

Workplace Needs Assessment

Northwest Seaport Alliance

(DRAFT)

Executive Summary

Project Overview and Recommendations

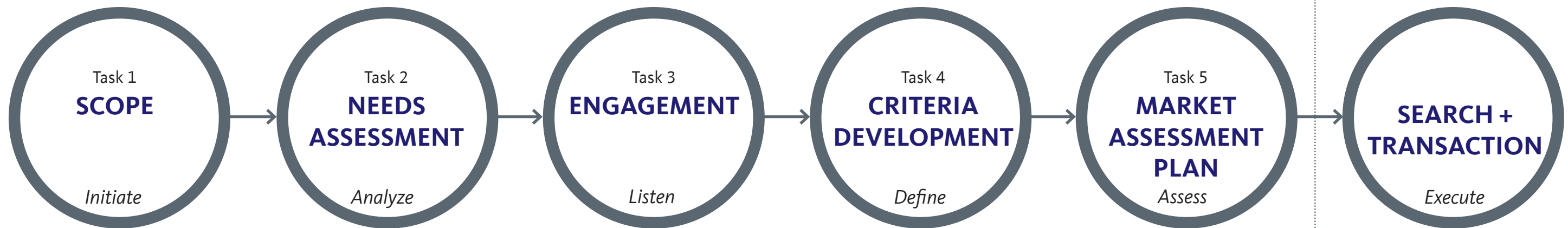
Site Selection Criteria



Project Overview

Project Phases

Phase 1



Phase 2

Kick-off the project with the integrated project team. Clarify the project vision, and tune the process to meet the unique project objectives and client needs.

Collect available data to inform and inspire project decisions and design directions.

Engage managing members and employees to discuss perceptions and thoughts on the impact of the future Alliance location and workplace.

Translate key needs, perspectives and project objectives into a criteria for site selection.

Develop the go-to-market strategy

Identify the most desirable, viable and feasible locations to fulfill the project vision and stakeholder needs.

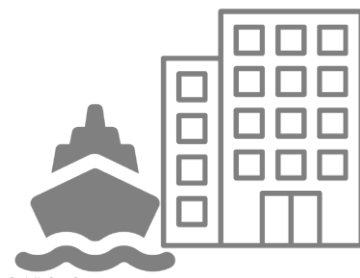
Research Engagements



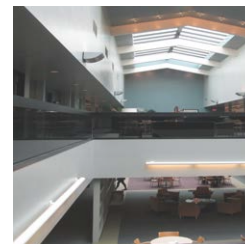
Commissioner Interviews

3 Interview sessions

May 25 & June 6, 2017



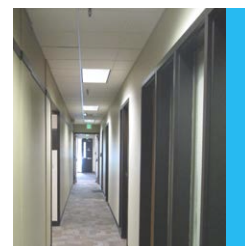
Site Visits



Admin Building
Port of Tacoma



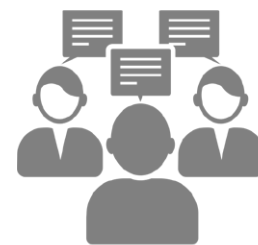
Pier 69
Port of Seattle



Fabulich center



Customer Service



Staff Interviews

15 departments
42 staff members
3 days

June 27 - June 29, 2017



Survey

160 responses
64% response rate

June 20 - July 10, 2017



Workshops

20 staff members
2 sessions

July 20, 2017

Key Themes



Shared Identity, Culture and Pride in Operations

There is an opportunity to create a shared workplace culture and identity by blending the distinct characteristics and workstyles of the 2 ports.



Best-in-class customer service as a shared value

Port of Tacoma, Port of Seattle and NWSA unite their strengths to become a competitive gateway by providing world class customer service.



Governance and Financial Landscape

Limit the impact of county lines on location selection process. Continue alternating commissioner meetings between the 2 counties. Balance need with financial constraints.



Clarify/accelerate the mission and brand of NWSA

There is an opportunity to reinforce and clarify the mission and story of the united front and joint venture for all stakeholders and employees.



Forward thinking vision

Continue to innovate, grow together and develop the long term vision and discrete roles of the 2 ports and their roles within NWSA.



