

2020 Portwide Preliminary Budget Overview

Commission Briefing
September 24, 2019

2020 Budget Overview

- The 2020 Preliminary Budget allocates resources to advance the Port's mission, strategies and key objectives
- Derived from the long-term Century Agenda and the 2020 Port Wide Goals

2020 Budget supports Port's mission and long-term goals

2020 Port Wide Goals

- Effective transportation gateways
- Capital Investment Plan execution
- Economic vitality
- Environmental sustainability
- Workforce development
- Equity, diversity and inclusion
- Highly effective public agency
 - Safety and security
 - Financial stewardship
 - Talent development
 - Community engagement
 - Customer service

2020 Goals advance key Port priorities

2020 Budget Guidance

- Zero-based approach, analyze spending trends to reduce underspending and develop realistic spending plans
- FTEs unfilled for more than one year require re-approval
- New requests accompanied by savings opportunities from existing budgets
- Vacancy factor added to each division's budget to offset payroll variances from unfilled positions

Goal of more realistic budgets and reduced underspending

New FTE Requests Summary

2020 Budget	Requested New FTEs	Approved New FTEs	Eliminated FTEs	FTEs Change
Aviation	161.00	49.00	0.00	49.00
Maritime	8.75	8.50	(3.00)	5.50
Economic Development	0.60	0.60	0.00	0.60
Central Services	60.50	35.00	(2.00)	33.00
TOTAL	230.85	93.10	(5.00)	88.10

Rigorous review process in evaluating staff additions

Port Wide Budget Highlights

- Operating revenues up \$59.6 million, 7.9% above 2019 budget
- Operating expenses up \$17.8 million or 3.9% above 2019
- Net Operating Income up \$41.8 million, 14.0% above 2019
- Net addition of 112.1 FTEs, 5.0% above adjusted 2019 baseline

Projecting higher revenues in 2020

2020 Portwide Operating Budget Summary

Operating Revenues (in \$000s)	2018 Actual	2019 Budget	2019 Fcst	2020 Budget	Budget Change	
					\$	%
Aeronautical	291,268	365,604	364,646	402,396	36,792	10.1%
Non-Aeronautical Rev	257,707	259,537	270,014	283,364	23,827	9.2%
Aviation	548,975	625,140	634,660	685,760	60,620	9.7%
Maritime	57,575	59,729	59,629	62,938	3,208	5.4%
EDD	20,705	19,725	19,725	19,110	-615	-3.1%
NWSA/Joint Venture	57,622	43,911	48,911	40,301	-3,610	-8.2%
Stormwater Utility - Maritime	4,195	4,564	4,564	4,696	131	2.9%
Central Services	318	185	498	40	-145	-78.4%
Total	689,390	753,255	767,988	812,844	59,589	7.9%
Operating Expenses						
Aviation	318,849	366,105	363,640	379,241	13,136	3.6%
Maritime	43,252	50,822	48,481	56,293	5,471	10.8%
EDD	27,651	31,114	29,172	29,545	-1,570	-5.0%
Joint Venture/POS	3,123	501	501	933	432	86.3%
Stormwater Utility	4,124	3,933	3,933	3,928	-5	-0.1%
Central Services	639	2,511	2,435	2,831	320	12.7%
Total	397,638	454,986	448,162	472,771	17,785	3.9%
Net Operating Income (NOI)	291,752	298,269	319,826	340,074	41,804	14.0%

Continued strong growth in revenues and NOI

Proposed New FTEs by Division

	Aviation	Maritime	Econ Dev.	Central Services	Total
2019 Approved FTE's	1,105.78	173.00	36.00	940.30	2,255.08
Mid Year Approval	26.25	-	2.00	20.25	48.50
Eliminated	(42.75)	(1.50)	-	(2.00)	(46.25)
Net Transfers	64.00	21.00	(1.00)	(84.00)	-
Adjusted 2019 FTE's (note 1)	1,153.28	192.50	37.00	874.55	2,257.33
2020 Budget					
Eliminated	-	(3.00)	-	(2.00)	(5.00)
Transfer	-	1.00	-	(1.00)	-
Conversion of Emergency Hires	-	24.00	-	-	24.00
New FTE's	49.00	8.50	0.60	35.00	93.10
Total 2020 Changes (note 2)	49.00	30.50	0.60	32.00	112.10
Proposed 2020 FTE's	1,202.28	223.00	37.60	906.55	2,369.43

Notes:

- 1) Includes 3.0 FTE for Stormwater Utility in Maritime Division.
- 2) All F&B and ENV COEs, including a total of 7.5 new FTEs, roll up to Central Services.

5% increase in FTEs over 2019 adjusted baseline

Capital Investment Plan

(in \$000's)	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2020 - 24 Total
Aviation (note 1)	659,591	570,138	627,315	462,208	462,039	431,262	2,552,962
Maritime	15,105	54,838	145,593	96,854	37,953	28,894	364,132
Economic Development	5,040	17,298	7,869	19,421	17,735	10,355	72,678
Central Services & Other (note 2)	8,622	24,951	10,618	10,256	37,765	11,641	95,231
TOTAL	688,358	667,225	791,395	588,739	555,492	482,152	3,085,003

Notes:

(1) The capital numbers exclude SAMP projects.

(2) "Other" includes the POS/Joint Venture projects and Storm Water Utility Small Capital projects.

