

Century Agenda Policy Directive

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Century Agenda Review

Review: In 2019, at the direction of the Commission, Strategic Initiatives conducted a thorough review of the Century Agenda with the Executive Director, Executive Leadership Team and other staff across the Port.

Key Findings:

1. Out of alignment with current Port goals and initiatives;
2. Too Rigid to allow for disruption or shifts in priorities; and
3. Measured by ineffective Key Performance Indicators (KPIs)

The Remedy:

The Executive Director seeks approval to modify the Century Agenda to make it an **enduring document that aligns Commission/Port priorities, business planning and the shifting regional landscape**

Gaps in our Century Agenda Goals create misalignment and inflexibility



Staff across the Port report that inflexibility in Century Agenda Goals create gaps in the Port's ability to adjust to shifting priorities over time

Filling these gaps makes the Century Agenda an enduring document:

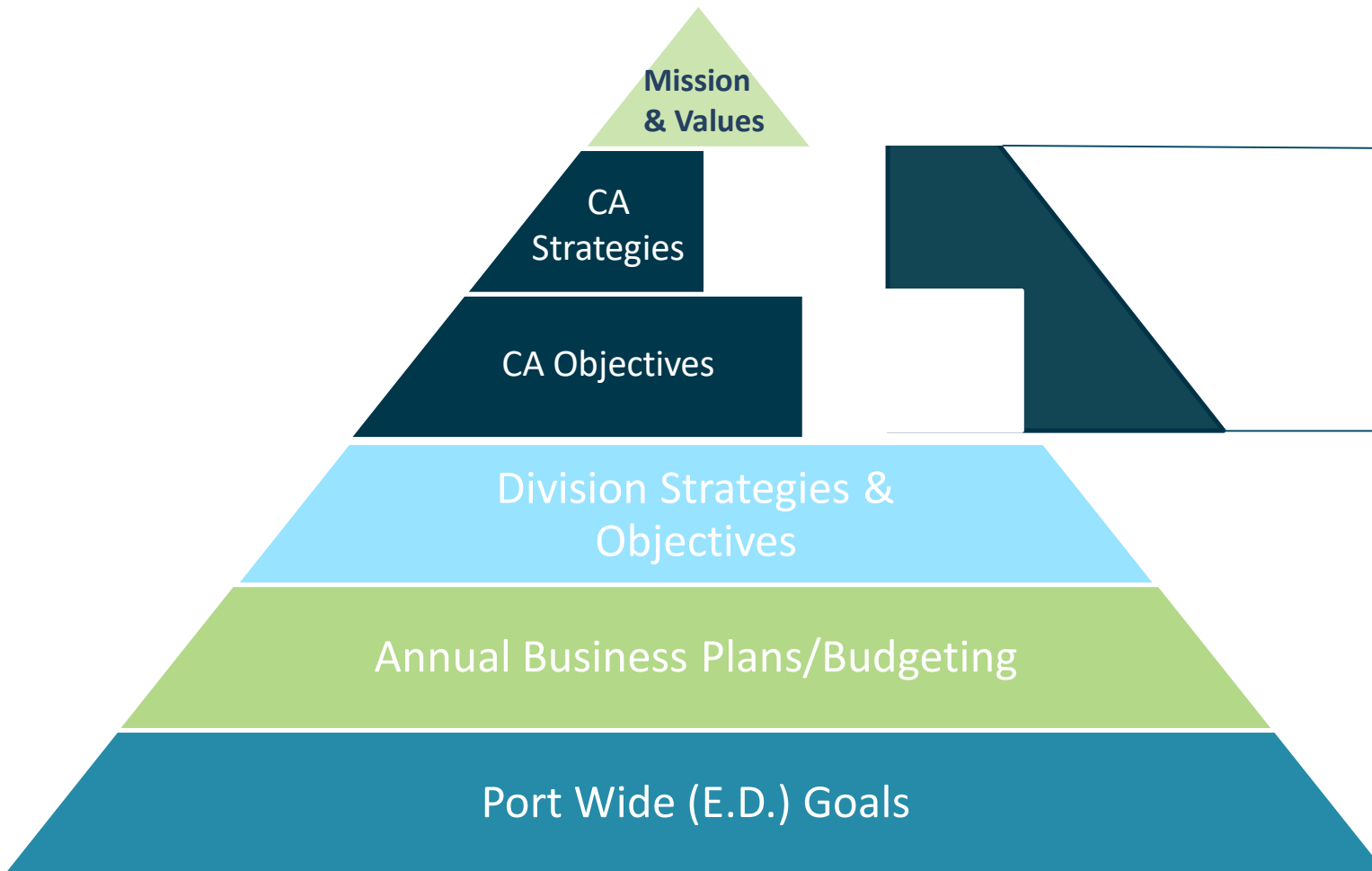
- Better alignment with Business planning
- More accurate view of our goals
- Improved communication and transparency with the public

Policy Directive Improves Alignment and Agility

Gaps in our Century Agenda alignment can be remedied by modifying Century Agenda goals surrounding:

1. Economic Development
2. Equity, Diversity & Inclusion
3. Being a Highly Effective Public Agency

Once modified, Century Agenda goals will facilitate clear vertical alignment across Port business plans and goal setting processes



Proposal

The Policy Directive:

- Creates needed alignment and clarity, not new priorities.
- Does not change or adjust current priorities or activities instead they create a more accurate and enduring representation of their intent, our priorities and actions.
- Directs Port staff to create new, enduring and relevant Key Performance Indicators to keep the Port accountable to its aspirational goals.