Connection to maritime environment

Proximity to maritime environment defines 'who we are' and reinforces pride and shared values.

Key Themes



State-of-the-art technological infrastructure

Upgradation of current technology to create better workflows, communication and virtual collaboration. Current technology does not consistently support a collaborative and mobile work environment.



Better neighborhood and amenities

Access to public transport, safe neighborhood, outdoor spaces, access to coffee, food and grocery options, rejuvenatory spaces and activities.



Increased mobility and flexibility

We are a robust, hands-on work force and aspire to be a mobile workforce who can work anywhere and anytime. Increased clarity about remote work policy.



Celebrate the people and community

‘We love the people that we work with and work for.’ There is an aspiration to have better communal spaces for both internal and external relationship building. E.g.: Lunch table, central atrium for staff and public meetings.



Balance between focus and collaboration spaces

Inclusion of individual focus and team huddle spaces. Current conference rooms do not meet the meeting needs.



Better mentorship and leave policies

There is an opportunity to provide increased individual mentorship and revamp leave policies.

Recommendations



Implement consistent and efficient space standards

We recommend workstations augmented by a variety of shared spaces that are accessible to all employees and specifically tailored to support the work tasks of each group or department.
(Refer appendix for details)



Internal mentorship and leave policy structure

Incorporate feedback regarding individual mentorship, clarity of transition roles and better PTO structure into NWSA Total Rewards Project.



Provide collaboration technology - tools and learning

Technology must support employees with equipment, applications and training to enable collaboration and communication in an integrated and seamless manner. This includes support for individuals working in or out of office and meeting room technology.



Brand development for NWSA - connecting the people

Public affairs teams partner to develop and implement a target brand outreach.



Create and implement a work force mobility strategy

Under the Total Rewards Program, NWSA should consider developing and implementing a robust mobility strategy that addresses the new technologies, management practices and work settings required to support and sustain productivity, collaboration and innovation.



Effective change management

Workplace change has the power to inspire and transform organizations and take them to the next level. We recommend integrating a robust change management process.

The background is a dark blue, stylized illustration of a cityscape. In the foreground, a large cargo ship is shown from a rear perspective, moving away from the viewer. The ship is filled with stacks of colorful containers. In the background, a city skyline is visible, including a prominent tower with a circular observation deck. A large, snow-capped mountain peak dominates the center of the background. The overall scene is rendered in a low-poly, blocky style.

Selection Criteria

Building Selection Considerations



Business case + Culture + Brand



Location Assessment



Building + Workplace



Workforce + Activities

Must have

Optimized financial position - cost of real estate solution.
 Help to create distinct identity of NWSA - visibility to community and customers.
 Effective service to customers.

Good walk score.
 Good transit score.
 Good accessibility by highway.
 Convenient commute to work.
 Neighborhood safety - access, road conditions, traffic and crime.

On-site parking.
 Proximity to and surveillance of port functions.

State-of-the-art technology - mobile collaboration, efficient & cloud-enabled workflow.
 Balance of focus and collaboration spaces, better spaces to support focus work.

Should have

Ability to attract and retain talent.

Proximity to amenities - Gym & recreational activities.
 Proximity to individual ports to maximize key customer activities and relationships.
 Pragmatic support staff to best serve - quality and efficiency, customers, port partners, logistics.

Existing building infrastructure (Condition of HVAC & Mechanical, Plumbing, tech infrastructure).
 Atrium and Central hub - communal gathering, dining & kitchen.
 Occupant Health and wellbeing (Access to outdoors, views, natural light, air quality, operable windows, good ceiling heights - min. 12 feet, column bay dimensions).

Variety and choice of space types.
 Consistent mobility and work from home policy - this will have impact on the program and test fits.
 Minimal division/barrier between people, teams and departments.