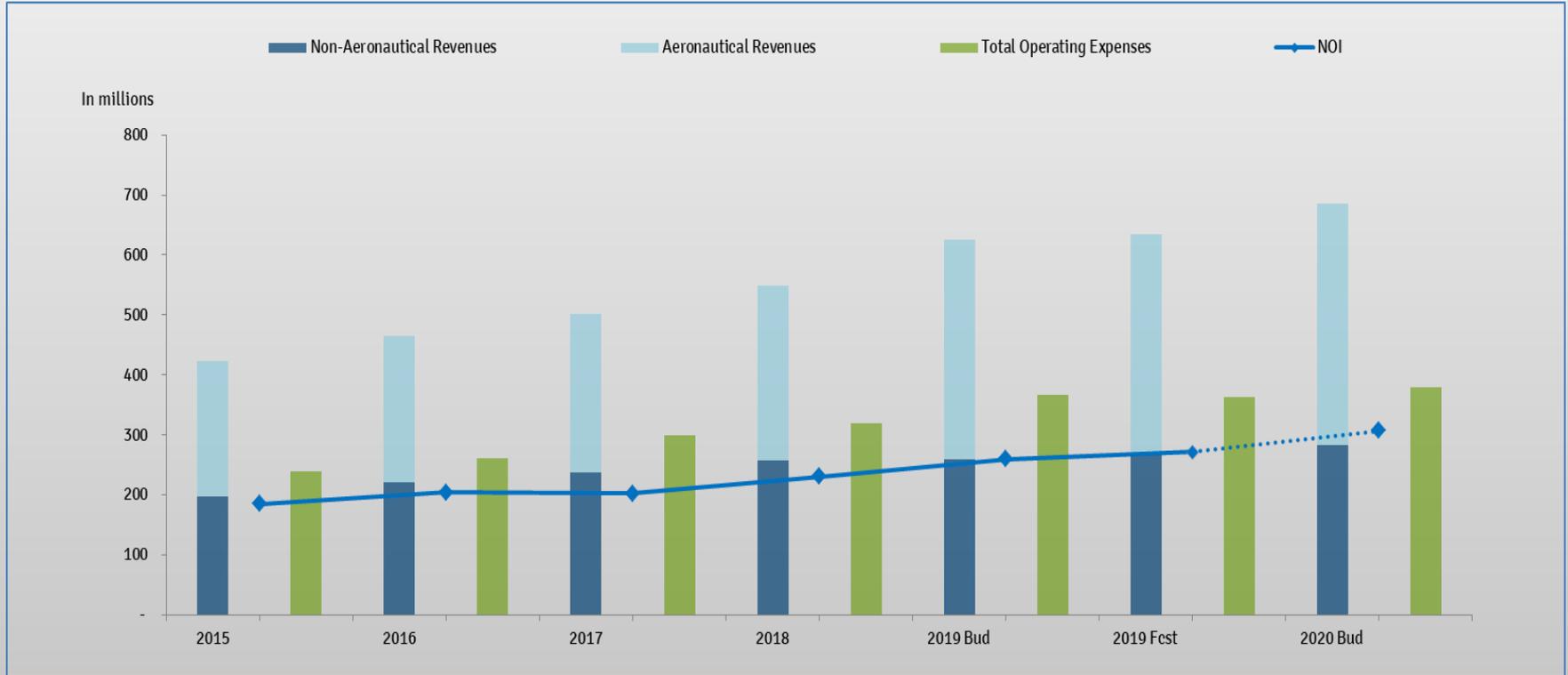
Continuing to invest for the future

Portwide NOI Performance



Steady growth in NOI since 2015

Aviation NOI Performance



Both operating revenues and expenses growing gradually since 2015

Non-Aviation NOI Performance



Updated 2020 NWSA revenues not yet available

2020 Central Services Preliminary Budget



Central Services Overview

Core Services

Commission
Executive
Legal
External Relations
Equity, Diversity & Inclusion (new in 2019)
Human Resources
Labor Relations
Internal Audit
Accounting & Financial Reporting
Information & Communication Technology
Finance & Budget
 Aviation F&B
 Maritime F&B
 Corporate F&B

Information Security
Business Intelligence
Risk Services
Strategic Initiatives
Central Procurement Office

Other Services

Police
Engineering
Port Construction Services
Environmental & Sustainability
 Aviation Environmental & Planning
 Maritime Environmental & Planning
 Noise Programs

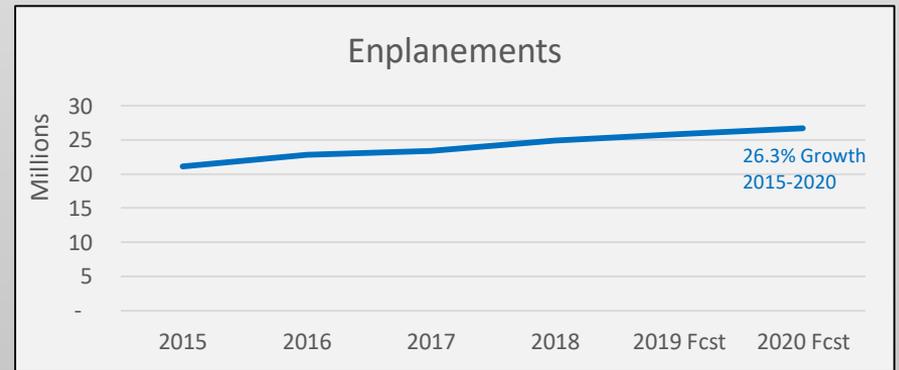
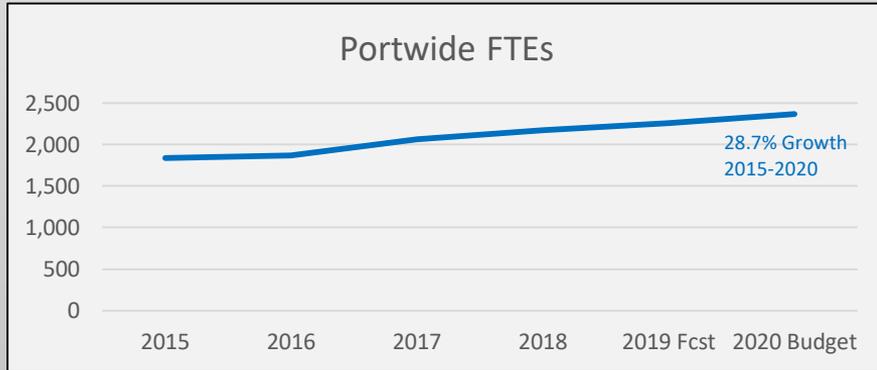
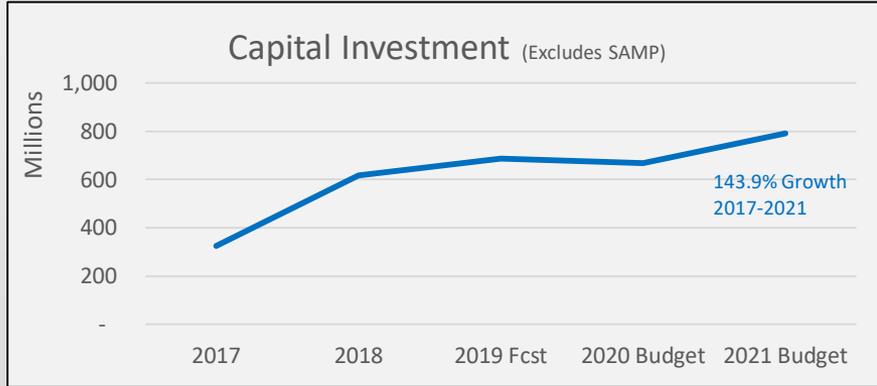
Providing enterprise wide support services