**This directive creates needed alignment and clarity,
not new priorities.**

Summary of Century Agenda Policy Directive

- Updated Century Agenda Goals to reflect existing Port priorities
 1. Position the Puget Sound Region as a Premier International Logistics Hub (NO CHANGE)
 2. Advance this Region as a Leading Tourism Destination and Business Gateway (NO CHANGE)
 3. **Responsibly Invest in the Economic Growth of the Region and all its Communities (MODIFIED)**
 4. Be the Greenest and Most Energy Efficient Port in North America (NO CHANGE)
 5. **Become a Model for Equity, Diversity and Inclusion (ADDED)**
 6. **Be a Highly Effective Public Agency (ADDED)**
- Create Port-wide, vertically-aligned structure for business planning and evaluation under the Century Agenda
- Design Century Agenda KPIs to provide better oversight

Added/Modified Century Agenda Goals

Goal 3 (Modified)

“Responsibly Invest in the Economic Growth of the Region and all its Communities”

Re-establishes our long-term commitment to supporting the economic health and prosperity of the region. Included initiatives:

- COVID-19 Recovery & Response
- WMBEs, SBEs, workforce
- Promoting Industrial land use
- Career Connected Learning
- Regional partnership development
- Support for family-wage jobs

Goal 5 (Added)

“Become a Model for Equity Diversity and Inclusion”

The Port’s clear focus on EDI is not reflected in the current CA. A Commission approved EDI Goal would:

- Provide greater visibility for our dedication to EDI in the community
- Keep the Port accountable for the great work we are already undertaking
- Create alignment between the EDI Director’s strategic plan and the Port’s long-term vision

Goal 6 (Added)

“Be a Highly Effective Public Agency ”

The CA currently covers what we do; but not how we do it. Through this goal we can elevate our commitment to:

- Safety, Security and Innovation
- On-time, on-budget delivery of Capital Improvement
- Attracting and retaining the region’s top talent
- Customer Experience
- Community Engagement

These “added” goals reflect the Port’s existing priorities and commitments to the public.

Evaluation Structure & Vertical Alignment

The Policy Directive proposes the following **structure for evaluation and approval of key planning processes** as they relate to Century Agenda goals.

	Life span	Created by	Reviewed by	Approved by	Evaluation criteria	When?
Goals	Enduring	Commission	Commission	Commission	None	When the Commission deems necessary
Objectives	5 years	Executive Director (E.D.)	Commission	E.D.	Alignment with Century Agenda Goals and Commission priorities	Reviewed at least every 5 years, or as needed
Annual Business plans	1 year	ELT, Div, COEs	Commission	E.D.	Alignment with Century Agenda Goals and Commission priorities, as well as Div/COE specific priorities	Annually during the Budget Process
KPIs	5 years	ELT, Div, COEs	Commission	ELT, E.D.	Quantitative, performance-based progress towards CA goals and objectives	Annually during the Budget Process
Targets (tied to KPIs)	5 years	ELT, Div, COEs	Commission	E.D. (w/ commission input)	On-track or off for completing objectives in the allotted 5 year time line	Annually during the Budget Process

Century Agenda Goal 1: Vertical Alignment

Enduring – Set by Commission

Position the Puget Sound as a Premier International Logistics Hub

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Meet the Puget Sound region's international trade and cargo needs in an efficient and sustainable manner

Support the continued success and competitiveness of the NWSA

Div/COE Strategic Plan

3-5 year - Set by ELT

AV - Continuously improve the efficiency of SEA air cargo facilities & maintenance

MT - Support the Terminal 5 Modernization Project

Enhance Alliance, Local and regional Transportation Infrastructure as part of the NWSA strategic plan

Annual Business Plans

Reviewed by E.D./Commission

Complete a CPI LEAN review of 20% of SEA cargo housing facilities

Review of Terminal 5 seismicity, infrastructure prior to issuing construction RFP

Review land use and transportation plans to maintain and improve freight mobility along NWSA routes

Executive Director Milestones

Reviewed by E.D./Commission

Conduct feasibility study on warehouse rental or construction to increase storage capacity

