

Date of Meeting: August 1, 2017
Item No.: 6A_Supp

Northwest Seaport Alliance



Gensler

Washington Partners

Overview

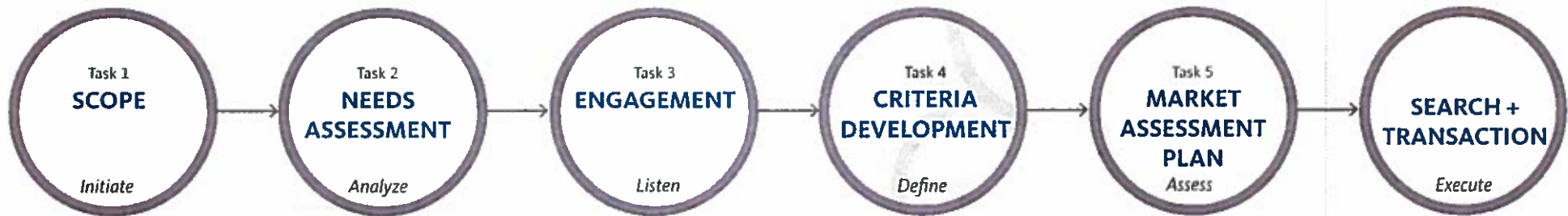
What we've done to date

Key insights from research engagements

Next steps

Project Phases

Phase 1



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.

Workplace

5P SYNERGY MODEL

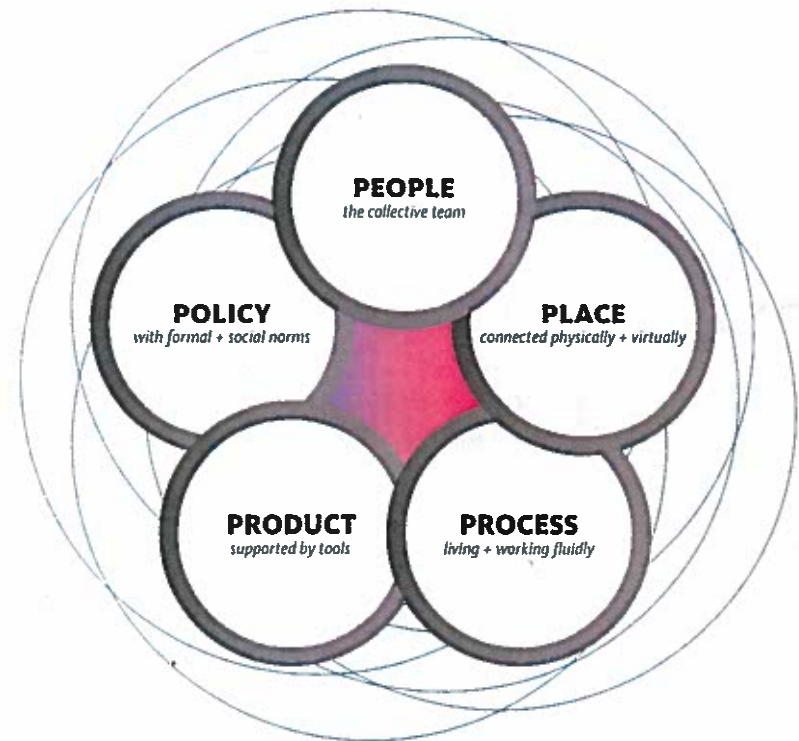
Workplace Ecosystem Design

Synergy n.

The interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects.

When alignment is established across the workplace ecosystem, meaningful and impactful work experiences and outcomes catalyze.

THE "WORKPLACE" IS A DYNAMIC SYSTEM OF PARTS AND DEMANDS SYNERGY TO OPTIMALLY PERFORM.



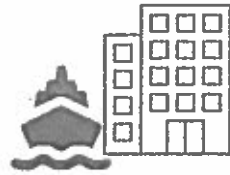
Research Engagements



Commissioner Interviews

3 Interview sessions

May 25 & June 6, 2017



Site Visits



Admin Building
Port of Tacoma



Pier 69
Port of Seattle

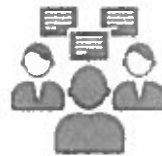


Fabulich center

Maintenance
Visit scheduled



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

What we've learned

Commissioners Interviews



BUSINESS

Vision & Intention
Objectives
Changes

PEOPLE

Inspire & energize
Work - life balance
Concerns/Challenges

OPERATIONS

Location & operations
Managing member
meetings

Political landscape

Influence of county lines and elected commissioners on location selection.

Location and logistics of commissioner meetings.

Identity of NWSA as a third party entity and its relationship to each port authority.

Long term vision and the discrete role of Seattle and Tacoma.

Loyalty to and Identity of the Alliance

Perception of the Alliance as a cohesive venture - brand, identity, loyalty.

Symbolic importance of a single Alliance location for all NWSA staff.

