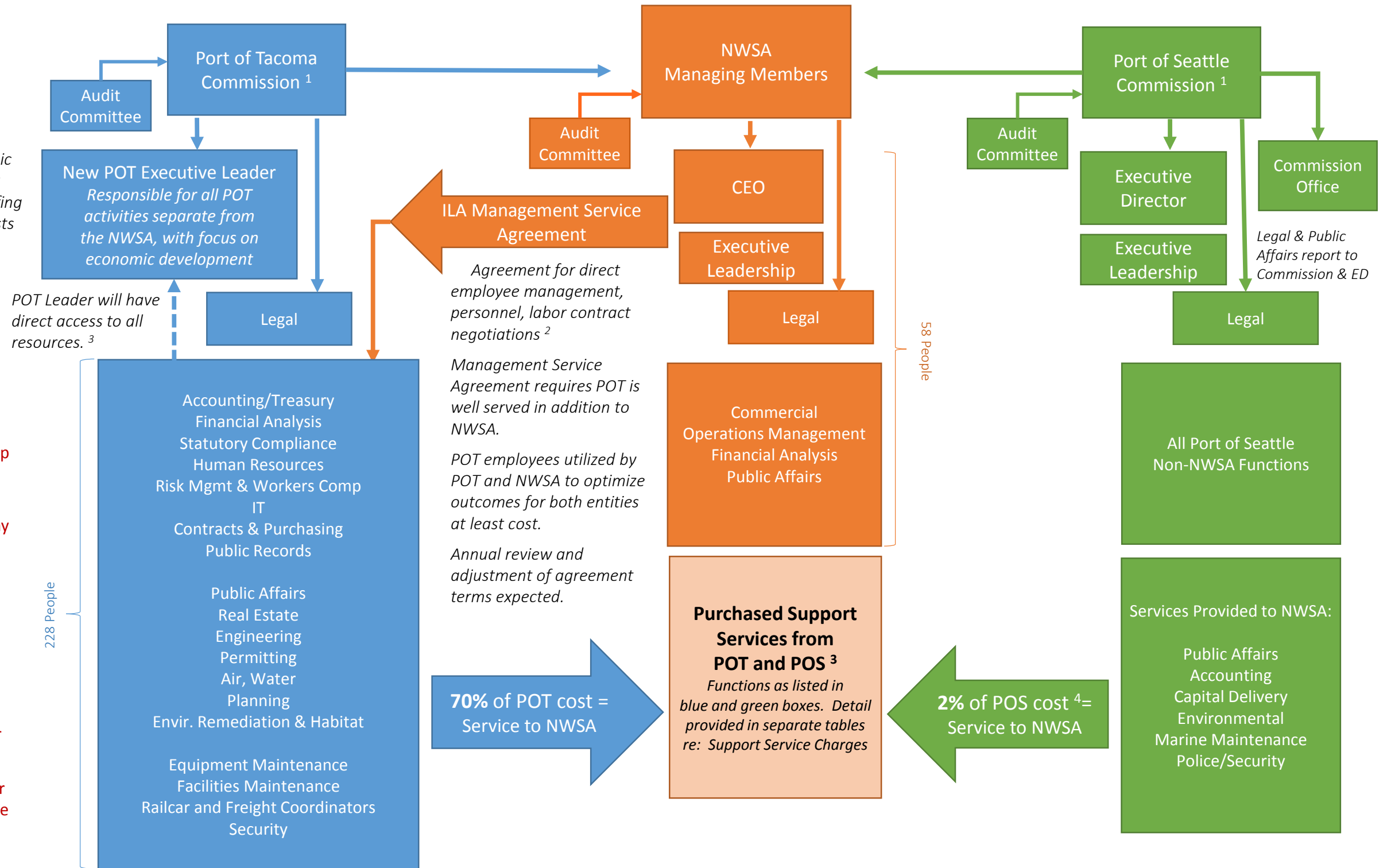


# Proposed NWSA Management Structure – 8/24/18

*POT Leader will develop strategic approach to optimize and grow POT business. Will include staffing approach to ensure best interests of POT are met efficiently and effectively.*

## RATIONALE

- Provides independent Port of Tacoma Executive Leadership, responsible and accountable for growing POT business outside of the NWSA.
- Removes responsibility from NWSA leadership for POT matters beyond the NWSA scope.
- Minimizes any additional overhead expense for all three entities: NWSA, POT and POS. Any other alternative adds staff and associated expense. This approach leverages advantages and maximizes homeport revenues.
- Fully supports NWSA objectives, and ensures NWSA leadership is able to structure and manage critical service provision.
- Empowers the new Port of Tacoma Executive Leader to propose the strategy, approach and staffing to ensure the best interests of the POT are met.
- Enables new Port of Tacoma Executive Leader to focus fully on growing POT business/revenue outside of the NWSA.