Key Budget Drivers

- Respond to the needs of business and community stakeholders
- Build organizational capability, efficiency and effectiveness through innovation
- Advance environmental sustainability
- Improve customer experience for users of Port facilities

New additions are influenced by key budget drivers

Business Context



Supporting business growth

Budget Development Process

- Zero-based approach—over \$1.5 million in savings identified through account level review of past spending trends and actual needs
- Removed \$3.8 million of 2019 one-time, non-recurring items
- Adjusted for Capital Development re-org and other transfers
- Added annualized amounts for recurring staff and other costs added in 2019 – \$2.6 million
- Added incremental pay and benefit costs for adjusted baseline FTEs – \$3.9 million
- Detailed Executive review of new budget requests, \$14.7 million requested, \$8.4 million approved (57%)

Budget additions based on key priorities and outcomes

Budget Highlights

- Net increase of 33 FTEs, or 3.8% above adjusted 2019 baseline (35 FTEs approved out of 60.5 requested)
- Total operating expense increase of \$11.1 million, or 8.1% compared to 2019 adjusted budget
- Includes a \$2.6 million payroll expense offset to reflect a 3% staff vacancy factor

Added vacancy factor for 2020

Central Services Budget Overview

(in \$000s)	2018	2019	2019	2020	Budget Change	
	Actual	Budget	Forecast	Budget	\$	%
Core Central Support Services	72,483	82,710	81,157	91,186	8,476	10.2%
Police	23,908	30,778	29,578	31,444	666	2.2%
Capital Development	8,775	10,269	9,765	12,544	2,275	22.2%
Environment & Sustainability	8,770	13,224	12,101	12,886	(338)	-2.6%
TOTAL	114,536	136,980	132,601	148,059	11,079	8.1%

Central Services budget supports Port wide initiatives and division growth

Central Services Budget by Department

(in \$000s)	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	Budget Change	
					\$	%
<u>EXPENSES</u>						
Commission	1,848	2,153	1,995	2,165	12	0.5%
Executive	2,136	1,995	2,133	2,214	219	11.0%
Legal	3,948	3,568	3,785	4,001	433	12.1%
External Relations	7,362	8,367	8,202	11,070	2,703	32.3%
Office of Equity, Diversity and Inclusion	-	351	251	1,586	1,235	351.8%
Human Resources	8,430	10,250	9,883	11,816	1,566	15.3%
Labor Relations	1,079	1,330	1,330	1,386	56	4.2%
Internal Audit	1,521	1,916	1,704	1,749	(167)	-8.7%
Accounting & Financial Reporting	6,842	8,500	8,440	9,024	525	6.2%
Information & Comm. Technology	21,961	23,966	23,966	26,013	2,047	8.5%
Information Security	934	1,774	1,559	1,968	194	11.0%
Finance & Budget	5,593	6,371	6,430	7,039	668	10.5%
Finance & Budget	1,843	2,132	2,106	2,219	87	4.1%
Aviation Finance & Budget	2,305	2,616	2,701	2,878	262	10.0%
Maritime Finance & Budget	1,445	1,623	1,623	1,942	319	19.7%
Business Intelligence	1,323	2,139	1,929	2,209	69	3.2%
Risk Services	3,095	3,328	3,255	3,438	110	3.3%
Office of Strategic Initiatives	1,596	1,776	1,568	1,619	(156)	-8.8%
Central Procurement Office	4,630	4,678	4,678	6,591	1,913	40.9%
Contingency	185	250	50	(2,702)	(2,952)	-1180.6%
Core Central Support Services	72,483	82,710	81,157	91,186	8,476	10.2%

Central Services Budget by Department –Cont'd

(in \$000s)	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	Budget Change	
					\$	%
<u>EXPENSES</u>						
Police	23,908	30,778	29,578	31,444	666	2.2%
Capital Development						
Engineering	5,478	7,530	6,801	8,796	1,266	16.8%
Port Construction Services	3,522	2,739	2,964	3,748	1,009	36.8%
Subtotal	8,775	10,269	9,765	12,544	2,275	22.2%
Environment & Sustainability						
Environment & Sustainability Admin	624	2,456	1,754	1,538	(918)	-37.4%
Aviation Environmental & Planning	5,006	6,510	6,225	6,895	386	5.9%
Maritime Environmental & Planning	2,418	3,447	3,297	3,440	(7)	-0.2%
Noise Program	722	811	825	1,012	201	24.8%
Subtotal	8,770	13,224	12,101	12,886	(338)	-2.6%
TOTAL CENTRAL SERVICES	114,536	136,980	132,601	148,059	11,079	8.1%

Selected Department Highlights

External Relations – 2.5 new FTEs for Aviation graphic design support, permanent Environmental Engagement program manager, Regional Transportation intern; additional resources for Duwamish Valley/T46 Cruise community engagement, creative services marketing support

Human Resources – 4 new FTEs supporting management training, workers' compensation, talent acquisition and employee relations; additional resources for commute trip reduction program, compensation program review

Information & Communications Technology – 4 new FTEs for desktop support, software development and systems training; additional resources for new software licenses and PC/laptop refresh

Central Procurement Office – 4 new FTEs to support growing contracting needs

FTE growth to support Port goals and organizational growth

Selected Department Highlights

Office of Equity, Diversity & Inclusion – new function, 3 new FTEs to support data research and analysis, communications and cultural transformation; additional resources for strategy implementation consulting support

Engineering – 4 new FTEs to support capital program delivery; more costs to expense versus capital

Port Construction Services – 2 new FTEs to support project delivery and administrative work; more costs to expense versus capital

Finance & Budget – 2 new FTEs in Aviation F&B to support grant programs and leverage information systems; 1 new FTE in Maritime F&B to support Marine Maintenance