Finalize T5 tenant agreements by Q3 2020

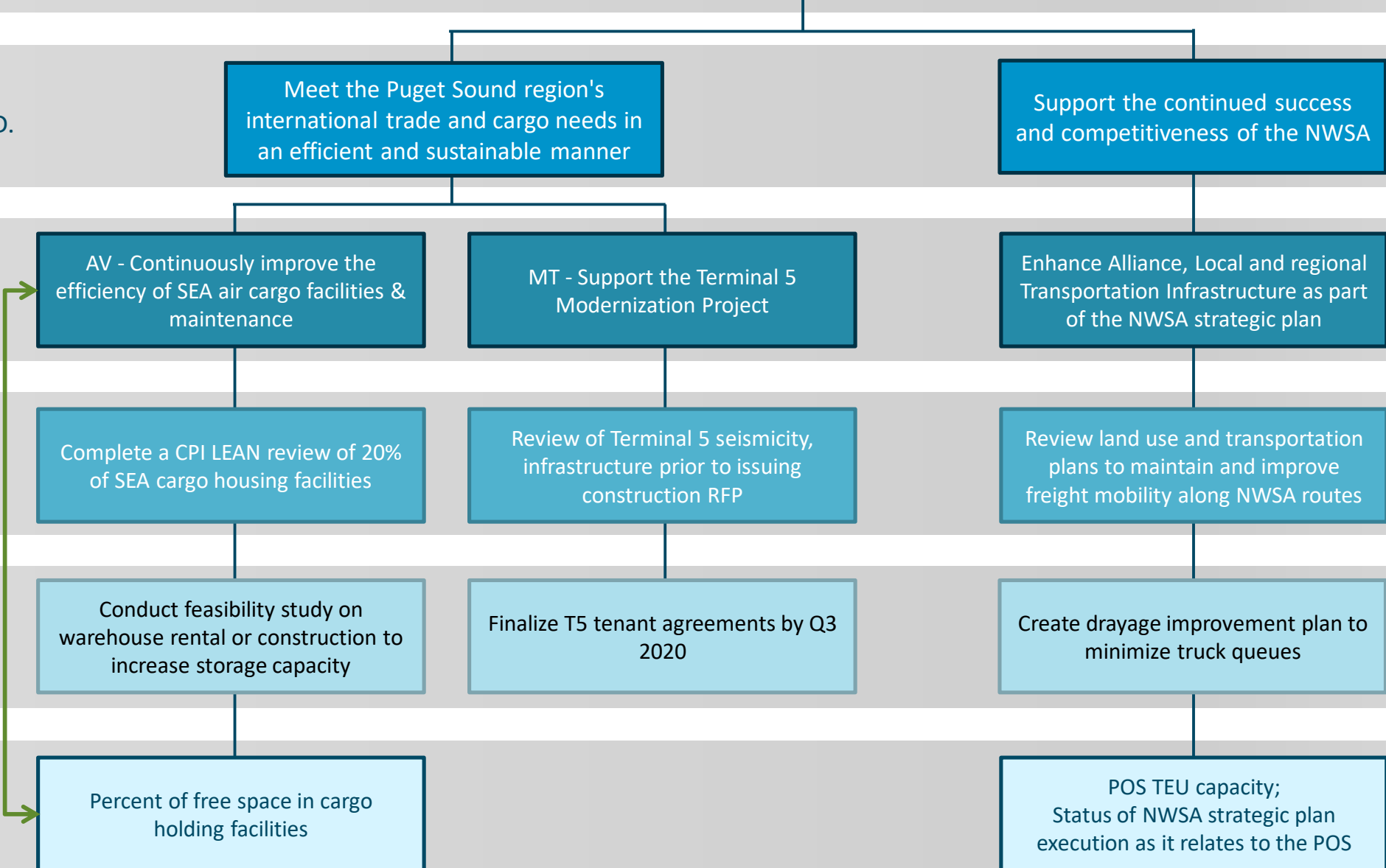
Create drayage improvement plan to minimize truck queues

Key Performance Indicators

Reviewed by E.D./Commission

Percent of free space in cargo holding facilities

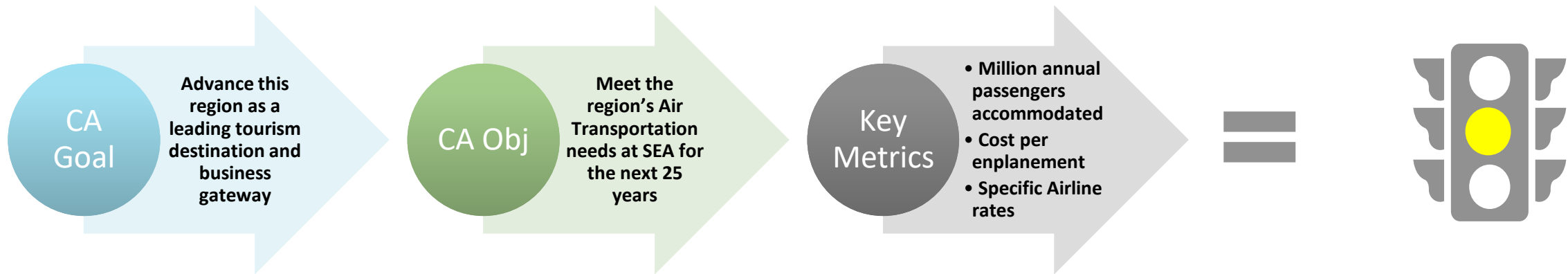
POS TEU capacity;
Status of NWSA strategic plan execution as it relates to the POS



Current Key Performance Indicators

The proposed Policy Directive requires the creation of KPIs to measure success against CA Objectives.

Current KPIs and Metrics attached to the CA do not deliver actionable intelligence.



The scorecard associated with the CA indicates only if a project is: **Green** (on track), **Yellow** (In progress) or **Red** (Mitigation to be developed).

