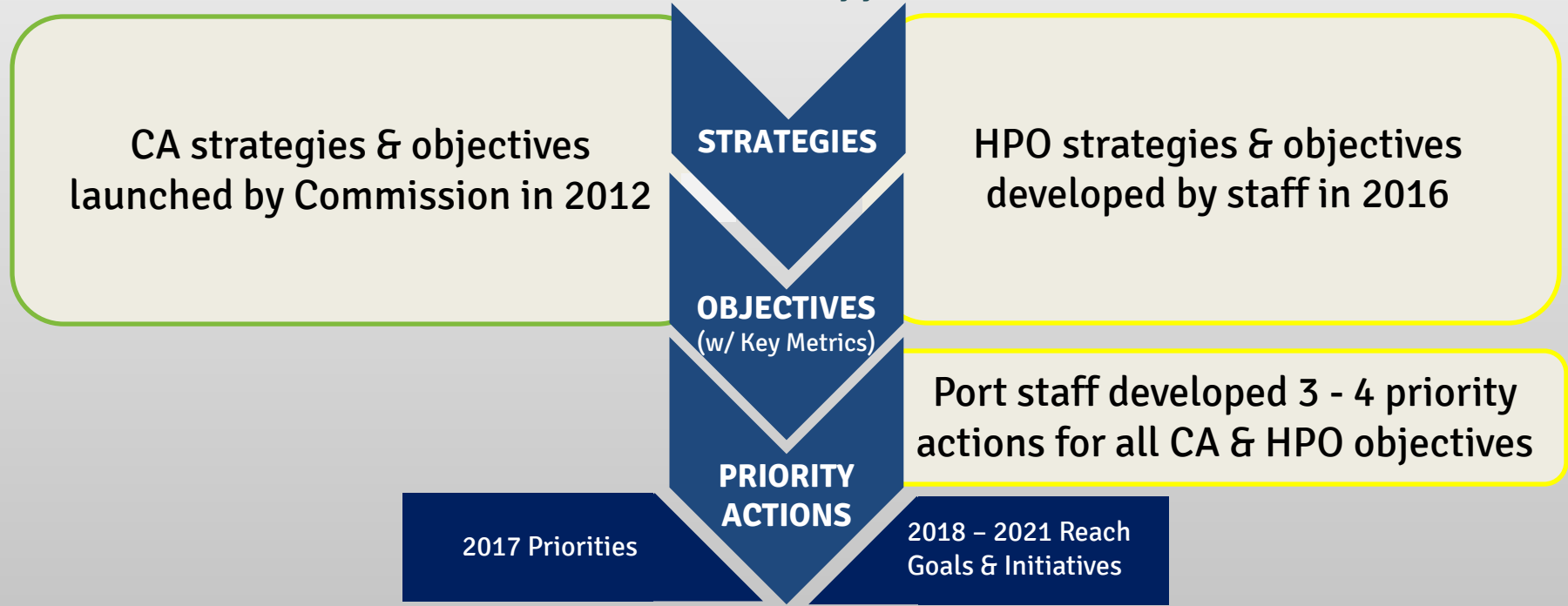
The LRP is a Strategic Planning management program that allows the Port staff to:

- effectively and transparently achieve the Century Agenda
- advance operations and staff to becoming a High Performance Organization (HPO)
- identify alignment gaps and address at risk growth areas
- strengthen collaboration across multiple functions and divisions by leveraging resources



LRP FRAMEWORK

Key Accomplishment 1 of 5: Introduced initial framework and structure of formal LRP document that enabled Commission approval of the 2017 – 2021 LRP



Century Agenda (CA) + High Performance Organization (HPO) = LRP
LRP approved annually by Commission

LRP STRATEGIES



CENTURY AGENDA

Focused on external growth: moving cargo, traveling public, community engagement & environment stewardship

4 CENTURY AGENDA STRATEGIES

- Strategy 1. Position the Puget Sound Region as a Premier International Logistics Hub
- Strategy 2. Advance this Region as a Leading Tourism Destination and Business Gateway
- Strategy 3. Use Our Influence as an Institution to Promote Small Business Growth and Workforce Development
- Strategy 4. Be the Greenest, and Most Energy Efficient Port in North America



HIGH PERFORMANCE ORGANIZATION

Focused on operations excellence, organizational alignment, and a people centric organization

