



# Executive Director Commission Retreat

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# Executive Director Review and Look Forward

- 2019 Recap of Goals and Major Accomplishments
- 2020 Executive Director Goals and Priorities
- Reflections going into 2020
- Commission/Staff Interactions and Working Relationships



# 2019 Goals/Accomplishments

# 2019 Port Wide Goals

- 1. Manage Growth and Assets and Deliver Capital Program**
  - Airport
  - Seaport
- 2. Advance Regional and State Economic Vitality**
- 3. Advance Environmental Sustainability including the protection of air and water quality**
- 4. Increase Equity, Diversity and Inclusion and Workforce Development**
- 5. Strengthen and Expand Community Engagement, including relationships with external stakeholders, and increase public awareness and support for the Port**
- 6. Sustain and Strengthen a High Performing Organization**

# 2019 Accomplishments

## Goal 1 – Manage Growth and Assets and Deliver Capital Program:

- Airport:
  - Advanced SAMP
  - Commenced SAMP Environmental Review
  - GT taxi management contract transitioned away from ESFH
  - Dining and Retail process LG5 Winners for NSAT identified
  - Worked closely with ERP
  - Made organizational change – moved capital to business units

# 2019 Accomplishments

- Airport Programs/Projects:
  - IAF topped-off steel 1 year ago; good progress since
    - Agreements made with new CBP leaders re: 1 step processing
    - Agreements made with TSA leaders re: steel above CTX's
    - Permanent electricity and terrazzo nearly complete
  - NSAT Opened New portion of building in summer
    - NSAT topped-off highest steel and began work in old portion
    - Alaska opened its large lounge to customer acclaim
  - Baggage Optimization Phase 1 nearing completion
  - Electrical modernization of 1949 building in design

# 2019 Accomplishments

## Seaport

- Terminal 5 Improvements Under Construction
  - Piling being driven
- Fourth Cruise Berth at T46 making headway
  - RFQ and RFP have respondents
  - Closed EIS scoping and initiating EIS Evaluation
  - Design for aging docks at FT and SBM underway

# 2019 Accomplishments

## Economic Development

- T106 RFP yielded good proposals to support T5
- Developed processes to meet W/MBE goals
- Renewing Bell Harbor Conference Center Construction underway
- T91 Uplands in design
- Pier 66 aging HVAC replacement underway
- Business Partnership Travel - Eastern WA and elsewhere



# 2019 Accomplishments

## Goal 2 – Advance Regional/State Economic Vitality

- Youth Maritime Collaborative Contract Awarded
- Innovation
  - Maritime Blue Partnership with State
  - Innovation Center Undedesign
  - Virtual Incubator
- South King County Improvement Fund plan

# 2019 Accomplishments

## Goal 3 – Advance Environmental Sustainability

- Sustainable Aviation Fuels – Port and airlines draft action plans coming to Commission in December/January
- Carbon Sequestration – Kelp and oysters planted
- Stormwater – System improvements on track
- Renewable Natural Gas – RFP results in legal, nearing contract
- Sustainable Project Framework – E&S committee briefed, recommendations developed
- Commute Trip Reduction – surveys led to summer waterfront bus during viaduct demolition

# 2019 Accomplishments

## Goal 4 – Increase Equity, Diversity, and Inclusion & Workforce Development

- Hired Bookda Gheisar as Director in summer
- Outreach internally and externally
- Developing Equity Plan and
- Transferred WFD functions from Economic Dev. to EDI
- Commission adoption of priority hire and workforce activity

# 2019 Accomplishments

## Goal 5 – Strengthen Community Engagement, relationships, awareness, and support for port

- Duwamish Valley – Positive pilot project, commission briefed in May and motion approved, continuing budget, nearby T107 shoreline project moving forward
- Tribe Partners – G2G meeting with Suquamish Council in June and Muckleshoot fish committee
- Port Budget Open Houses in October
- StART – late night noise and glideslope progress (before city departures)
- South King County Improvement Fund Community input considered
- Executive Director Outreach meetings
- OEDI Outreach

# 2019 Accomplishments

## Goal 6 – Sustain and Strengthen a High Performing Organization

- Advanced the earlier strategic timing of the *planning and budget process* – presented ED 2020 goals at June retreat
- *Safety and Security* – Expanded port’s behavior-based safety program and added second police sergeant to waterfront
- Hired *Cyber Security* leader in summer – now assessing aviation industrial-control and other existing legacy systems
- ELT Team: Spent intensive 3.5 days total with ELT team identifying cultural improvements.