Nice to have

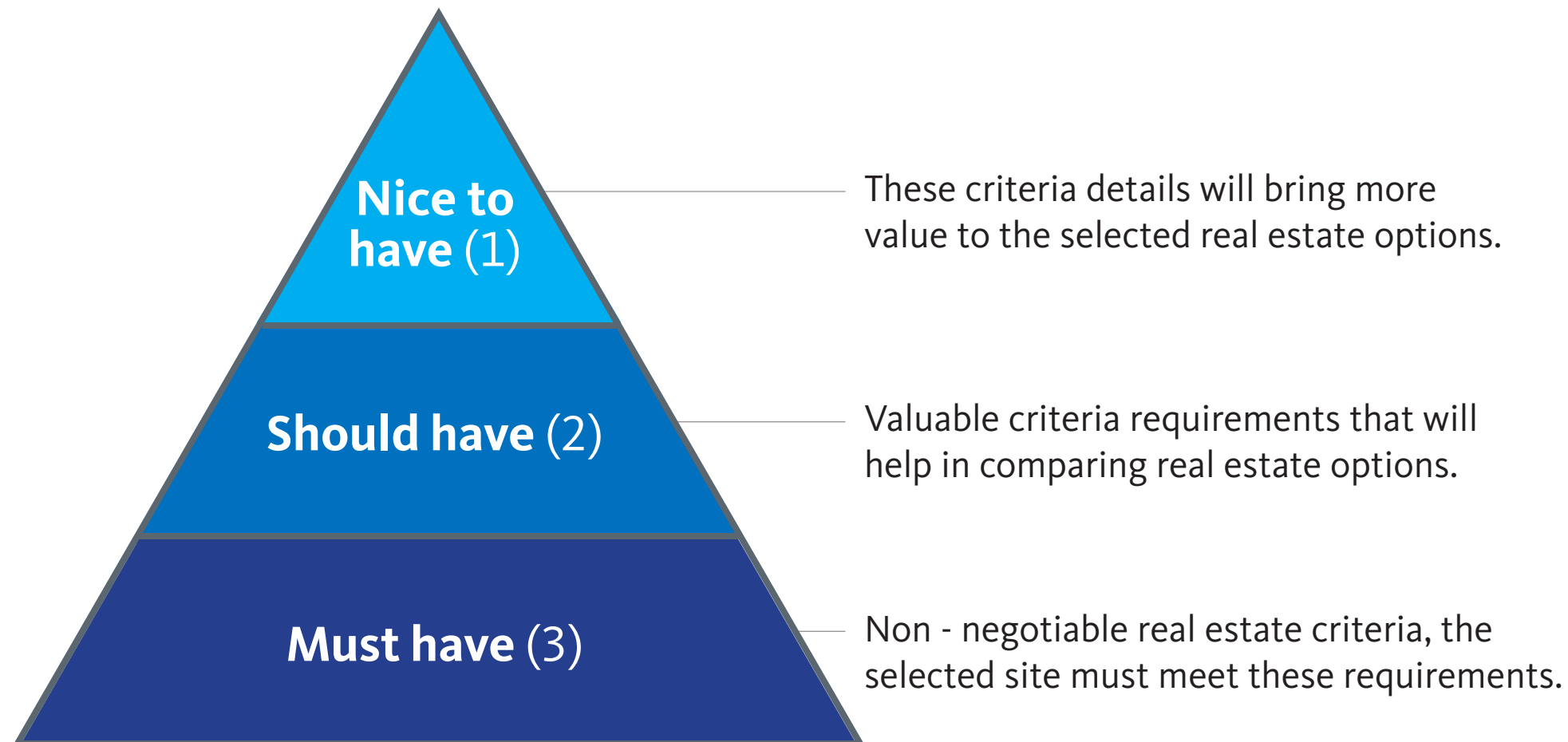
Service area of multiple providers to meet IT needs.

Date of availability for occupancy.
 Ability to scale/grow.
 View of water and port functions.
 Leadership in energy and environmental design (LEED certification).

Time and attention to assimilation of cultures of the 2 ports, effective change management.

Building Selection Criteria Criticality

The following criteria gives consideration to the range of business and human factors at play within NWSA and critical to its success moving forward. From competitive positioning, identity and culture, to customer and partner relationships, to core resources and activities, this list informs NWSA's real estate scenarios and final site, building and workplace selection. Specific contents of this list and its prioritization reflect expressed needs from various stakeholder engagements.