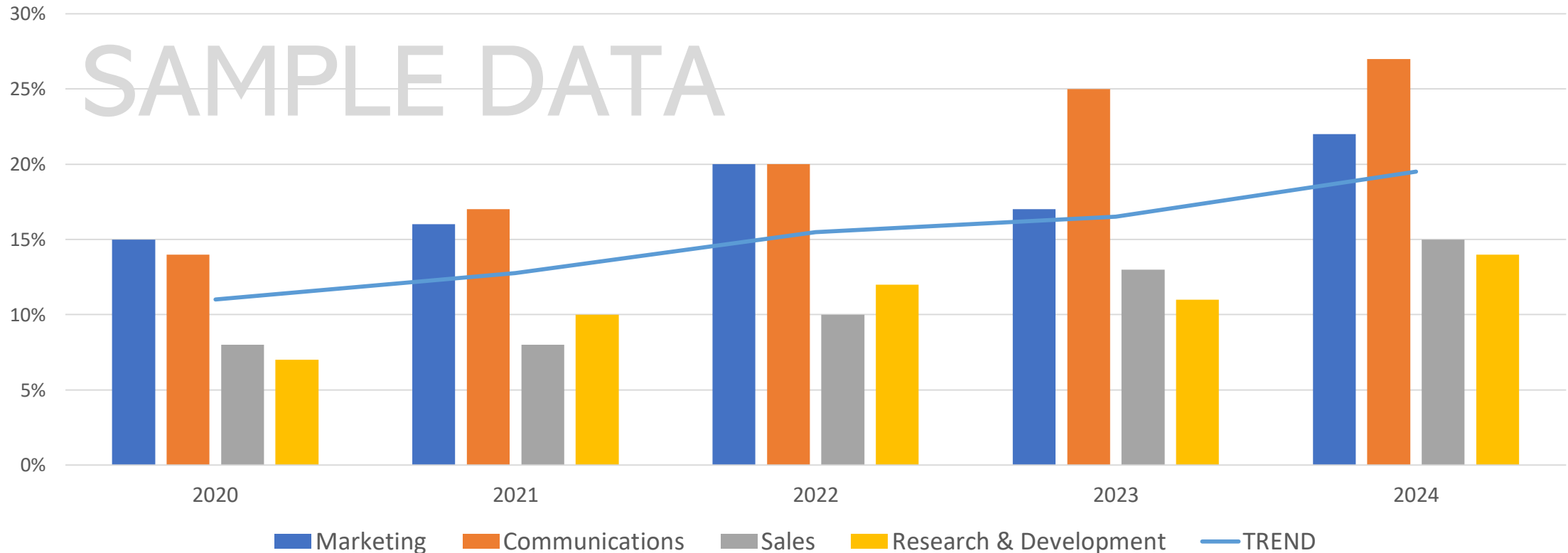
Good KPIs are:

- Actionable
- Critical to the organizational success
- Trackable over time
- Limited (no more than 10-12)
- Tied to specific, time sensitive business goals
- Performance based

Proposed Key Performance Indicators

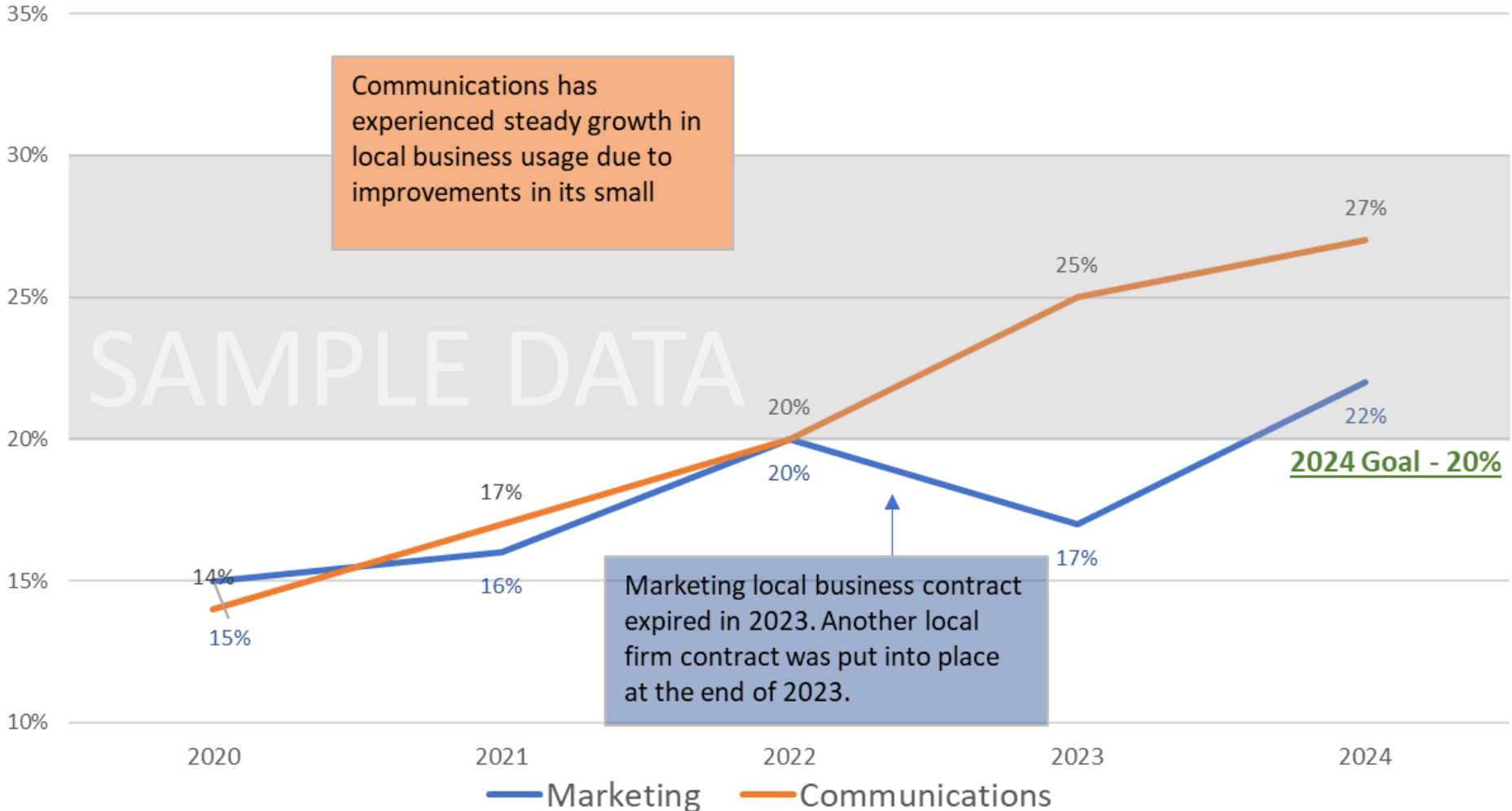
With **better, performance-based and enduring KPIs**, that the public can relate to, **we gain actionable intelligence** about our status and trends and can **tie business planning to data-informed outcomes**.