## Notes:

1. Per NWSA By-Laws, Homeport Commissions set policy for NWSA projects and contracts within their home harbors, unless superseded by specific NWSA policy
2. Collective Bargaining Agreements for labor in each Homeport are formally approved by the Homeport Commission.
3. Strengthened requirements for participation in employee performance reviews will be implemented in all three organizations – entity being served will provide input to performance reviews and goal setting.
4. Services to NWSA represents 2% of total POS costs. The cost allocations specific to Maritime activities represents 6% of POS Maritime costs.

Port of Tacoma to NWSA					
Support Service	2018				
	Allocation (%)	Budget Allocation (\$)	Headcount (Budgeted)	Estimated FTE(3)	
Accounting, Financial Analysis & Treasury	88.0%	2,828,666	21	18	
Human Resources	88.0%	1,193,265	4	4	
Public Records	88.0%	Included in IT Budget	1	1	
Information Technology	88.0%	7,039,548	23	20	
Communications	50.0%	769,700	5	3	
Commercial & Real Estate	15.0%	182,937	6	1	
Security & Labor Relations	85.0%	3,569,836	32	27	
Railcar, Freight & Operations Coordinators	100.0%	1,429,767	9	9	
Strategic Operations Projects & Risk Management	80.0%	327,689	2	2	
Contracts & Purchasing	88.0%	1,111,127	9	8	
Government Relations	60.0%	1,056,312	3	2	
Facilities Development	Project Delivery	-	18	DC (1)	
	Environmental Project Support	-	10	DC (1)	
Equipment & Facilities Maintenance	Equipment	-	50	DC (1)	
	Facilities	-	36	DC (1)	
Commissioner Support	50.0%	223,002	N/A (2)	N/A (2)	
Executive Management Support	0.0%	-			
Additional Services as needed	TBD	TBD			
Commercial Strategic Support	0.0%	-			
Port-Wide Infrastructure	Usage rate for space	1,771,712			
POT to NWSA Allocated		21,503,561	115	94	
<i>Direct Charges for Facilities Development and Maintenance</i>		12,462,194	114	80	
TOTAL POT to NWSA Allocated and Direct Charged:		33,965,755	229	174	

FTE = Full-time equivalent  
(1) DC = Direct Charged to NWSA by Project  
(2) N/A as no headcount is associated with these costs (Commissioner salaries, travel and memberships)  
(3) FTEs have been estimated for this review. Departments do not track actual time unless charging a work order or project.

Port of Seattle to NWSA					
Support Service		2018			
		Allocation (%)	Budget Allocation (\$)	Headcount (1)	Estimated FTE(2)
Accounting, Financial Analysis & Treasury	Accounting	3.3%	235,320	56.4	1.9
	Finance & Budget	8.8%	303,338	22.3	2.0
	Risk Management	3.4%	29,272	6.0	0.2
Information Technology		2.7%	620,596	124.0	3.3
Public Affairs		9.2%	764,013	32.5	3.0
Managing Member & Executive	Commission Office	3.4%	68,241	15.5	0.5
	Executive Office	3.4%	59,886	6.0	0.2
Legal	Attorney Services	4.2%	132,044	13.5	0.6
	Records Management	3.4%	15,094	3.0	0.1
Labor Relations		4.5%	61,716	7.0	0.3
Capital Development	Capital Development Admin	3.4%	20,897	2.0	0.1
	Engineering	11.8%	925,545	129.8	15.3
	Port Construction Services	3.0%	17,401	49.0	1.5
	Seaport Project Management	32.3%	380,100	16.0	5.2
Environmental and Planning	Environmental Svcs Admin	1.7%	21,110	1.0	0.0
	Maritime Environmental Svcs	7.3%	206,920	18.3	1.3
Port Police		1.9%	523,342	152.0	2.9
Central Procurement Office		3.4%	92,472	44.0	1.5
Security & Preparedness		3.8%	65,944	7.0	0.3
Marine Maintenance	Marine Maintenance	10.8%	2,282,874	117.0	12.6
	NWSA Mitigation Parks	100.0%	34,777	0.0	0.0
Pier 69 Facilities Management		10.2%	207,841	6.0	0.6
Portfolio Management		15.9%	165,199	14.0	2.2
Tribal Coordination		0.8%	11,838	6.5	0.1
Internal Audit		TBD	-		0.0
POT to NWSA Allocated			7,245,779	848.8	55.6
<i>Direct Charges for Property Insurance, Maritime Habitat and Other</i>			631,191		0.0
TOTAL POS to NWSA Allocated and Direct Charged:			7,876,970	848.8	55.6

FTE = Full-time equivalent  
(1) These are total headcount only for the departments that provide support services to the NWSA.  
(2) FTEs have been estimated for this review. Departments do not track actual time unless charging a work order or project.