5 HPO STRATEGIES

- Strategy 1. Increase Customer Satisfaction
- Strategy 2. Eliminate Workplace Injuries
- Strategy 3. Act as One Port
- Strategy 4. Become Model for Workplace Diversity & Inclusion
- Strategy 5. Foster Employee Development & Leverage Talent

Total OF 9 LRP Strategies

2017 – 2022 LRP Overview



LRP OPERATING RHYTHM

Key Accomplishment 2 of 4: Established a LRP Operating Rhythm to support the development & implementation of LRP and instills accountability

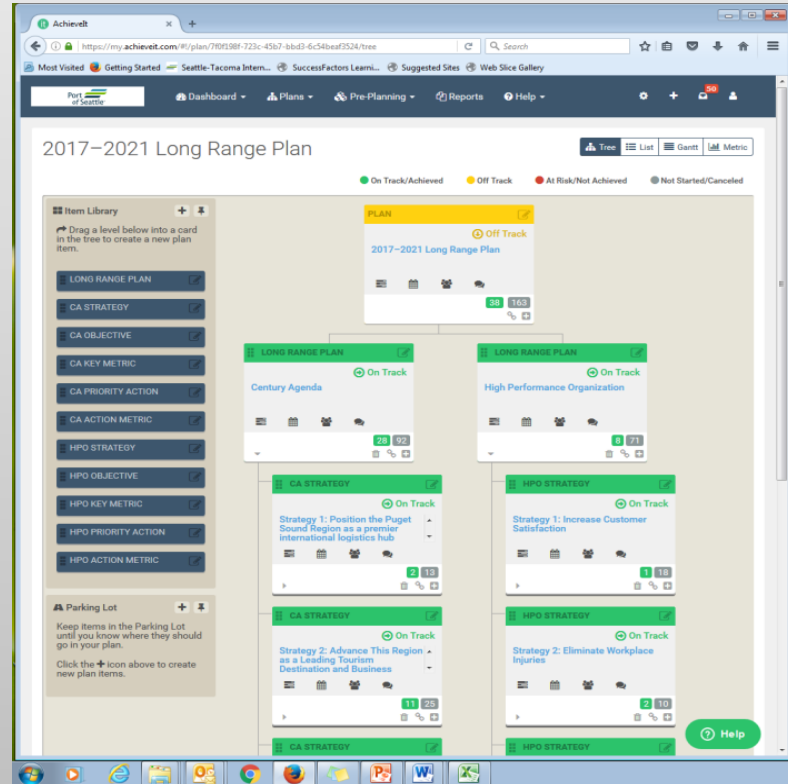
Annually	Commission Approval of LRP Updates
Semi-Annually	Commission Review of LRP Implementation
Monthly	ELT LRP Performance to Plan Reviews + Dashboard updates
Bi-weekly	LRP Program Implementation Review



LRP MANAGEMENT DASHBOARD

Key Accomplishment 3 of 4: Developed Port-wide standard processes and developed tools to support LRP implementation

- Web-based tool accessible to all Port staff, leadership, and Commission
- Serves as central depository of all LRP related information
- Improves communication among team members to provide up-to date information
- Dashboard capable to support leadership reviews
- Commission specialists will be trained upon hire



6-Month Implementation Highlights

Key Accomplishment 4 of 4: Advancing on ~50 initiatives, projects, actions, and tasks as per the implementation of the LRP since approval on August 9, 2016



CENTURY AGENDA

- Added 4 new freight carriers which drove the 10.2% growth for tonnage in 2016 (366,429 MT)
- Held North Satellite Modernization groundbreaking ceremony
- Port named “Best North American Homeport” by Cruise Critic
- Adopted of Fishermen’s Terminal Long Term Strategic Plan. Design and permitting completed for Port’s first solar pilot project at Fishermen’s Terminal Net Sheds
- Launched capability to forecast future procurement which enables better community outreach for upcoming opportunities
- Tripled internships (to 102): 105 Port internships and 10 Public Private Partnerships
- Completed Aviation Biofuels infrastructure study



HIGH PERFORMANCE ORGANIZATION

- Completed WiFi boost project, improving an important customer satisfaction component of the Airport Service Quality performance metric
- The Port achieved a 41% reduction of loss days in thru Q3 2016 (385 days) compared to Q3 2015 (643 days)
- Conducted Lean Champion Training with 30 people on five improvement teams, including the TSA Federal Director of Security, CBP Seattle Port Director, representatives from Alaska Airlines and Delta, and three directors from Aviation.
- Established Diversity & Inclusion Task Force to undertake the initiative for the Port of Seattle to be the model for workforce diversity & inclusion
- Completed first year of new PerformanceLink system. Achieved 99.9% on-time completion rate (for March 10 paycheck)

