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# **Port of Seattle Commission**

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# **Century Agenda Policy Directive**

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**Proposed**

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**June 9, 2020**

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*Document last updated May 12, 2020*

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12 **SECTION 1. Purpose.**

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14 The purpose of this policy directive is to establish the Port of Seattle’s Century Agenda goals to  
15 guide the strategic planning, budget, and resource allocation throughout the Port of Seattle. It  
16 also provides guidance to the Executive Director, the Executive Leadership Team, and Port  
17 employees on the formulation, execution and modification of the Century Agenda.

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19 **SECTION 2. Definitions.**

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21 When used in this policy directive, the following words and phrases shall have the meanings given  
22 below unless the context in which they are included clearly indicates otherwise:

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24 “Century Agenda” means the 2012 comprehensive, strategic initiative to guide Port priorities for  
25 the next quarter century. The Century Agenda aligns the Port’s strategies and objectives to 21st  
26 century challenges and innovative solutions. In 2010, the Commission launched an extensive  
27 public engagement effort and formed a Century Agenda Committee to guide the Port’s long-  
28 range vision. More than 1,000 people attended over 60 events and engagements to help develop  
29 the Vision, Strategies and Objectives.

30

31 “Goal” means the enduring and aspirational aims for the Port of Seattle. Goals are set by the  
32 Commission and used as the basis for all Division and Centers of Excellence (COEs) strategic  
33 business planning and resource allocation.

34

35 “KPI” means Key Performance Indicator and are performance based, data driven tools and  
36 metrics intended to monitor and demonstrate progress towards goals and objectives. KPIs are  
37 set by Divisions and COEs and reviewed by the Executive Director and the Commission.

38

39 “Objective” means set of strategies to be implemented by Divisions and COEs to achieve “goals.”  
40 Set by the Executive Director and reviewed by the Commission. Implemented through Division  
41 and COEs business planning.

42

43 “Target” means qualitative or quantitative goal that, if attained, defines the success in reaching  
44 or making significant progress towards a “goal” or “objective.” Set by the Divisions and COEs and  
45 reviewed by the Commission.

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47 **SECTION 3. Scope and Applicability.**

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49 This policy directive applies to all Divisions and COEs within the Port of Seattle. The goals set by  
50 the Commission will be the basis for strategic planning, budget and resource allocation  
51 throughout the Port of Seattle. All business planning and resource allocation efforts will be clearly  
52 aligned to the goals set by the Century Agenda, the objectives established to execute on them  
53 and the KPIs developed to ensure accountability and progress.

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56 **SECTION 4. Responsibilities.**

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58 This section establishes responsibilities for the formulation, execution and modification of the  
59 Century Agenda.

60

61 A. **The Commission** shall set the Century Agenda goals and require Commission action. Goals  
62 represent the highest priorities of the Port of Seattle and are reflected in all business  
63 plans, strategic plans and resource allocation. These goals are intended to be enduring.

64

65 Objectives, as formulated by the Executive Director, will be presented to the Commission  
66 for review and input on adherence to Century Agenda Goals.

67

68 KPIs and Targets shall be reviewed by the Commission annually during the budget  
69 process.

70

71 B. **The Executive Director** shall engage in the following activities in pursuit of this policy  
72 directive, either directly or by appropriate delegation of authority:

73

74 i. Develop and update objectives every five (5) years, or as needed, to inform strategic  
75 planning, annual business plans and resource allocation.

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77 ii. Develop KPIs that measure progress towards goals and objectives in a quantifiable  
78 manner. Annual and longer-term KPI targets will be set by the Executive Director and  
79 reviewed by the Commission.

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81 iii. Deliver updates on metrics tracked through KPIs to the commission on an annual basis  
82 as part of the budget approval process.

83

84 iv. Demonstrate clear alignment between Division and COEs strategic business plans,  
85 budget and resources allocations and Century Agenda goals and objectives.

86

87 C. **All Divisions and COEs**, through the Executive Leadership Team, shall use the goals set by  
88 Commission as the basis for annual and strategic business planning. Each Division and  
89 COE will align its planning and resource allocation to Century Agenda goals and objectives.

90

91 The Executive Leadership team will work with the Executive Director to develop or update  
92 the objectives every five (5) years or as necessary.

93

94 The Executive Leadership Team will work with their respective Divisions and COEs to  
95 develop KPIs and targets to measure progress towards Century Agenda goals and  
96 objectives as appropriate.

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98 **SECTION 5. Policy.**

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100 The Commission establishes the following Century Agenda goals. Each goal will guide the  
101 development of objectives and KPIs.

102

103 **A. Goal 1: Position the Puget Sound Region as a Premier International Logistics Hub –**  
104 Through this goal the Port of Seattle will ensure it meets and supports the international  
105 trade needs of the region and keeps the Northwest Seaport Alliance competitive in the  
106 global marketplace while it prioritizes environmental sustainability and the needs of the  
107 local economy.