Environmental – 4.5 new FTEs to support environmental, noise programs, ORCA recovery and sustainability in capital design initiative

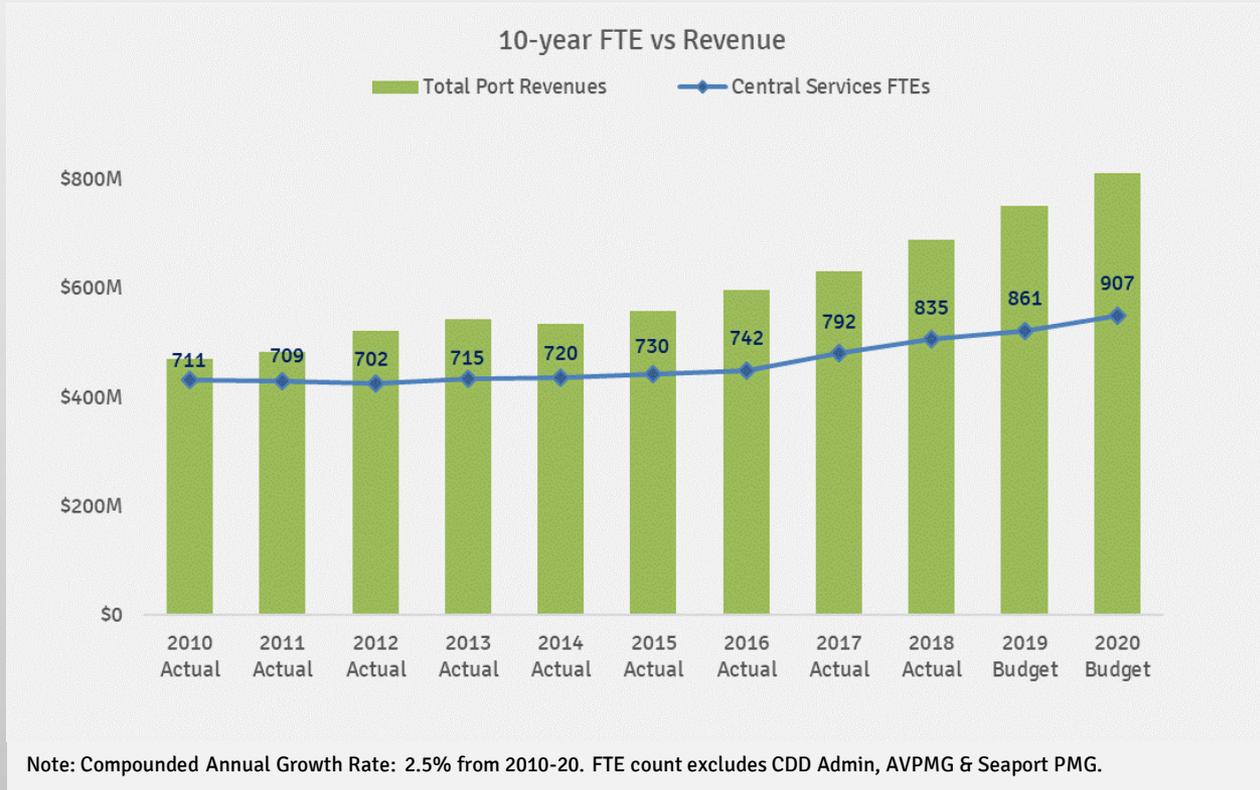
FTE growth to support Port goals and organizational growth

2020 Central Services FTEs Summary

Description	FTEs	Notes
2019 Budget	940.30	
Changes in 2019:		
Mid-Year Approvals	20.25	See "2019 Mid-Year Approved FTEs" slide
Eliminated	-2.00	CDD Admin dept was eliminated
Transfer	<u>-84.00</u>	See "2019 FTEs Transfer" slide
2019 Baseline	874.55	
2020 Budget Changes:		
Eliminated	-2.00	Limited Duration FTE, Graduate Intern & FTEs overlap
Transfer	-1.00	Transferred 1 FTE from Maritime Env to SWU for 2020
Proposed New FTEs	<u>35.00</u>	See detail in 2020 New FTEs slide
Net Change	32.00	3.7% increase from 2019 Baseline
Proposed FTEs for 2020	<u>906.55</u>	

Proposed 3.7% increase in FTEs compared to 2019 Baseline

Central Services FTE Trend



Growing businesses drive FTEs growth

Central Services 2020 Capital Budget

September 24, 2019



Capital Budget Overview

Five Year Capital Plan (\$000's) *	2020	2021	2022	2023	2024	2020-2024 Total
Commission Authorized Projects	7,421	-	-	-	-	7,421
Projects Pending Authorization	6,343	1,725	100	-	-	8,168
Pending Future Authorization	-	3,500	5,000	5,000	5,000	18,500
Small Capital	6,278	4,218	4,306	4,815	4,991	24,608
Total	20,042	9,443	9,406	9,815	9,991	58,697

* Excludes ICT projects budgeted within operating divisions as well as ICT portions of PMG led projects.

Commission Authorized/Underway

Five Year Capital Plan (\$000's)	*	2020	2021	2022	2023	2024	2020-2024 Total
Commission Authorized Projects							
Radio System Upgrade	U	5,623	-	-	-	-	5,623
Customer Relationship Mgmt System	N	1,000	-	-	-	-	1,000
Maximo Upgrade	U	470	-	-	-	-	470
Budget/Forecasting System	N	328	-	-	-	-	328
Total		7,421	-	-	-	-	7,421

* N = New System or Function U = System Upgrades or Replacements

Pending Authorization

Five Year Capital Plan (\$000's)	*	2020	2021	2022	2023	2024	2020-2024 Total
Projects Pending Authorization							
POS Offices Wi-Fi	U	1,500	1,000	-	-	-	2,500
Phone System	U	1,600	-	-	-	-	1,600
STIA Network Redundancy	N	1,350	-	-	-	-	1,350
Environmental Remediation System	N	145	255	100	-	-	500
Community Communication Display	N	180	320	-	-	-	500
Learning Mgmt System	U	400	-	-	-	-	400
Environmental Mgmt Info System	N	200	150	-	-	-	350
Applicant Tracking System	U	350	-	-	-	-	350
Server Virtualization Upgrade	U	318	-	-	-	-	318
Exchange Online	U	300	-	-	-	-	300
Total		6,343	1,725	100	-	-	8,168