# 2020 Priorities

# 2020: Looking Forward

- Strategic Priorities/Goals
  - Tracker
  - Major Themed Campaigns
    1. Aviation: Develop our Airport to Serve Current and Future Needs Consistent with Regional Strategy for Economic Growth and Environmental Management
    2. Maritime: Implement our Vision for a Globally Competitive and Environmentally Sound Maritime Industry in Puget Sound

# 2020 Priorities

1. Operate Effective Maritime and Aviation Transportation Gateways and Execute Capital Improvement Program
2. Capably execute all Port programs within the Five-Year Capital Investment Plan
3. Drive Regional and Statewide Economic Vitality
4. Advance Environmental Sustainability of the Port and Region
5. Enhance Workforce Development to Support Regional Port-Related Industries
6. Expand Equity, Diversity, and Inclusion within the Port and across the Region to make tangible differences and deliver benefits for all
7. Operate as a Highly Effective and Equitable Public Agency
  - i. Enhance Safety, Security and Resiliency efforts
  - ii. Strengthen and Expand Community Engagement
  - iii. Improve and Maintain Financial Viability and Stewardship
  - iv. Develop, Support and Inspire our Internal Talent
  - v. Improve Customer Service & Experience
  - vi. Infuse equity principles and practices into all aspects of organizational structure, programs, policies and processes

# 2020 Priorities

## Goal 1 – Operate Effective Maritime and Aviation Transportation Gateways and Execute Capital Improvement Program:

- Airport:
  - Open IAF for Airport Operations
  - Complete SAMP NTP Draft NEPA EA
  - Establish branding to identify the airport nationally and globally
  - Continuing progress: North Satellite, Baggage, South Satellite Seismic Upgrade
  - MTOP/Check Point 1 on Bag Claim

# 2020 Priorities

## Goal 1 – Operate Effective Maritime and Aviation Transportation Gateways and Execute Capital Improvement Program:

- Airport (Cont):
  - Operating agreement for TNCs
  - Establish Transportation Management Association for Airport Employers
  - ADR Process Improvements
  - Improve Aviation Capital Delivery Management



# 2020 Priorities

## Goal 1 – Operate Effective Maritime and Aviation Transportation Gateways and Execute Capital Improvement Program:

- Maritime

- Advance design and business deal for new cruise terminal
- Advance design of T91 Berths 6 and 8, T91 uplands, Pier 66 Shore Power
- Re-establishing planning function with Maritime
- Multiyear Port Valet Program

# 2020 Priorities

## Goal 2 – Capably execute all Port programs within the Five- Year Capital Investment Plan

- Launch Capital Delivery Improvement Initiative

# 2020 Priorities

## **Goal 3 – Drive Regional and Statewide Economic Vitality**

- Finish Bell Harbor Conference renovation
- Finalize location for innovation center.
- Complete pilot maritime accelerator initiative.
- Execute leases for T106, Des Moines Creek West, and CEM properties.

# 2020 Priorities

## Goal 4 –Advance Environmental Sustainability of the Port and Region

- Complete NW Ports Clean Air Strategy and Port Maritime GHG Reduction Plan
- Complete T46 Cruise EIS
- Complete SAMP NTP Draft NEPA EA
- Define role of Port and Partners in ECHO like Orca Program
- Meet and exceed 2020 Century Agenda GHG Reduction Goals

# 2020 Priorities

## Goal 5 - Enhance Workforce Development to Support Regional Port-Related Industries

- Deliver Workforce Development strategic plan in April of 2020 and implement the results and findings for the next phase of WFD



# 2020 Priorities

## Priority 6 – Expand Equity, Diversity, and Inclusion within the Port and across the Region to make tangible differences and deliver benefits for all