108

109 **B. Goal 2: Advance this Region as a Leading Tourism Destination and Business Gateway –**  
110 Through this goal the Port of Seattle will ensure that the Seattle Tacoma International  
111 Airport (SEA) stays competitive, sustainable, efficient and customer-focused. As an  
112 anchor institution, the Port will strive to meet the region's air transportation needs and  
113 maintain the facilities and infrastructure to make that possible.

114

115 **C. Goal 3: Responsibly Invest in the Economic Growth of the Region and all its**  
116 **Communities** – Through this goal the Port of Seattle will ensure that we are creating  
117 opportunities for all of our communities. Supporting, sustaining and advancing port-  
118 related industries and industrial lands is essential to the region's continued growth and  
119 prosperity. The Port will consider the cultural, economic, and community impacts of that  
120 growth as responsible stewards of the public trust.

121

122 **D. Goal 4: Be the Greenest, and Most Energy Efficient Port in North America –** Through this  
123 goal the Port of Seattle will ensure that as an institution, in all our programs, initiatives,  
124 efforts and projects, that we are dedicated to sustainability and environmental  
125 protection. The Port is dedicated to leaving our environment better than we found it. A  
126 basic tenet of the Port's work includes meeting the needs of the region, our partners, and  
127 our customers while reducing the Port's carbon footprint, increasing the use of renewable  
128 energy sources, restoring and preserving the habitats we occupy.

129

130 **E. Goal 5: Become a Model for Equity, Diversity and Inclusion –** Through this goal the Port  
131 of Seattle will ensure that equity is at the core of all our work and the principles the Port  
132 embodies. The Port will continue to focus on community investment and engagement in  
133 regional workforce development, use of and partnership with women and minority  
134 owned businesses, and small businesses. Internal and external programs, structures, and  
135 practices will be viewed and reviewed through an equity lens.

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- 140 F. **Goal 6: Be a Highly Effective Public Agency** – Through this goal the Port of Seattle will  
141 ensure that its function as a public agency is marked by accountability, transparency,  
142 safety, innovation, and responsible financial stewardship. The Port of Seattle will strive  
143 to be a good community partner and use our influence to ensure that all the communities  
144 we serve are healthy and safe.

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146 Objectives, developed to align with these goals, will be presented to the Commission for review  
147 and input. When new objectives need to be developed, the Commission will have additional  
148 opportunity for review and to provide input.

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150 **SECTION 6. Program Evaluation.**

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152 **A. Reporting Process**

- 153 i. During the annual budget planning process, the Executive Director shall report to  
154 the Commission on progress towards achieving Century Agenda goals and  
155 objectives, through KPIs. KPIs will be evaluated against Targets and the  
156 Commission will review progress and provide input as needed or desired.  
157 ii. Each Division and COE will report to the Executive Director on their progress  
158 towards the Century Agenda goals through these KPIs.

159  
160 **B. Review Process**

- 161 i. **Goals** – Review of goals will be reserved for major, necessary, and long-term shifts  
162 in the priorities of the Port of Seattle or the regional landscape.  
163 a. Changes to Century Agenda goals will require Commission Committee review  
164 and Commission action.  
165 ii. **Objectives** – The Executive Director shall deliver objectives to the Commission  
166 which correlate directly to the goals and demonstrate vertical alignment between  
167 the goals, business plans, KPIs, projects, resource allocation and budget.  
168 a. Objectives will be formulated and reviewed by the Executive Director and the  
169 Executive Leadership Team every five (5) years. During this time, the  
170 Commission will review and provide input on objectives for their adherence to  
171 the goals.  
172 b. Changes or modifications to the objectives can be made periodically as KPIs  
173 indicate or port priorities shift over time. The Executive Director will formulate  
174 the objectives and review the proposed changes with the Commission to  
175 ensure that any changes reflect the intent of goals provided in this policy.  
176 iii. **KPIs** – The Executive Director shall deliver KPIs to the Commission which show  
177 vertical alignment between goals, objectives, business plans, projects resource  
178 allocation and budget.  
179 a. The Executive Leadership Team will work with their respective Divisions and  
180 COEs to develop KPIs and Targets to measure progress towards Century  
181 Agenda goals and objectives as appropriate. Each KPI will endure for three (3)  
182 to five (5) years at a minimum so that progress and trends can be monitored  
183 and reported.

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- b. Changes or modification to the KPIs and Targets can be made periodically as port priorities shift over time. The Divisions and COEs will update the KPIs and review the proposed changes with the Executive Leadership Team and Executive Director. The Executive Director will inform the Commission when changes to KPIs are made that may have a significant impact on achieving objectives and goals.