* N = New System or Function U = System Upgrades or Replacements

Small Capital & Future Authorization: CIP Reserve

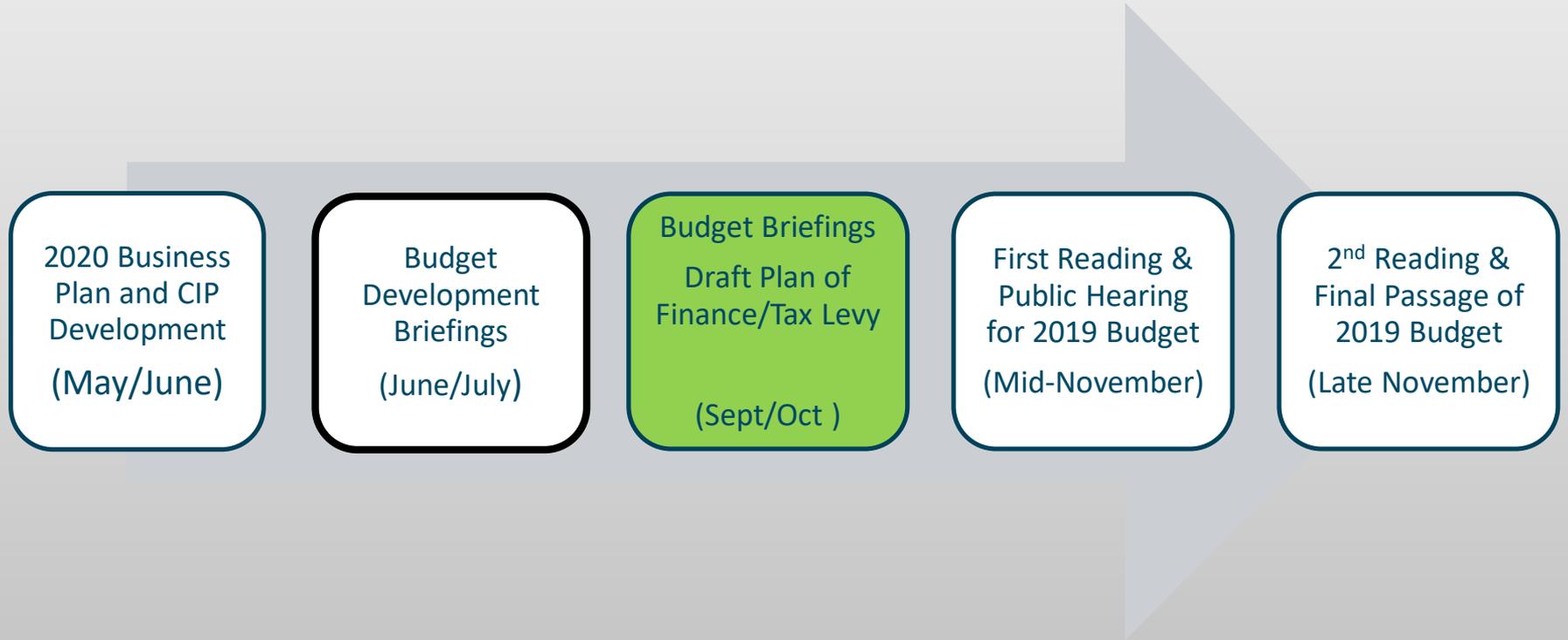
Five Year Capital Plan (\$000's)	2020	2021	2022	2023	2024	2020-2024 Total
Small Capital						
Technology Infrastructure	1,382	1,500	1,500	1,500	1,500	7,382
Technology Business Applications	1,000	1,000	1,000	1,000	1,000	5,000
Enterprise GIS Small Capital	250	250	250	250	250	1,250
Corporate Fleet Replacement	1,488	523	707	995	1,111	4,824
Corporate Small Capital	200	200	200	200	200	1,000
CDD Fleet Replacement	1,644	635	527	680	805	4,291
CDD Small Capital	314	110	122	190	125	861
Total - Small Capital	6,278	4,218	4,306	4,815	4,991	24,608
Pending Future Authorization						
CIP Reserve - Central Services	-	3,500	5,000	5,000	5,000	18,500

Summary

The Central Services budget:

- Supports key port priorities and business objectives
- Advances environmental sustainability
- Responds to community and other stakeholder needs
- Fosters innovation and organizational effectiveness

2020 Budget Timeline



Appendix



2020 Budget Overview

Description (in \$000s)	Amount	%	Notes
2019 Approved Budget	145,339		
Less: Re-org Changes	<u>(8,359)</u>		Excluded CDD Admin, AVPMG & SP PMG
2019 Adjusted Budget	136,980		
Less: "One-Time" Items	(3,820)	-2.8%	See "One-Time Items" Summary for details
Add: Budget Transfers to Operating Divisions	(180)	-0.1%	See "Budget Transfers" Summary for details
Add: Baseline Increase	<u>2,658</u>	1.9%	See "Baseline Increase" Summary for details
2019 Baseline Budget	<u>135,638</u>	-1.0%	
2020 Baseline Budget	135,638		
Estimated Baseline Payroll Increase	3,900	2.8%	An average of 3.9% pay increase from 2019
3% Vacancy Factor	(2,602)	-1.9%	
New Budget Additions - Core Central Support	5,586	4.1%	
New Budget Additions - Police	(253)	-0.2%	Net reduction due to less overtime
New Budget Additions - Eng & PCS	368	0.3%	
New Budget Additions - ENV	2,782	2.0%	
Change of Capital/OH Alloc and Expense Projects	<u>2,639</u>	1.9%	
2020 Preliminary Budget	<u>148,059</u>	9.1%	
2020 Preliminary Budget	148,059		
2019 Adjusted Budget	<u>136,980</u>		
Increase from 2019 Budget	<u>11,079</u>	8.1%	