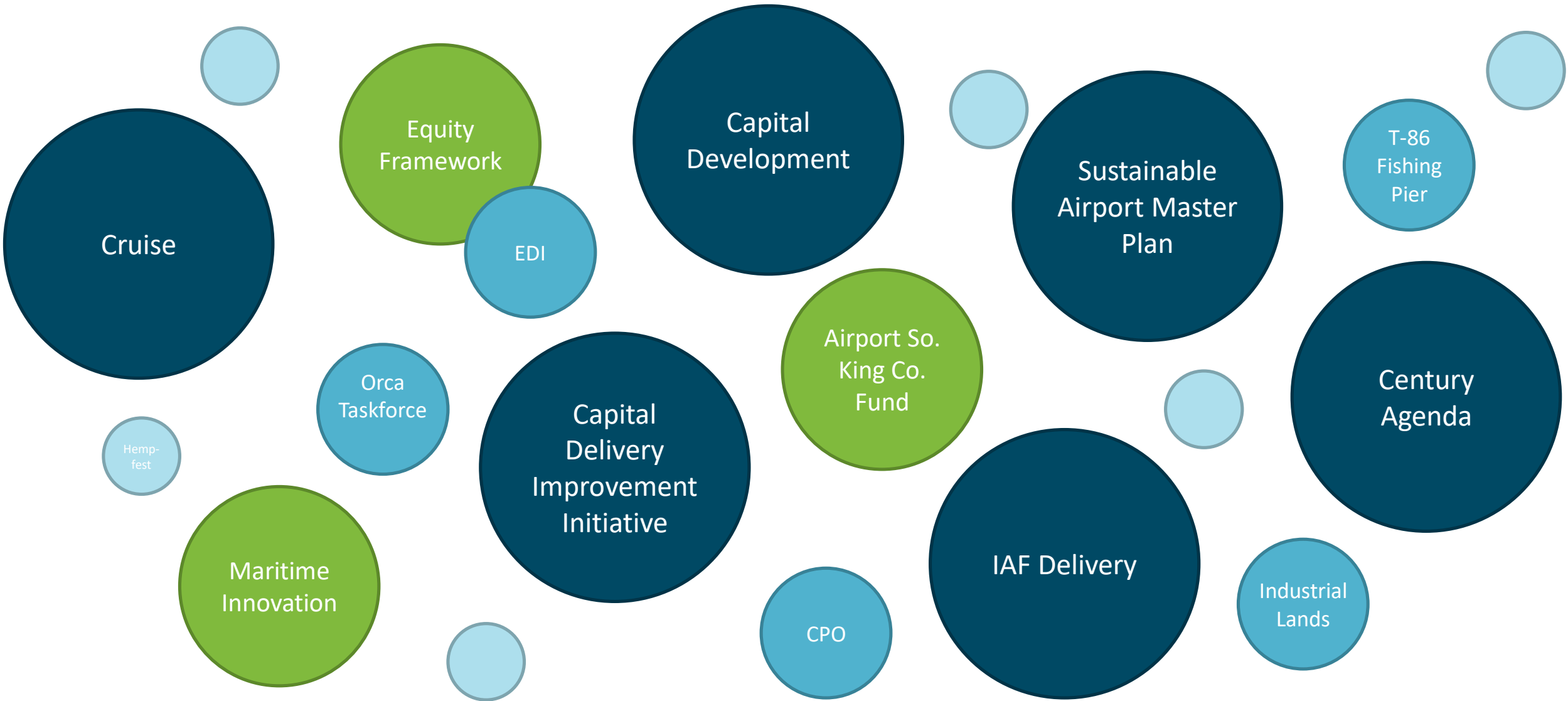
- OEDI and HR to review key HR policies and processes
- Build an equity index and framework for King County communities health and economic status
- Implement an equity strategy port-wide and influence workplans, policies, processes of all teams at Port of Seattle.

# 2020 Priorities

## Priority 7 – Operate as a Highly Effective and Equitable Public Agency:

- Enhance Safety, Security, and Resilience efforts
  - Implement Reduce cyber security exposure and risk
  - Conduct review of Port Resiliency Plans
- Strengthen and Expand Community Engagement
- Improve and Maintain Financial Viability and Stewardship
- Develop, Support, and Inspire our Internal Talent
  - Review and update Workplace Responsibility
  - Establish ICT as a Center of Expertise for Artificial Intelligence.