LRP SCORECARD



CENTURY AGENDA

STATUS	Strategy 1: Logistics Hub
	Objective 1 /Pg. 10 - Grow seaport annual container volume to more than 3.5 million TEUs
	Objective 2 /Pg. 11 - Optimize infrastructure investments & financial returns w/ Washington Ports
	Objective 3 /Pg. 12 - Triple air cargo volume to 750,000 metric tons
	Objective 4 /Pg. 13 - Triple the value of our outbound cargo to over \$50 billion
	Objective 5 /Pg. 14 - Double the economic value of the fishing and maritime cluster
STATUS	Strategy 2: Tourism & Business Gateway
	Objective 6 /Pg. 15 - Make Sea-Tac Airport the West Coast "Gateway of Choice" for international travel
	Objective 7 /Pg. 16 - Double the number of international flights and destinations
	Objective 8 /Pg. 17 - Meet the region's air transportation needs at the Airport for the next 25 years & encourage the cost effective expansion of domestic and int'l PAX & cargo service
	Objective 9 /Pg. 18 - Double the economic value of cruise traffic to Washington state
STATUS	Strategy 3: Small Business & Workforce Development
	Objective 10 /Pg. 19 - Increase the proportion of funds spent by the Port w/qualified small business firms on construction, consulting, goods and services to 40 percent of the eligible dollars spent
	Objective 11 /Pg. 20 - Increase workforce training, job and business opportunities for local communities in maritime, trade, travel and logistics
STATUS	Strategy 4: Greenest & Most Efficient Port
	Objective 12 /Pg. 21 - Meet all increased energy needs through conservation and renewable
	Objective 13 /Pg. 22 - Meet or exceed agency requirements for storm water
	Objective 14 /Pg. 23 - Reduce air pollutants and carbon emissions
	Objective 15 /Pg. 24 - Anchor the Puget Sound urban industrial land use to prevent sprawl
	Objective 16 /Pg. 25 - Restore, create, & enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay



HIGH PERFORMANCE ORGANIZATION

STATUS	Strategy 1: Customer Satisfaction
	Objective 1 /Pg. 27 - Improve External Customer Service
	Objective 2 /Pg. 28 - Improve Customer Service between the Port's Departments/Functions
	Objective 3 /Pg. 29 - Improve process efficiencies & effectiveness
STATUS	Strategy 2: Safety
	Objective 4 /Pg. 30 - Reduce occupational injury rate & severity rate
	Objective 5 /Pg. 31 - All managers will lead safety performance
STATUS	Strategy 3: One Port
	Objective 6 /Pg. 32 - Strengthen the culture and act as a single organization with a shared vision
	Objective 7 /Pg. 33 - Increase Port-wide common & standardized language, business processes, tools, & measures
STATUS	Strategy 4: Diversity & Inclusion
	Objective 8 /Pg. 34 - Increase management accountability for diversity & inclusion (D&I)
	Objective 9 /Pg. 35 - Increase percentage of employees who agree that the Port is committed to D&I
	Objective 10 /Pg. 36 - Increase awareness internally and actively share D&I programs externally
STATUS	Strategy 5: Talent Development
	Objective 11 /Pg. 37 - Develop a strong talent pipeline
	Objective 12 /Pg. 38 - Foster awareness of Port-wide talent

Status Key

- Not Started
- Completed
- On Track
- In Progress
- Mitigation to be developed..
- Indicates status update

Next Steps

<u>Date</u>	<u>Activity</u>	<u>Purpose</u>
Present until August 8 th	Continue with 2017 – 2021 implementation	Account for the authorized LRP
March - August	Development of 2018 – 2022 LRP	Evaluate and revise current LRP
June 13 th	Commission Reviews 2018 – 2022 LRP draft	Receive Commission Feedback
August 8 th	Commission reviews & approves final 2018 – 2022 LRP followed by implementation	Receive authorization on LRP updates
November 17 th	Semi-Annual Performance to Plan LRP review with Commission	Review of LRP progress with Commission
Mar-18	Semi-Annual Performance to Plan LRP review with Commission	Review of LRP progress with Commission