Percentage of budget spent with local businesses
by department



Proposed Key Performance Indicators

Local firm usage Marketing vs. Communications



By disaggregating certain KPIs, we can:

- Account for potential in performance
- Set tangible goals for each metric
- Define our performance standards
- See changes in performance as they relate to specific actions to assess their effectiveness

Appendix

Century Agenda Full proposal:
Compare and Contrast

Modified Century Agenda Vertical Alignment Models

The proposed modifications to the Century Agenda Goals and Objectives create the **opportunity to have clear and consistent vertical alignment** between the **goals set by the Commission and the work of each division and COE across the Port** in meeting those goals.

The **following are strategic models**, created by SI and informed by existing business plans, to **demonstrate the alignment that could be realized under the new Century Agenda policy directive...**



Century Agenda Goal 1: Vertical Alignment

Enduring – Set by Commission

Position the Puget Sound as a Premier International Logistics Hub

EXAMPLE

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Reviewed by Commission

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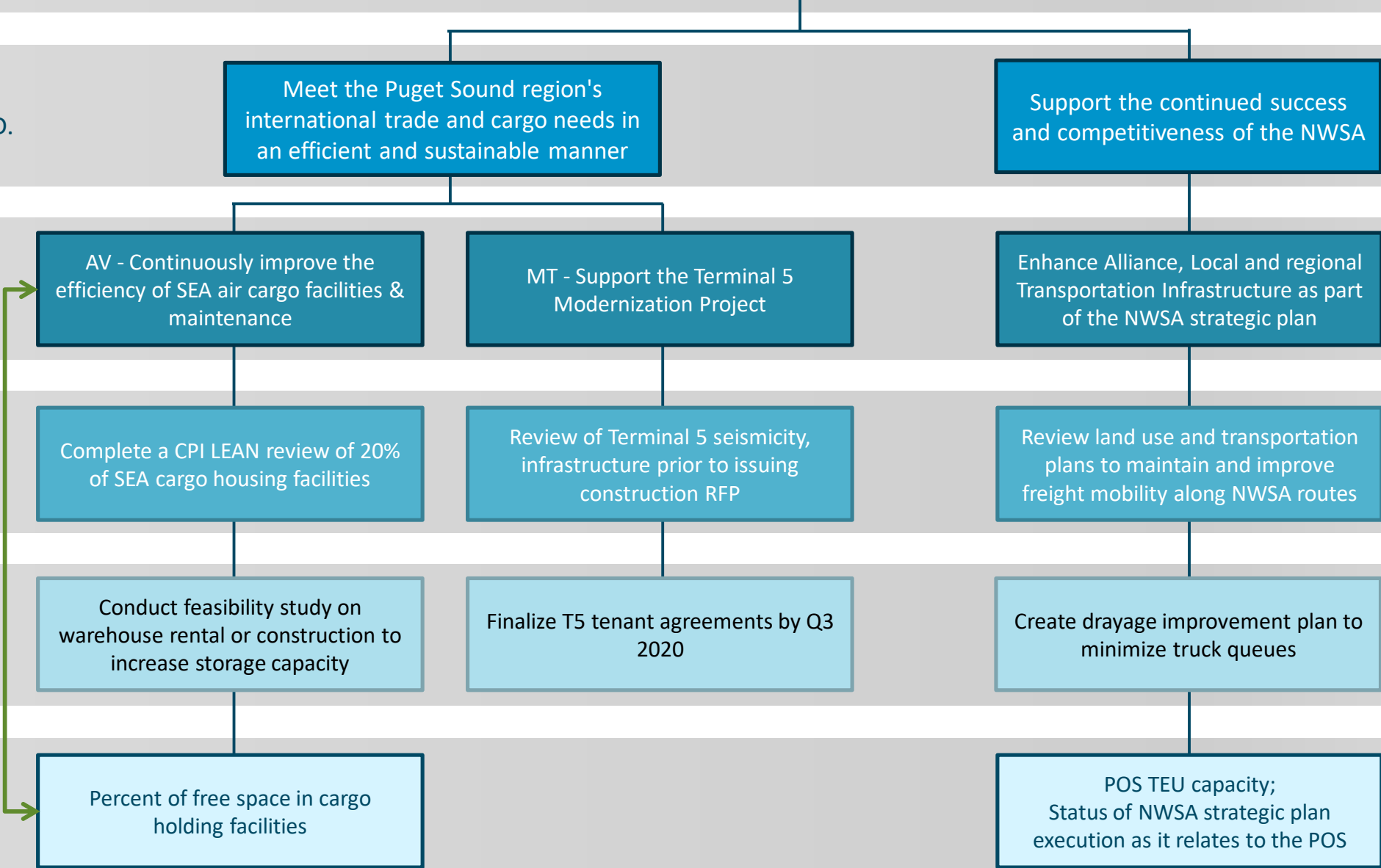
Create drayage improvement plan to minimize truck queues