# Strategic Priorities 2020



# 2020: Major Themed Campaigns

- **Sea-Tac: Progress and Vision for the Future**
  - Outreach and Communications Plan
    - Research Plan: Focus Groups and Quantitative Survey
    - Outreach/Engagement Plan
    - Enhanced earned, owned, paid media
  - Projects underway: IAF deliver Q4, North Satellite, Central Terminal, Baggage Modernization
  - SAMP
    - Environmental Review
      - Timeline
      - Commission Role/Timing
    - Airline Input
    - Advance Design Efforts

# 2020: Major Themed Campaigns

- **Sea-Tac: Progress and Vision for the Future (Continued)**
  - Customer Service Focused Organization
    - SEA Brand Launch and Employee Ambassador Program
    - Main Terminal Optimization and Additional Capital Projects
  - Environmental Issues
    - Noise
      - Noise Mitigation Acceleration Program
      - Other Operational Measures
    - Sustainable Aviation Fuels
      - Low Carbon Fuel Standard
      - Airline Efforts

# 2020: Major Themed Campaigns

- **Sea-Tac: Progress and Vision for the Future (Continued)**
  - Community
    - StART Meetings
    - South King County Fund
    - Airport Ecology Fund (ACE)
- **New Cruise Terminal**
  - Outreach and Communications Plan
    - Research Plan: Focus Groups and Quantitative Survey
    - Outreach/Engagement Plan
    - Enhanced earned, owned, paid media
  - Decision on Industry Partner and advance design

# 2020: Major Themed Campaigns

- **New Cruise Terminal (Continued)**
  - Complete Environment Review
  - Shorepower at Pier 66
  - Advance Permitting
  - Commence Final Design

	2020				2021-23
	Q1	Q2	Q3	Q4	
<b>KEY PROJECT DATES</b>		Draft EIS Comment Period 30% Design	Final EIS		Commission Action: Q2 2023 • Start Cruise Operations
<b>COMMISSION/ EXECUTIVE</b>	Commission Action to move design forward		Commission Action: Final Design Authorization, and Partner Agreement Execution		Commission Action: Q1 2021 • Construction Authorization

# Port Commission/Staff Interactions

- Reflections
  - Improving Functionally
    - Port Internal: Values/Behaviors
    - Commission/Staff: Values/Behaviors
  - Planning/Budgeting Process
    - Vertical Alignment: Century Agenda
    - Timing/Process
  - Goal/Objective Prioritization Agreement
    - Revised Process
    - Century Agenda 2.0 proposal
  - Big Picture
    - Lack of discipline
    - Too many points of entry into staff
    - Impact of more Commission Staff
    - Too much direction of staff
    - Impact on Planned Work
    - Lack of transparency among Commissioners



# Century Agenda Modification Timeline

Commission Retreat –  
CA realignment  
discussion, Commission  
direction

2020 E.D.  
Goals finalized

Commission passes  
CA modification



Dec 10 - Jan 31

Comm Staff/SI decide on  
CA policy logistics

Jan 13 - Mar 13

E.D., SI & Commission finalize CA modifications

Apr 1 - Jun 15

Business planning period

# Port Commission/Staff Interactions

## *What does staff think that Commission thinks about staff?*

- Lacks urgency on requests
- Lack of follow through or carrying out instructions
- Often bureaucratic
- Inter-staff Communications: Right hand not talking to left hand ... lessons are too often relearned.
- Some notifications are not timely.
- Not supportive of non-operational initiatives
- Doesn't always see the areas of opportunity that exist
- Confidence in management of complex capital projects
- Staff focuses on explaining their position vs. listening to Commission's viewpoint
- Feel staff doesn't care or understand public perception
- Don't understand what it means to be an elected official in the public eye
- Why are staff estimates are off, necessitating coming back for more funding
- Often not helpful with stakeholder interests
- Staff's failure to anticipate events/outcomes

*We hear you and are looking internally how we can do better ... and hope to have conversations on doing this.*

# Port Commission/Staff Interactions

- Revised Rules of the Road
  - Centralized Processes
  - Transparency/Tracking of Requests via Executive Office
    - Discipline
    - Role of Commission Office in tracking
    - Prioritization of new work
  - Tracking of staff time “Project Codes”
- Planned Interactions with Commissioners: 2:2:1s