Thorough review of baseline budget prior to new additions

2020 Budget Savings/Offsets

No.	Dept (in \$000s)	Amount	Notes
1	Commission Office	50	Reduce Commission Contingency
2	Legal	31	Training & travel, Misc.
3	External Relations	250	Outside Svcs, training & travel, Misc.
4	HR	89	Outside Svcs, training & travel, Misc.
5	F&B	8	Training, chairs purchases, printing
6	ICT	130	Travel, network connectivity, telecommunication
7	Info Sec	60	Anti-Phishing Software Add-on
8	BI	135	Performance Measurement System
9	OSI	150	Outside Svcs
10	ENV	25	Outside Svcs
11	Police	520	Overtime and absorbed tasers purchase
12	Engineering	63	Recruiting, Training, Office Supplies, Misc
	TOTAL	<u>1,512</u>	

\$1.5M budget savings and offsets resulted from rigorous reviews

2020 New Budget Requests Summary

2020 Budget Additions (in \$000s)	Request	O&M	Approved	Req'd	App'd
	Amount	Amount	O&M Amount	FTEs	FTEs
Commission Office	25	25	25	0.0	0.0
Executive Office	277	277	205	0.5	0.0
Legal	530	530	250	0.0	0.0
External Affairs	1,228	1,228	1,059	2.5	2.5
Human Resources	1,216	1,166	721	7.0	4.0
Information & Communication Technology	1,775	1,522	1,407	7.0	4.0
Office of Strategic Initiatives	675	675	510	1.0	1.0
Central Procurement Office	816	685	472	7.0	4.0
Information Security	60	60	-	-	-
Accounting & Financial Reporting	143	143	125	1.0	1.0
Finance and Budget	332	332	260	3.0	3.0
Business Intelligence	520	520	(85)	-	-
Risk Management	130	130	40	1.0	-
Office of Equity, Diversity and Inclusion	1,437	1,437	646	7.0	3.0
Contingency	-	-	(50)	-	-
Core Central Support Services	9,163	8,729	5,586	37.0	22.5
Police	669	669	(253)	6.0	2.0
Engineering	1,131	683	265	11.0	4.0
Port Construction Services	163	103	103	2.0	2.0
Environment & Sustainability	3,660	3,110	2,782	4.5	4.5
TOTAL	14,786	13,293	8,483	60.5	35.0

Adding \$5.6M and 22.5 new FTEs to Core Central Support Services

2020 Budget Approved Requests

(Core Central Support Services)

Dept.	Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Commission				
	Commission Consultant for Biofuels	25	25	
	Commission Contingency Reduction	(50)	(50)	
Executive				
	IAF ERP Consultants	125	125	
	Rational Decision Analysis Model Consultant	80	80	
Legal				
	Outside Legal Services	250	250	
External Relations				
	Regional Transportation Graduate Student Intern	25	25	0.5
	Graphic Designer (Aviation)	107	107	1.0
	Creative services	100	100	
	Staff training for new Constituent Resource Management (CRM) Database	25	25	
	Duwamish Valley Community Equity Program	292	292	
	Earth Day 2020 Community Engagement	50	50	
	Program Budget: East King County Community & Government Relations	71	71	
	Program costs for Aviation Environmental Engagement Program Manager	17	17	
	Permanent Environmental Engagement Program Manager	148	148	1.0
	Non-English Language Proficient Communications	40	40	
	Postage for mailers	30	30	
	Commission Consultant for Biofuels	25	25	
	StART Facilitation & Note Taking	75	75	
	Terminal 46 Cruise Facility Community Engagement	135	135	
	Savings/Offset	(180)	(180)	
	Port-Hosted Travel Education Program	100	100	

2020 Budget Approved Requests

(Core Central Support Services)

Dept.	Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Human Resources				
	Port Management Training Program	34	34	
	Port Management Training Program/Talent Development Specialist	117	117	1.0
	Applicant Tracking System and Implementation Consulting Services	93	43	
	Commuter Benefits Program Enhancements	70	70	
	Compensation Program Consulting Support	75	75	
	Temporary Agency Services	35	35	
	Workers Comp Claims and Safety Administrative Assistant	101	101	1.0
	Sr. Talent Acquisition Representative	141	141	1.0
	Employee Relations Consultant	105	105	1.0
Accounting & Financial Reporting				
	Credit Analyst	125	125	1.0
ICT				
	Software	676	676	
	PC Refresh	322	322	
	Software Developers to Sales Force Systems	100	40	1.0
	Desktop Support Specialist	109	109	1.0
	Software Test Engineer	106	37	1.0
	Web Coordinator	90	90	1.0
	Network hardware maintenance	133	133	

2020 Budget Approved Requests

(Core Central Support Services)

Dept.	Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Aviation Finance and Budget				
	Sr. Financial Systems & Business Analyst	84	84	1.0
	Financial Analyst II - Grants and Capital Programs	72	72	1.0
Maritime Finance and Budget				
	Financial Analyst II	104	104	1.0
Business Intelligence				
	Service Quality and Brand Performance Measurement System: on-going	(135)	(135)	
	J.D. Power North American Airport Survey	50	50	
Risk Services				
	Insurance tracking platform/cloud based	40	40	
Office of Strategic Initiatives				
	Storytelling with Data Workshops	18	18	
	Storytelling Consultant	25	25	
	Conferences / Travel	20	20	
	Administrative Assistant	88	88	1.0
	LEAN Consultant	350	350	
	Disruption Summit	10	10	

2020 Budget Approved Requests

(Core Central Support Services)

Dept.	Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Central Procurement Services				
	Manager, CPO Liaison & Customer Service	177	160	1.0
	Contract Administrator 2	114	97	1.0
	Buyer 5 – Purchasing Manager	125	113	1.0
	Buyer 3	114	103	1.0
Information Security				
	Anti-Phishing Software Expansion Add Triage Module			Absorbed in the budget
Office of Equity, Diversity and Inclusion				
	EDI Manager, Aviation	162	162	1.0
	Analyst, Data/Research and Policy Analysis	146	146	1.0
	Manager EDI Communications	162	162	1.0
	Implementation of the new EDI strategy	175	175	0.0
TOTAL - Core Central Support Services		5,822	5,586	22.5

2020 Budget Approved Requests

(Police, Engineering & PCS)