Building Selection Criteria Scoring

Criteria scoring at the most basic level

Criteria Weight



X

Building Rating



=

Value added score



3 = Must have

2 = Should have

1 = Nice to have

3 = Best

2 = Good

1 = Satisfactory

0 = Unsatisfactory

To be rated for each criteria

Comparison between building options



Building(s) A



Building(s) B



Building(s) C

Basic level annual rent

\$

\$

\$

Value added score

x

x

x

Building Selection Criteria

<u>DRAFT</u>	<u>NWSA Building Selection Criteria</u>	Criticality	Rating (0-3)	Max. Score Building A	Rating 3	Rating 2	Rating 1	Rating 0
		3 = Must have	3 = Best					
		2 = Should have	2 = Good					
		1 = Nice to have	1 = Satisfactory					
			0 = Unsatisfactory					
	Business Case							
Must have	<i>Optimized financial position - cost of real estate</i>	3	3	9				
	<i>Lease terms</i>		3					
	<i>Lease rate</i>		3					
	<i>Tenant responsibilities</i>		3					
	<i>Allowances</i>		3					
Should have	Opportunity for brand visibility	2	3	6	Visible from highway/town center	Visible from surface arterial streets	Visible from building	Not visible
			Section Total	15				
	Location Assessment							
Must have	Walk Score (Most amenities included)	3	3	9	70-100	50 - 69	25 - 49	0 - 24
	Transit Score	3	3	9	70-100	50 - 69	25 - 49	0 - 24
	Accessibility to highway (I-5)	3	3	9	0 to 5 mins	5 to 10 mins	10 to 15 mins	15 or more
	Obstructions in access route to building	3	3	9	Direct access without train crossings	Alternative routes in case of train crossings	Moderate train & truck traffic interruptions	High density of train and truck traffic
	Commute (Public/car) to work for maximum no. of employees.	3	3	9	0 to 30 mins	30 to 45 mins	45 to 60 mins	60 and more
	Neighborhood safety - Walk Score Crime Grade	3	3	9	Crime Grade A	Crime Grade B	Crime Grade C	Crime Grade D
Should have	Proximity to other amenities - Gym/recreational activities	2	3	6	In the building	0 - 10 mins walk	10 - 15 mins walk	15 or more
Nice to have	Service area of multiple providers to meet IT needs	1	3	3	Yes(3)	n/a	n/a	No(0)
			Section Total	63				

Building Selection Criteria

<u>DRAFT</u>	<u>NWSA Building Selection Criteria</u>	Criticality	Rating (0-3)	Max. Score	Rating 3	Rating 2	Rating 1	Rating 0
		3 = Must have	3 = Best					
		2 = Should have	2 = Good					
		1 = Nice to have	1 = Satisfactory					
			0 = Unsatisfactory					
Building + Workplace								
Must have	On-site parking	3	3	9	Dedicated Parking	Public Parking	Street Parking	Limited Parking
	Proximity to port functions/harbor (as applicable)*	3	3	9	Yes(3)	n/a	n/a	No(0)
Should have	Existing building infrastructure	2	3	6	Condition dependent			
	HVAC & Mechanical		3		New/Recently upgraded systems	Not very old systems	Outdated systems	Decommissioned / non-functioning systems
	Plumbing		3					
	Tech infrastructure		3					
	Atriums & central hub - communal gathering, dining & kitchen	2	3	6	Yes(3)	n/a	n/a	No(0)
	Occupant Health and wellbeing	2	3	6				
	Access to outdoors		3					
	Views		3					
	Natural light		3					
	Air quality		3					
	Operable windows		3		Yes(3)	n/a	n/a	No(0)
	Building planning principles	2	3	6				
	Good ceiling heights		3		12 feet or more	10 to 12 feet	8'-6" to 10 feet	8 or below
	Column bay dimensions		3		30 feet or more	29 - 20	20-15	15 or below
Nice to have	Date of availability for occupancy	1	3	3				
	Ability to scale/grow	1	3	3	25% or more grow	24-15%	14-10%	Under 10%
	View of water and port functions	1	3	3	Yes(3)	n/a	n/a	No(0)
	Leadership in energy and environmental design (LEED certification)	1	3	3	Capable of meeting LEED platinum	Capable of meeting LEED gold	Capable of meeting LEED silver	Does not meet LEED certification
			Section Total	54				
			TOTAL SCORE	132				