Identification with the Alliance despite history, pride, and culture with a port.

Some question how discrete the Alliance must be (e.g. third entity or support function).

Imperative is to be effective, not appease political pressure.

Can't please everyone with location and workplace decisions.

Culture

Consider creative location and real estate solutions that speaks to port culture.

Assimilation of the two cultures requires time and attention.

Different cultures and approaches on how they service the industry in each port.

Must consider the geographic home location and NWSA staff.

Customer Service and Port Operation

Proximity to the port is important to both harbors.

NWSA staff and commissioners have significant pride in port operations.

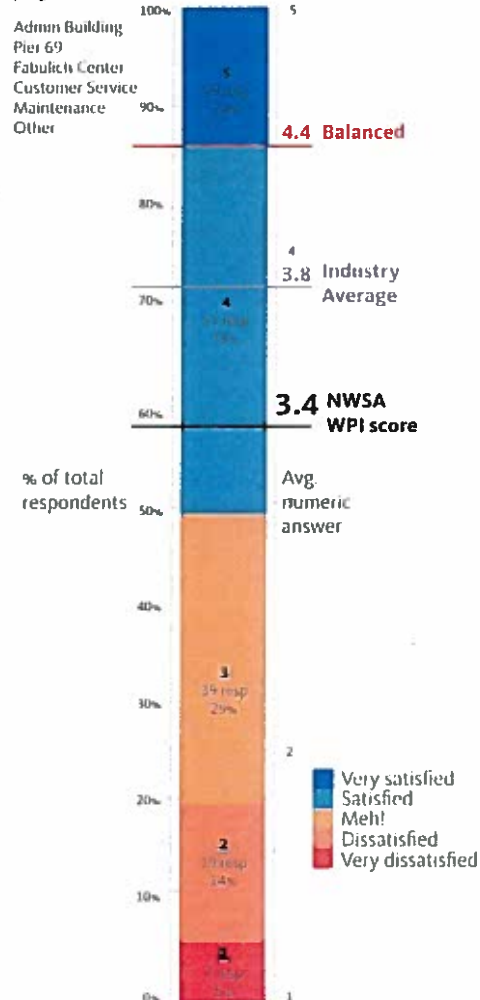
Equitable support of the North and South Harbors

A central location is an interesting consideration.

Virtual solutions for remote collaboration should be explored.

What we've learned WPI

How satisfied are you with your
physical work environment?



WPI Score
How satisfied are you with the
workplace?

79 Balanced

70 Industry Average

58

**NWSA
WPI score**

Users are overall moderately
satisfied with their current
workplace. With the
WPI score of 57.6 and
satisfaction index of 3.4.

Key Insights



1. LOCATION - SAFETY
& AMENITIES



2. CULTURE & VALUES



3. LACK OF SUPPORT
SPACES



4. COMMUTE TO
WORK



5. FOCUS WORK NOT
SUPPORTED



6. NEED FOR MORE
SMALLER MEETING
AREAS AND FOCUS
ROOMS



7. THE MAJORITY OF
MEETINGS INCLUDE
5-8 PEOPLE



8. OPEN
COLLABORATION
AREAS



9. UNEQUIPPED
MEETING AREAS



10. OVERALL
SATISFACTION

58

What we've learned

Staff Interviews and Workshops



DEPARTMENTS/WORK GROUPS

Operations
Systems & business processes
Commercial (Container, trade and real estate)
Commercial (non-container)
Public Affairs

Engineering
Procurement
Finance/Accounting
Maintenance
Planning & Environmental
Security

Human Resources
NWSA Commercial
NWSA Real estate
NWSA Planning
POS Capital development
POS Environmental & Sustainability

ASPIRATIONS

Flexibility to work remote.
Branding and spatial presence for the alliance.
Community building activities - lunch table.
Proximity to home and reasonable commute.
Access to amenities, outdoor space & safe neighborhood.
Better PTO and leave policies.
Internal mentorship program; critical during the transition time.
Current technology and systems.
Connection to water/ports/maritime environment.
Collaborative environment, avoiding siloed departments, people and teams.
More focus rooms and conference/collaboration spaces.



Why NWSA

01_Vision + Mission

What is the intention and business case for Northwest Seaport Alliance?

02_Change + Challenge

What fears or challenges are you facing?

03_Empowerment

How might we best equip you to do your best work?

Competitive advantage

Regional growth - losing market share

Bigger voice and more influence in DC

Better global competition, less local competition

Long term viability

Flexibility

Focus on customer service

More options for customers

Better utilization of assets

Shared Identity

Losing individual port identity

Puget sound as a single stop

Key Selection Criteria

Its not just about a new work location

Current developments in the shipping industry make it imperative for the two ports to operate as one united front in pursuit of a more competitive and optimized future.



Next steps

Research insights report

Criteria framework development

Criteria for evaluation of long term
work space options

Thank You



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