Dept.	Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Police				
	Jail Cost Increase	50	50	
	Police/Fire Communication Specialist	80	80	1.0
	Police Specialist	67	67	1.0
	Savings/Offset (OT Reduction)	(450)	(450)	
	Subtotal	(253)	(253)	2.0
Engineering				
	Engineering Design Technician	94	31	1.0
	Design Engineer 2 (Civil/Structural)	111	37	1.0
	BIM Design Technology Specialist	123	87	1.0
	Construction Management Systems Analyst	109	109	1.0
Port Construction Services				
	PCS CM III	103	43	1.0
	Administrative Assistant	60	60	1.0
	Subtotal	599	368	6.0

2020 Budget Approved Requests

(Environmental & Sustainability)

Dept. Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Environment & Sustainability Admin			
Carbon Policy Assistance	150	150	
AV Environmental & Noise			
College Intern Recycling	32	32	0.5
Contaminated Site Management, PFAS	255	255	
Flight Corridor Safety Program Habitat Management	60	60	
SAMP Environmental Review	1,500	1,500	
Environmental Program Manager	85	85	1.0
Transportation Management Association Support	50	50	
NPDES Permit Renewal Application Support	75	75	
Maritime Environment & Planning			
Southern Resident Orca Recovery Program	50	50	
Duwamish Valley Community Action: Gateway Park N/8th Ave S Shoreline (Maritime Capital Budget)	300	-	
Duwamish Valley Community Action: Project Design and Permitting	25	25	
Duwamish Valley Community Action: Habitat Restoration and Stewardship	40	40	
SharePoint Migration Oversight	15	15	
SDCI Permitting Liaison	60	60	
FTE Staff support for orca recovery initiative planning and implementation. (100% expense)	144	144	1.0
FTE- Support for implementation of Sustainability In Capital Design (50% capital)	160	81	1.0
Noise			
Ground Noise Study	100	100	
Noise Programs Coordinator	65	35	1.0
Litigation Required Noise Contours	25	25	
Subtotal	3,190	2,782	4.5
GRAND TOTAL	9,359	8,483	35.0

2019 Mid-Year Approved FTEs

No.	Department	Description	FTEs
1	Legal	Graduate Intern	0.50
2	External Relations	East King County CE GR Manager	1.00
		Administrative and Policy Specialist	1.00
		Community Engagement Program Manager	1.00
3	Human Resources	HR Data Analyst	1.00
		Workers Compensation Claims Manager	1.00
		Commuter Benefits Program Administrator	1.00
4	Accounting & Financial Reporting	College Intern	0.25
5	Information & Communication Tech.	Desktop Support Specialist for Police support	1.00
6	Maritime Finance & Budget	College Intern	0.25
7	Business Intelligence	BI Assistant	1.00
8	Police	Auto Theft Task Force	1.00
9	Engineering	Construction Labor Specialist	1.00
		Construction Inspector II	2.00
		Resident Engineer 2	1.00
10	Aviation Project Management	College Intern	0.25
11	Seaport Project Management	Capital Project Manager 3	1.00
		Assistant Project Manager	2.00
		Controls Program Leader	1.00
13	Aviation Environmental	Transportation Management Program Manager	1.00
14	Maritime Environmental & Planning	Limited Duration Sr. Env. Management	1.00
	TOTAL		<u>20.25</u>

Growing business needs drive the additions of mid-year new FTEs

2019 FTEs Transfer

No.	Department	Description	FTEs
1	Aviation Project Management	All FTEs transferred to Aviation Division	(62.0)
2	Seaport Project Management	All FTEs transferred to Maritime Division	(20.0)
3	External Relations	Capital Project Marketing Specialist transferred from Engineering	1.0
		Admin Assistant transferred to EDI	(1.0)
		Director Social Responsibility transferred to EDI	(1.0)
4	Information & Communication Tech.	ICT Project Manager transferred from Engineering	1.0
		Telecomm Infrastructure Engineer transferred from Engineering	1.0
5	Office of Equity, Diversity and Inclusion	Admin Assistant transferred from External Relations	1.0
		Director Social Responsibility transferred from External Relations	1.0
6	Engineering	Electronic Tech Systems Foreman x 2 transferred to AV Maintenance	(2.0)
		ICT Project Manager transferred to ICT	(1.0)
		Telecomm Infrastructure Engineer transferred to ICT	(1.0)
		Capital Project Marketing Specialist transferred to External Relations	(1.0)
	TOTAL		<u>(84.0)</u>

Most of the FTEs transfer resulted from the PMGs re-org

2020 Proposed New FTEs Summary

New FTEs in the 2020 Proposed Budget

No.	Dept	Description	FTEs
1	External Relations	Regional Transportation Graduate Student Intern	0.50
		Graphic Designer (Aviation)	1.00
		Permanent Environmental Engagement Program Manager	1.00
2	Human Resources	Port Management Training Program/Talent Development Specialist	1.00
		Workers Comp Claims and Safety Administrative Assistant	1.00
		Sr. Talent Acquisition Representative	1.00
		Employee Relations Consultant	1.00
3	Accounting & Financial Reporting	Credit Analyst	1.00
4	Information & Communication Technology	Software Developers to Sales Force Systems	1.00
		Desktop Support Specialist	1.00
		Software Test Engineer	1.00
		Web Coordinator	1.00
5	Aviation Finance and Budget	Sr. Financial Systems & Business Analyst	1.00
		Financial Analyst II - Grants and Capital Programs	1.00
6	Maritime Finance and Budget	Financial Analyst II	1.00
7	Office of Strategic Initiatives	Administrative Assistant	1.00
8	Central Procurement Office	Manager, CPO Liaison & Customer Service	1.00
		Contract Administrator 2	1.00
		Buyer 5 – Purchasing Manager	1.00
		Buyer 3	1.00
9	Office of Equity, Diversity and Inclusion	EDI Manager, Aviation	1.00
		Analyst, Data/Research and Policy Analysis	1.00
		Manager EDI Communications	1.00
	Subtotal		22.50

New FTEs support the Port's strategic goals & initiatives

2020 Proposed New FTEs Summary - Cont'd

No.	Dept	Description	FTEs
10	Police	Police/Fire Communication Specialist	1.00
		Police Specialist	1.00
11	Engineering	Engineering Design Technician	1.00
		Design Engineer 2 (Civil/Structural)	1.00
		BIM Design Technology Specialist	1.00
		Construction Management Systems Analyst	1.00
12	Port Construction Services	PCS CM III	1.00
		Administrative Assistant	1.00
13	Maritime Environmental	FTE Staff support for orca recovery initiative planning and implementation. (100% expense)	1.00
		FTE- Support for implementation of Sustainability In Capital Design (50% capital)	1.00
14	AV Environmental	College Intern Recycling	0.50
		Environmental Program Manager	1.00
15	Noise	Noise Programs Coordinator	1.00
	Subtotal		12.50
	TOTAL		35.00