Key Performance Indicators

Reviewed by E.D./Commission

Percent of free space in cargo holding facilities

POS TEU capacity;
Status of NWSA strategic plan execution as it relates to the POS



Century Agenda Goal 2: Vertical Alignment

Enduring – Set by Commission

Advance the Region as a Leading Tourism Destination and Business Gateway

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Strengthen the competitiveness of SEA in the regional and global marketplace

Continuously improve operational efficiency and customer experience at SEA

Div/COE Strategic Plan

3-5 year - Set by ELT

Diversify SEA dining and retail options while improving processes for lease agreements

Advance Capital Improvement projects at SEA including IAF, North Satellite and MTOP

Increase SEA Skytrax score by 15 % in critical areas to improve customer experience

Annual Business Plans

Reviewed by E.D./Commission

Complete CPI LEAN process improvement on ADR approval process

Complete construction of the IAF and welcome passengers in 2020

Increase Skytrax bathroom cleanliness score by 10% in 2020

Executive Director Milestones

Reviewed by E.D./Commission

Sign lease agreements with selected firms

Reach 90% completion of Pod C at the IAF

Complete SEA brand launch

Key Performance Indicators

Reviewed by E.D./Commission

Annual Skytrax score on ADR options at SEA

Quarterly aggregated CIP project completion rates

Airport wait times and number of missed connections



Century Agenda Goal 3: Vertical Alignment

Enduring – Set by Commission

****Invest in the Economic Growth of the Region and all its Communities****

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Advance Maritime Industries through innovation, strategic investment and capable management of Port facilities

Expand economic, cultural and community benefits of maritime operations and tourism while preserving industrial lands...

Div/COE Strategic Plan

3-5 year - Set by ELT

Complete Maritime Innovation Center (MInC) planning phase

Extend and Strengthen the partnership between POS and Maritime Blue (MB)

Complete Shore Power modernization of Terminal 66

Annual Business Plans

Reviewed by E.D./Commission

Select final location for Maritime Innovation Center; issue RFP for smart building construction of the facility

Extend partnership agreement to 3 years; develop strategic plan for POS and MB in maritime investment

Conduct review with cruise partners to determine shore power retrofitting needs

Executive Director Milestones

Reviewed by E.D./Commission

Evaluate interim real estate strategies to support emerging MT entrepreneurship

Complete feasibility study for having MB manage (MInC) by Q3 2020

Complete the State Environmental Policy Act (SEPA) Review

Key Performance Indicators

Reviewed by E.D./Commission

Maritime Innovation Center Completion percentage; Complete by 2022

Percentage of new investment in crucial maritime industries in highest need; Increase by 5% for 3 years

Waterfront electrification percentage; 30% by 2025



Century Agenda Goal 4: Vertical Alignment

Enduring – Set by Commission

Be the Greenest, and Most Energy Efficient Port in North America

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Meet all increased energy needs through conservation and renewable sources

Restore, create and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay

Div/COE Strategic Plan

3-5 year - Set by ELT

Flights out of SEA are powered by sustainable AV fuels by 2028

Reduce SEA carbon emissions; Increase # of port vehicles operating on renewable sources 10% by 2022

Reduce stormwater runoff in Duwamish by 10% by 2022 ; Increase Duwamish valley intern participation, 30% by 2022

Annual Business Plans

Reviewed by E.D./Commission

Conduct feasibility study with SAFN to find affordable sustainable aviation fuel standards and options

Replacement of natural gas buses at SEA for employees and rental car facilities; review bids

Implement plans for community urban forest

Executive Director Milestones

Reviewed by E.D./Commission

Release report with SAFN recommendations by Q4 2020

Sign contract with Electric Bus company

Partner with community on environmental beautification projects; increase water runoff urban forest

Key Performance Indicators

Reviewed by E.D./Commission

% POS related airlines signed onto MOU to use sustainable AV fuels

% of Port vehicles operating on renewable energy sources

Stormwater infiltration; Disaggregated intern participation by location



Century Agenda Goal 5: Vertical Alignment

Enduring – Set by Commission

Become a model for Equity, Diversity, and Inclusion

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Increase Investment in WMBE and DBE firms to ensure their increased access to opportunities

Internal and external programs, structures and practices provide equitable opportunities for all

Div/COE Strategic Plan

3-5 year - Set by ELT

Lower barriers to entry for WMBE/DBE firms to obtain contracts and partnerships

In job creation, provide equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities

Infuse equity principles and practices into all aspects of organizational structure, programs, policies and processes

Annual Business Plans

Reviewed by E.D./Commission

CPO contract completion times are lowered by 10% in 2020

Increase community of color and immigrant participation in PortGen program by 15% in 2020