Thank you



Appendix

Implement consistent and efficient space standards

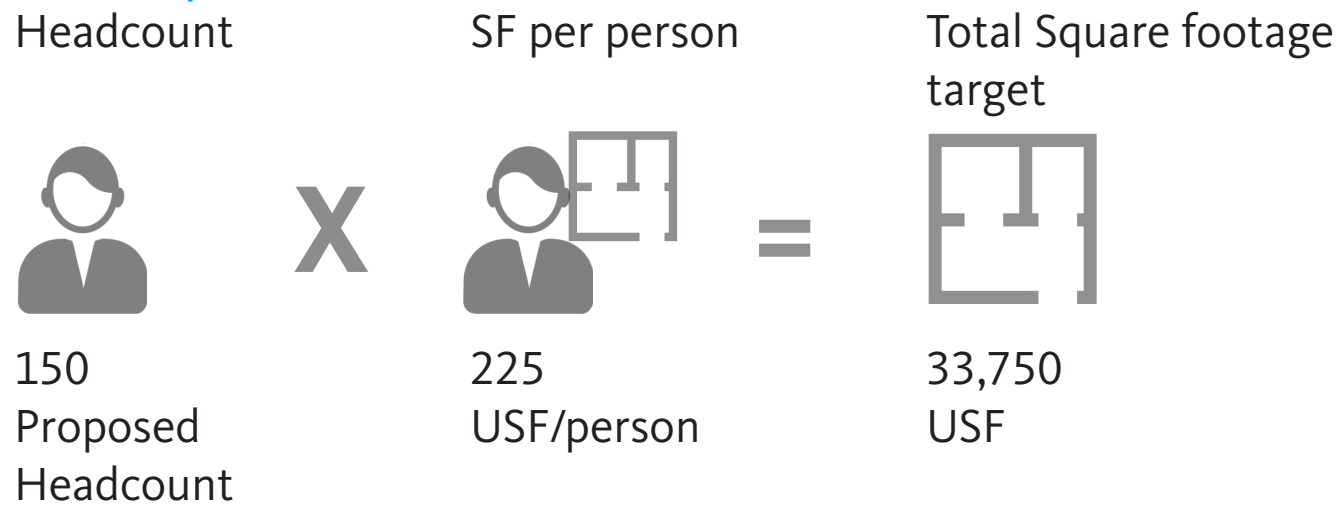
USF¹/person



A smaller, consistently applied set of space standards can increase flexibility and reduce operating costs, making it easier to move teams from one part of the office to another.