New FTEs support the Port's strategic goals & initiatives

One-Time Items in 2019

Item	Org	Item Description	Amount	Notes
Commissioion				
1	1200	Sustainable Aviation Fuels Consultant	80,000	
External Relations				
1	1420	Staff Training for new CRM Database	25,000	
Human Resources				
1	1850	One Port Culture Consultant	90,000	
2	1850	HR Organizational Effectiveness Consultant	50,000	
3	1850	WA Paid Family Leave Law FTE	2,200	Computer
		Subtotal	142,200	
Internal Audit				
1	2280	Capital Audit Expert Consultant	50,000	
2	2280	HIPAA	80,000	
3	2280	Peer Review	15,000	
4	2280	Internal Auditor	1,680	Computer
		Subtotal	146,680	
Accounting & Financial Reporting				
1	2270	PeopleSoft Systems Functional Expertise Resource	88,000	

One-Time Items in 2019 (Cont'd)

Item	Org	Item Description	Amount	Notes
Aviation Finance and Budget				
1	4540	Staff Training	28,666	
Corporate Finance and Budget				
1	2100	Financial Analyst I	1,500	Computer
Maritime Finance and Budget				
1	6210	Grant and Cost Recovery Specialist	250	Computer
Business Intelligence				
1	1500	Research Analyst (BI Analyst III)	2,500	Computer
Office of Strategic Initiatives				
1	2410	Lean Consulting Services	500,000	
2	2410	FTE Backfill	2,000	Computer
		Subtotal	502,000	
Central Procurement Office				
1	9205	Contract Administrator (3)	7,200	
2	9205	Contract Administrator - Construction	2,400	Computer
		Subtotal	9,600	

One-Time Items in 2019 (Cont'd)

Item	Org	Item Description	Amount	Notes
Information Security				
1	1980	CISO / Sr. Manager Information Security	2,500	Computer
2	1980	Information Security Sr. Analyst	2,500	Computer
		Subtotal	5,000	
Police				
1	4300	Police Sergeant/Waterfront	520	Computer
2	4300	Police Explosive Detection K9 Officers	520	Computer
		Subtotal	1,040	
CDD				
1	1610	Senior Design Architect	1,500	Computer
2	1650	Administrative Assistant	1,500	Computer
3	1600	Construction Support - FTEs	1,500	Computer
4	1700	PCS Construction Manager II	1,500	Computer
5	1700	PCS RMM Construction Manager II	1,500	Computer
		Subtotal	7,500	

One-Time Items in 2019 (Cont'd)

Item	Org	Item Description	Amount	Notes
Environment & Sustainability				
1	2710	Commute Trip Reduction	30,000	
2	2710	EPA Pilot Program	100,000	
3	2710	Green Fleet Program	50,000	
4	2710	Sustainability Evaluation Framework	150,000	
5	1350	Smith Cove Blue Carbon Pilot Project	180,000	
6	1350	PORTfolio Site Maintenance/Enhancements	25,000	
7	1350	Umbrella Mitigation Bank	75,000	
8	1350	On-Call Technical Support for PORTfolio	25,000	
9	1350	Funding for Seattle DCI, USACE, NOAA Permitting	(10,000)	
10	1350	Waste Management Program continuation	30,000	
11	1350	Tree Inventory	25,000	
12	1350	Energy Conservation CF Changed from 2018	60,000	
13	4580	Complete Airport's 5-year NPDES Permit Renewal	100,000	
14	4580	GTAP Implementation	75,000	
15	4580	Implement Sustainable Aviation Fuels (SAF) Workplan	125,000	
16	4580	Technical Support for IWS Deicing Management Study	75,000	
17	4580	Contaminated Site Management - PFAS	65,000	
18	4580	SAMP annual spending rejustified every budget year	<u>1,600,000</u>	
		Subtotal	<u>2,780,000</u>	
		GRAND TOTAL	<u><u>3,819,936</u></u>	

Budget Transfers in 2019 (Payroll)

Item	From	To	Item Description	Amount	Notes
1	Engineering	AV Maintenance	2 IAF FTEs	(44,017)	From 1630 to 4594
2	Engineering	External Relations	1 IAF FTE transferred to External Relations External Relations received 1 FTE from Eng	(25,673) 25,673	From 1630 to 1420
3	Engineering	ICT	2 IAF FTEs transferred to ICT ICT received 2 IAF FTEs from Engineering	(54,147) 54,147	From 1630 to 1910/1970
4	Police	ICT	Transferred budget out of Officers/Wages and Bene ICT received Wages and Benefits for new Software Support for Police	(58,000) 58,000	From 4300 to 1910
5	External Relations	EDI	Transferred 2 OSR FTEs to EDI Received 2 FTEs from External Relations	198,177 (198,177)	From 1420 to 1460
Total payroll transfers				<u>(44,018)</u>	

Budget Transfers in 2019 (Non-Payroll)

Item	From	To	Item Description	Amount	Notes
1	Env & Sustainability	External Relations	South King County Support Program of \$750K transferred to Ext Relations	(750,000)	From 2710 to 1420
			External Relations received \$750K from Env and Sus	750,000	
2	Police	ICT	Transferred for Furn & Equip Acquisition Exp to ICT	(1,500)	From 4300 to 1910/1970
			Received for Furn & Equip Acquisition Exp from Police	1,500	
3	External Relations	EDI	OSR expenses transferred to EDI	(98,375)	From 1420 to 1460
			EDI received non-payroll budget from Ext. Relations	98,375	
4	EDI/OSR	EDD	Ethnic Marketing	(61,140)	
5	HR	EDI	Membership for Government Alliance for Race and Eq	(3,000)	
			EDI received this amount from HR	3,000	
6	Maritime Env	SWU	SWU Outside Services	(74,929)	From 1350 to 8001
			Total non-payroll transfers	(136,069)	
TOTAL BUDGET TRANSFERS				<u>(180,087)</u>	