

RESOLUTION NO. 3775

A RESOLUTION of the Port of Seattle Commission establishing the Century Agenda Policy Directive to codify goals that will guide the strategic planning, budget, and resource allocation throughout the Port of Seattle.

WHEREAS, all authority of the Port of Seattle is vested with the Commission in its actions as a public body under Title 53 RCW, and the Commission vests authority with the Executive Director and delineates Commission and Executive Director responsibilities through the Delegation of Responsibility and Authority; and

WHEREAS, in December 2012 the Port of Seattle Commission adopted a motion approving the Century Agenda which included strategies, objectives, and regional initiatives to achieve the Port's 25-year vision of adding 100,000 jobs through economic growth, for a total of 300,000 port-related jobs in the region, while reducing our environmental footprint; and

WHEREAS, the Port of Seattle sees the Century Agenda as foundational guiding business planning and strategic resource allocation across the Port of Seattle; and

WHEREAS, in April and December 2017, the Port of Seattle Commission adopted a motion to amend the Century Agenda to include carbon-emission reduction goals for Scope 1, and 3 emissions, and Scope 2 emissions, respectively; and

WHEREAS, in December 2017, the Port of Seattle Commission adopted a motion to amend the Century Agenda to include goals to increase participation by minority and women owned and controlled businesses in Port contracting; and

WHEREAS, in September 2019 the Port of Seattle Commission adopted Resolution No. 3761 that amended the mission to the following: "Founded in 1911 by a vote of the people as a special purpose government, the Port of Seattle's mission is to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner."; and

WHEREAS, the Port of Seattle is committed to sustaining and creating family-wage jobs, preserving the maritime and industrial lands that serve our seaport and airport facilities, supporting small businesses, workforce development, tourism and economic development; and

WHEREAS, the Puget Sound region has changed since the adoption of the Century Agenda in 2012 with Seattle’s population growing 18 percent from 611,000 in 2012 to 725,000 in 2019; international passengers at Seattle-Tacoma International Airport was 260,000 in 2012 it was 408,000 in 2019; and regional unemployment rate was 8 percent in 2012 and at 4 percent in 2019; and

WHEREAS, the Century Agenda needs to be agile and adaptable to the changing landscape of the region; it must also be in alignment with current Port of Seattle policies and strategies; reporting on progress needs to be streamlined with metrics that are meaningful, accountable, and easily collected; and duplicative planning and reporting are reduced; and

NOW, THEREFORE, BE IT RESOLVED by the Port of Seattle Commission as follows:

SECTION 1. The Century Agenda Policy Directive as shown in Exhibit A is hereby established.

SECTION 2: The Century Agenda Policy Directive shall be labeled and catalogued as appropriate, together with other Commission Policy Directives, and shall be made readily available for use by Port staff and members of the public as a governance document of the Port of Seattle.

ADOPTED by the Port of Seattle Commission at a duly noticed meeting thereof, held this 9th day of June, 2020, and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the seal of the commission.

Fred Felleman
Fred Felleman (Jul 6, 2020 14:18 PDT)



Peter Steinbrueck
Peter Steinbrueck (Jun 30, 2020 14:47 PDT)

Ryan Calkins
Ryan Calkins (Jun 26, 2020 13:24 PDT)


stephanie bowman (Jun 29, 2020 10:13 PDT)

Port of Seattle Commission












Resolution 3775

Final Audit Report

2020-07-06

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SECTION 1. Purpose.

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

SECTION 2. Definitions.

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

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

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

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

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

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

SECTION 3. Scope and Applicability.

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

SECTION 4. Responsibilities.

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

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

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

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

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

- i. Develop and update objectives every five (5) years, or as needed, to inform strategic planning, annual business plans and resource allocation.
- ii. Develop KPIs that measure progress towards goals and objectives in a quantifiable manner. Annual and longer-term KPI targets will be set by the Executive Director and reviewed by the Commission.
- iii. Deliver updates on metrics tracked through KPIs to the commission on an annual basis as part of the budget approval process.
- iv. Demonstrate clear alignment between Division and COEs strategic business plans, budget and resources allocations and Century Agenda goals and objectives.

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

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

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

SECTION 5. Policy.

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

- A. **Goal 1: Position the Puget Sound Region as a Premier International Logistics Hub** – Through this goal the Port of Seattle will ensure it meets and supports the international trade needs of the region and keeps the Northwest Seaport Alliance competitive in the global marketplace while it prioritizes environmental sustainability and the needs of the local economy.
- B. **Goal 2: Advance this Region as a Leading Tourism Destination and Business Gateway** – Through this goal the Port of Seattle will ensure that the Seattle Tacoma International Airport (SEA) stays competitive, sustainable, efficient and customer-focused. As an anchor institution, the Port will strive to meet the region's air transportation needs and maintain the facilities and infrastructure to make that possible.
- C. **Goal 3: Responsibly Invest in the Economic Growth of the Region and all its Communities** – Through this goal the Port of Seattle will ensure that we are creating opportunities for all of our communities. Supporting, sustaining and advancing port-related industries and industrial lands is essential to the region's continued growth and prosperity. The Port will consider the cultural, economic, and community impacts of that growth as responsible stewards of the public trust.
- D. **Goal 4: Be the Greenest, and Most Energy Efficient Port in North America** – Through this goal the Port of Seattle will ensure that as an institution, in all our programs, initiatives, efforts and projects, that we are dedicated to sustainability and environmental protection. The Port is dedicated to leaving our environment better than we found it. A basic tenet of the Port's work includes meeting the needs of the region, our partners, and our customers while reducing the Port's carbon footprint, increasing the use of renewable energy sources, restoring and preserving the habitats we occupy.
- E. **Goal 5: Become a Model for Equity, Diversity and Inclusion** – Through this goal the Port of Seattle will ensure that equity is at the core of all our work and the principles the Port embodies. The Port will continue to focus on community investment and engagement in regional workforce development, use of and partnership with women and minority owned businesses, and small businesses. Internal and external programs, structures, and practices will be viewed and reviewed through an equity lens.

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

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

SECTION 6. Program Evaluation.

A. Reporting Process

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

B. Review Process

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

- 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.