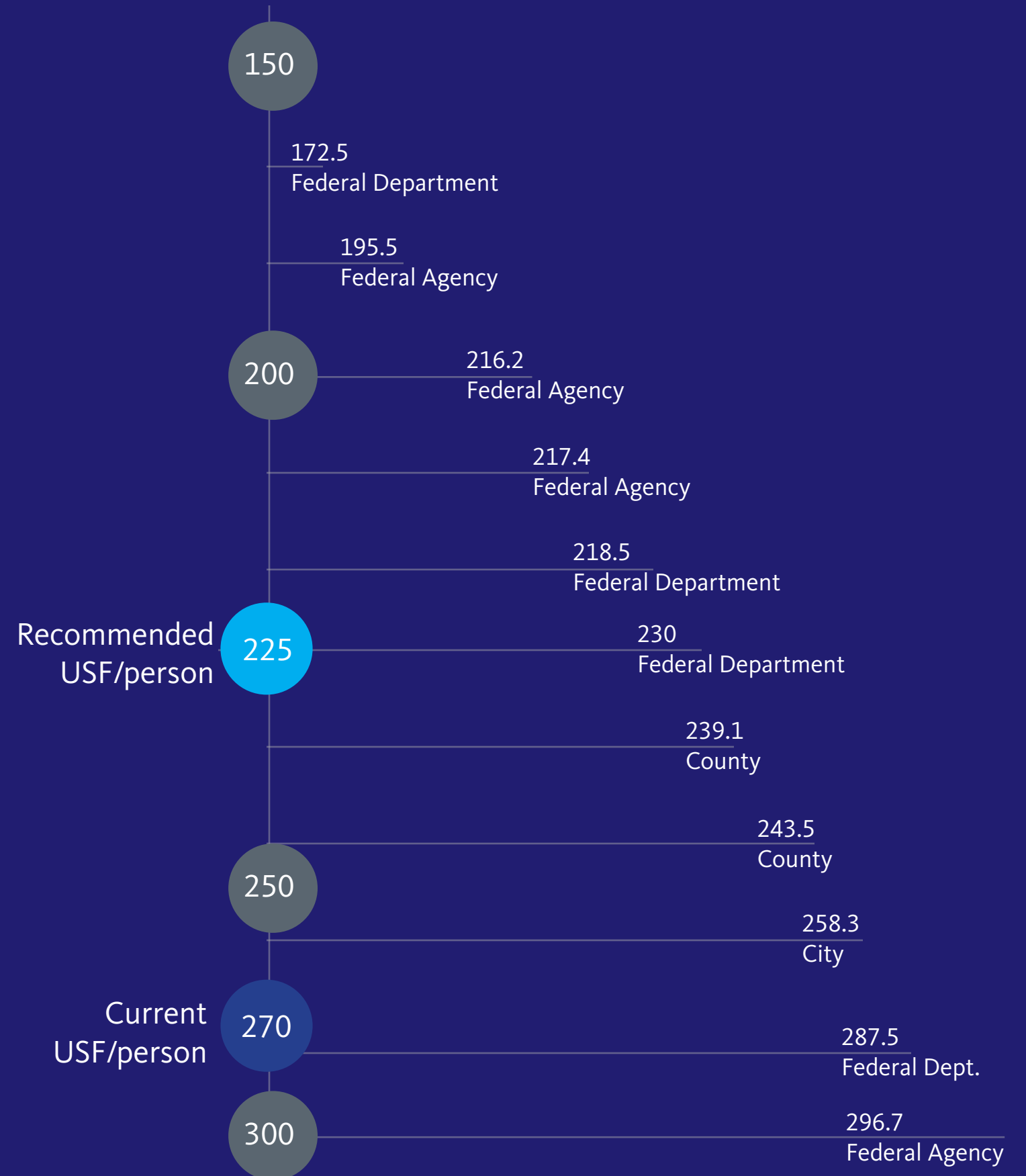
- USF/person
- Workstation & enclosed office size
- Effective meeting room ratios
- Support spaces
- Access to outdoor spaces and amenities

Workspace at the most basic level



¹USF: The area of a floor or building directly occupied and used by a tenant, excluding floor and building common features (exit stairwells, elevator shafts, restrooms, mechanical closets, etc).

Public Sector Industry Benchmarks



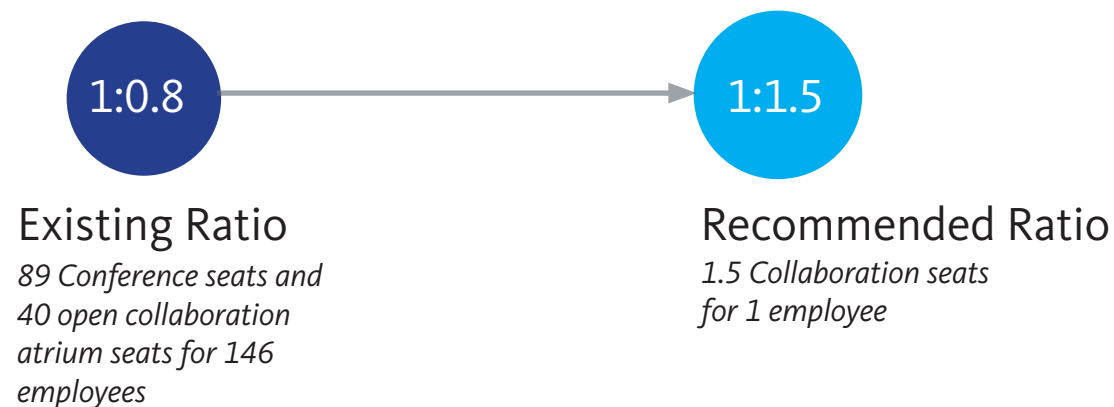
Provide collaboration technology - tools and learning