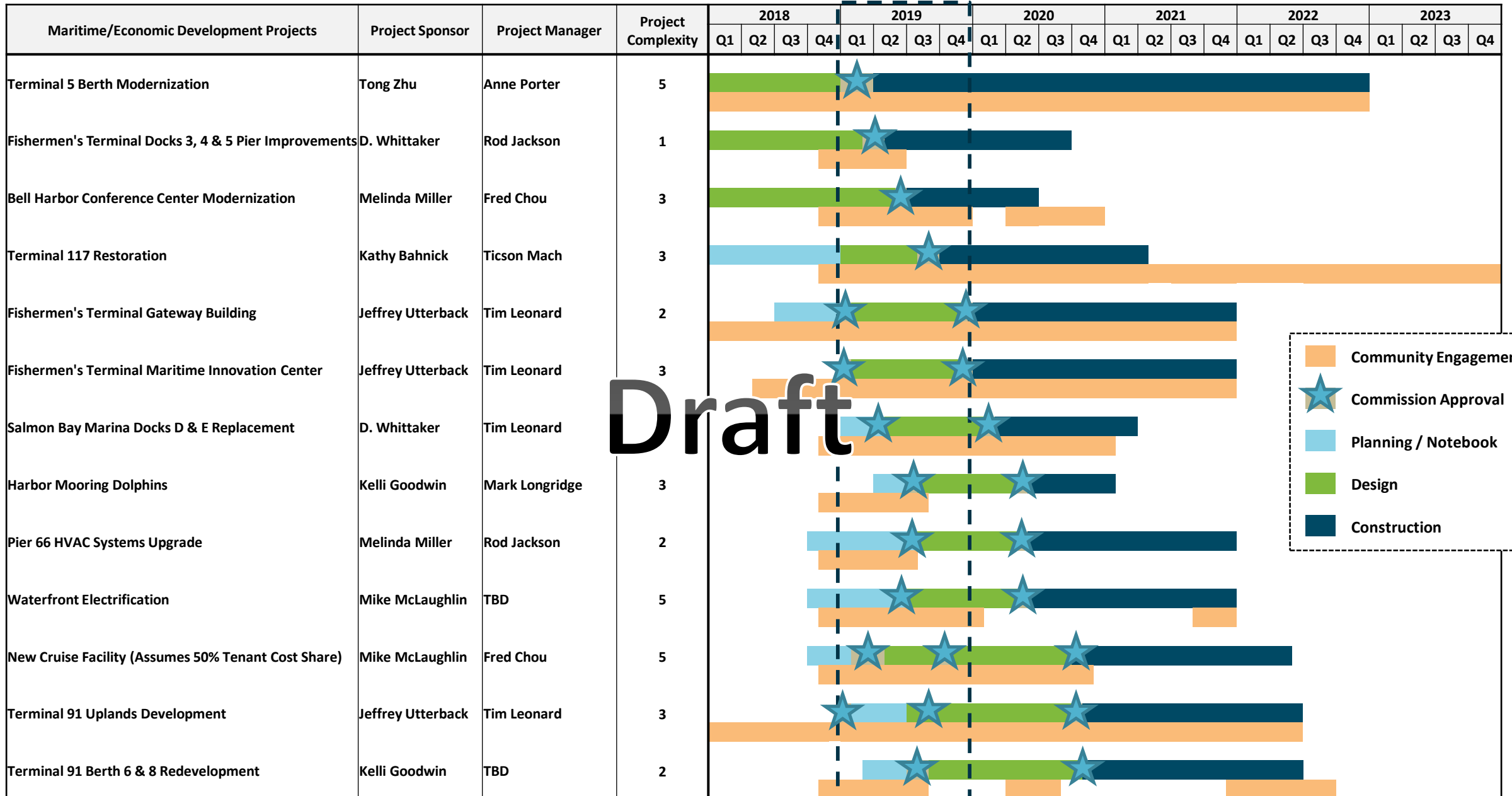
# 2020 Is going to be Awesome





# Appendix

# Maritime and Economic Development Projects



Draft

- Community Engagement\*
- Commission Approval
- Planning / Notebook
- Design
- Construction

\* Community engagement tasks will vary by project need