Establish Port-wide EDI engagement standards for each division/Dept/COE

Executive Director Milestones

Reviewed by E.D./Commission

Deliver Workforce Development strategic plan in April of 2020

Build an equity index and framework for King County communities for use as an investment guide

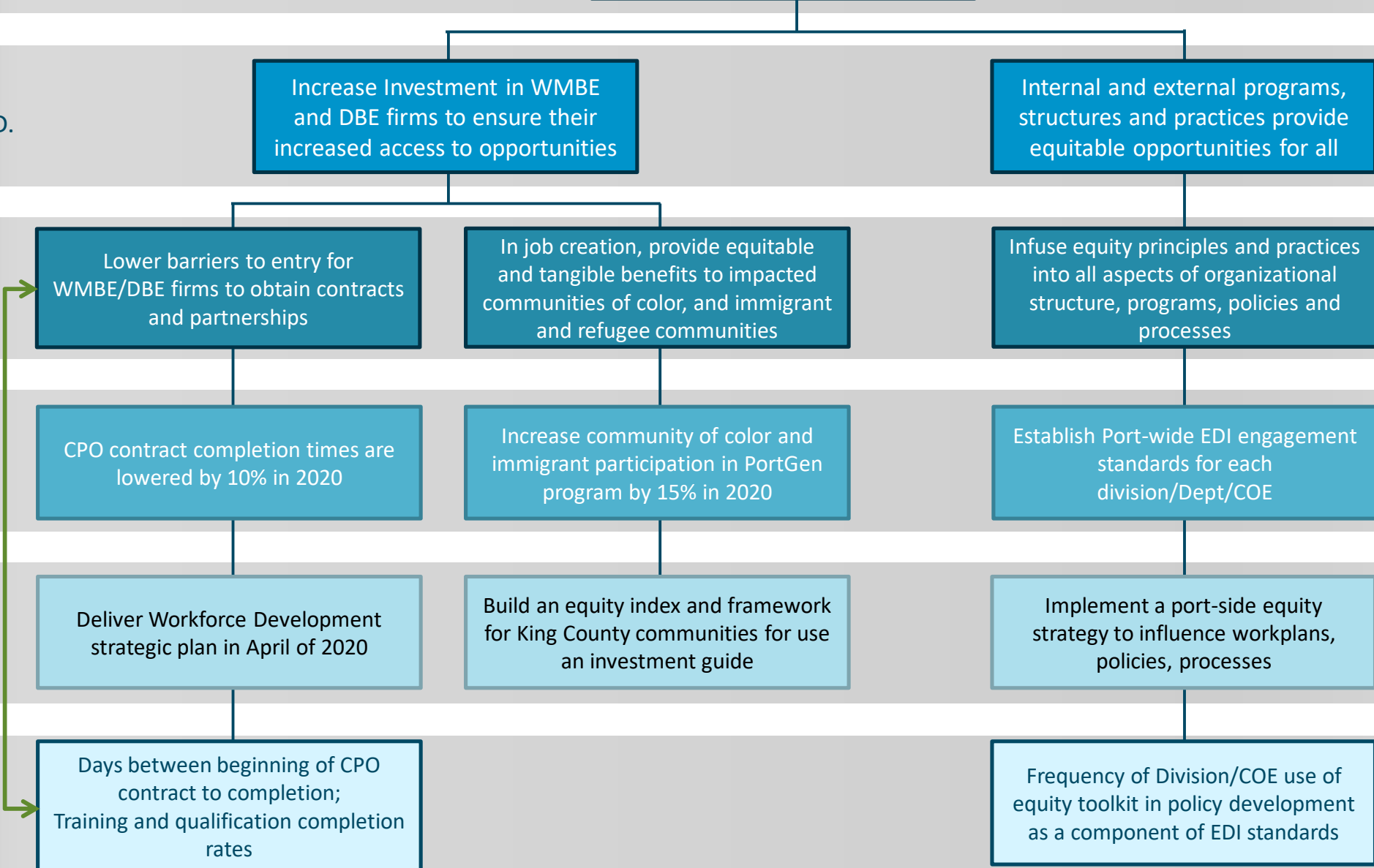
Implement a port-side equity strategy to influence workplans, policies, processes

Key Performance Indicators

Reviewed by E.D./Commission

Days between beginning of CPO contract to completion;
Training and qualification completion rates

Frequency of Division/COE use of equity toolkit in policy development as a component of EDI standards



Century Agenda Goal 6: Vertical Alignment

Enduring – Set by Commission

Be a Highly Effective Public Agency

EXAMPLE

CA Objective

Long-term (3-5 yrs) - Set by the E.D.
Reviewed by Commission

Partner and engage with external stakeholders to build healthy, safe and equitable communities

Advance the Port's dedication to employee engagement, safety, innovation, and financial stewardship

Set the standard for high-quality, cost-effective, and timely delivery of capital programs

Div/COE Strategic Plan

3-5 year - Set by ELT

Successfully create a standing Duwamish Valley Community Benefits (DVCB) Program

AV - Achieve a 5% reduction in the number of individuals not going home safe each year through 2024

Complete the IAF; North Satellite – North terminal utilities Phase 1

Annual Business Plans

Reviewed by E.D./Commission

Build a standing budget for the DVCB program through 2025; Create an EDI 5-yr strategic plan