Recommendations

- Provide ubiquitous meeting room technology (whiteboards, video conferencing, wireless internet and network access, projectors, screens, etc).
- Support for individuals working in or out of the office (laptops, desktops, phone, communication software).
- Expand wireless coverage consistently throughout the facility.
- Explore and test collaboration tools with willing pilot groups.
- Support work at home, and on the go.
- Provide “on-demand” training options.
- Provide digital filing
- Provide impromptu meeting areas, open collaborative areas with supporting technology, huddle rooms, focus and phone rooms, social hub with pantry

Meeting Room Ratio Recommendation

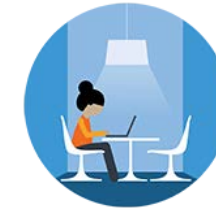
Collaboration rule of thumb:
1 collaboration seat per 1 workstation seat



WPI Survey findings



THE MAJORITY OF MEETINGS (70%) INCLUDE 5-8 PEOPLE



NEED FOR SMALLER MEETING AREAS AND FOCUS ROOMS



UNEQUIPPED ENCLOSED AND OPEN MEETING AREAS



LACK OF SUPPORT SPACES
- COMMUNAL DINING
- KITCHEN
- REJUVENATION ACTIVITIES

Space type	Planning Ratio	Proposed no.	Size (SF)
Work Neighborhood			
Open Collaboration/team table (4-6 people)	1:100	2	100
Phone room (1-2)	1:24	6	50
Huddle room (4-6)	1:16	9	100
Local copy/print area	1:50	3	90
Mobile lockers/storage	1:2 mobile workers		4
Community Spaces			
Standard meeting room (6-8)	1:75	2	160
Medium meeting room (12-14)	1:24	2	240
Large meeting room (18-20)	1:building	1	500
Extra Large meeting room (40)	1:building	1	1000
Executive Board Room (30-50)	1:building	1	1000
Social Hub with pantry	1:100/per floor	2	1250
Mother's room	1:200	1	120
Wellness room	1:200	1	150

Create and implement a work force mobility strategy

Mobility Readiness Recommended Mobility Sharing Ratio¹

LOW (Out 0-2 days)	1:1
MEDIUM (Out 2.5 days)	1:2
HIGH (Out 3 days)	1:3
Very HIGH (Out 4-5 days)	1:6

¹Mobility Sharing Ratio







A metric that expresses the ratio between the number of seats in an office space and the number of people employed by a company. For example, a ratio of 1:2 indicates that there can be 1 seat for every 2 employees.

Mobility by Departments/Functions²

Very High	High	Medium	Low
Security	Engineering Environmental Operations Planning Real estate & Commercial Strategy IT Communications & external affair Facilities Maintenance	Equipment Maintenance Billing, Finance and Contracts Procurement	Customer Service

²Functional Mobility- A condition where an employee works out of the office per the requirements of a specific job function.

Mobility Work- The ability of employees to work freely inside and outside office.

<p>Desk-bound Interactive</p>  <p>> 75% time at desk > 50% of desk-time communicating with others</p>	<p>Internally-mobile Interactive</p>  <p>< 75% time at desk < 25% outside the office > 50% of desk-time communicating with others</p>	<p>Externally-mobile Interactive</p>  <p>> 25% outside the office > 50% of desk-time communicating with others</p>
<p>Desk-bound Concentrative</p>  <p>> 75% time at desk > 50% of desk-time working individually</p>	<p>Internally-mobile Concentrative</p>  <p>< 75% time at desk < 25% outside the office > 50% of desk-time working individually</p>	<p>Externally-mobile Concentrative</p>  <p>> 25% outside the office > 50% of desk-time Working individually</p>