AV - Launch New Behavior Based Coaching program in Q1

Lift Center Span of the IAF Pedestrian Walkway by Q1

Executive Director Milestones

Reviewed by E.D./Commission

Conduct 5 PCAT meetings for DVCB; Conduct 5 community engagement sessions with new EDI Director

AV - Achieve a 90% safety evaluation score by the end of Q4

Complete Pod C of IAF by Q4 2020

Key Performance Indicators

Reviewed by E.D./Commission

Number of unique King County Communities engaged with annually

Percentage of near-misses; Percentage of dollars workers comp dollars spent

IAF completion percentage; Planned Hours Vs. Time Spent; Budget Variance



Current Century Agenda

Goal 1: Position the Puget Sound as a Premier International Logistics Hub

- Obj. 1 **Grow seaport annual container vol. to more than 6mil TEUs**
- Obj. 2 ~~Structure our relationship with WA Ports to optimize infrastructure investments and financial returns~~
- Obj. 3 **Triple air cargo volume to 750,000 metric tons**
- Obj. 4 Triple the value of outbound cargo to over \$50 billion
- Obj. 5 Double the economic value of the fishing and maritime cluster

Goal 2: Advance this Region as a Leading Tourism Destination and Business Gateway

- Obj. 6 **Make Seattle-Tacoma Int'l Airport the West Coast "Gateway of Choice" for international travel**
- Obj. 7 **Double the number of international flights and destinations**
- Obj. 8 **Meet the region's air transportation needs at SeaTac Airport for the next 25 years and encourage the cost-effective expansion of domestic and int'l cargo service**
- Obj. 9 Double the economic value of cruise traffic to Washington State

Modified Century Agenda

Goal 1: Position the Puget Sound as a Premier International Logistics Hub

- Obj. 1 Objective 1: Meet the Puget Sound region's international trade and cargo needs in an efficient and sustainable manner
- Obj. 2 Objective 2: Support the continued success and competitiveness of the NWSA

Goal 2: Advance this Region as a Leading Tourism Destination and Business Gateway

- Obj. 3 Continuously improve operational efficiency and customer experience at SeaTac International Airport
- Obj. 4 Strengthen the competitiveness of Sea-Tac Airport in the regional and global marketplace
- Obj. 5 Meet the region's air transportation needs by delivering vital facilities and infrastructure in a sustainable and cost-effective manner

Yellow = modify

Orange = move/merge/modify

White = no change

~~Eliminate~~

Current Century Agenda

Goal 3: Use Our Influence as an Institution to Promote Small Business Growth and Workforce Development

- Obj. 10 Increase dollars spent with women and minority-owned businesses (WMBE) firms on construction, consulting, goods and services to 15 percent and triple the number of WMBE firms doing business with the port by 2022
- Obj. 11 Increase the proportion of funds spent by the port with qualified small business firms on construction, consulting, goods and services to 40 percent of the eligible dollars spent
- Obj. 12 Increase workforce training, job and business opportunities for local communities in maritime, trade, travel and logistics

Goal 4: Be the Greenest, and Most Energy Efficient Port in North America

- Obj. 13 Meet all increased energy needs through conservation and renewable sources
- Obj. 14 Meet or exceed agency requirements for stormwater leaving port-owned or operated facilities
- Obj. 15 Reduce air pollutants and carbon emissions
- Obj. 16 Anchor the Puget Sound urban industrial land use to prevent sprawl

Modified Century Agenda

****Goal 3: Invest in the Economic Growth of the Region and all its Communities**

- Obj. 6 Increase career and business opportunities for local communities in all port-related industries
- Obj. 7 Advance Maritime Industries through innovation, strategic investment and capable management of Port facilities
- Obj. 8 Expand the economic, cultural and community benefits of Cruise Operations while preserving industrial lands

Goal 4: Be the Greenest, and Most Energy Efficient Port in North America

- Obj. 9 Meet all increased energy needs through conservation and renewable sources
- Obj. 10 Meet or exceed agency requirements for stormwater leaving port-owned or operated facilities
- Obj. 11 Reduce air pollutants and carbon emissions...
- Obj. 12 Restore, create & enhance 40 add'l acres of Green/Duwamish habitat

Yellow = modify

Orange = move/merge/modify

White = no change

-Eliminate

Current Century Agenda

The Current Century Agenda **does not** directly address:

- Equity, Diversity and Inclusion
- Dedication to effectiveness as a public agency
- Innovation
- Safety
- External partnerships and the community
- Capital Delivery
- Dedication to employees



Modified Century Agenda

Goal 5: Become a National Model for Equity, Diversity and Inclusion

- Obj. 13 Increase utilization of WMBE and DBE firms and eliminate disparity of access to opportunities
- Obj. 14 Ensure that all internal and external programs, structures and practices provide equitable opportunities for all
- Obj. 15 Advance regional workforce development in port-related industries to provide equitable access to quality careers

Goal 6: Be a Highly Effective Public Agency

- Obj. 16 Advance the Port's dedication to employee engagement, safety, innovation, and financial stewardship
- Obj. 17 Foster an environment of transparency, accountability, respect, leadership, and fairness to give Port staff the tools to be exceptional public
- Obj. 18 Partner and engage with external stakeholders to build healthy, safe and equitable communities
- Obj. 19 Set the Standard for high-quality, cost-effective, and timely delivery of capital programs