

# Seaport Division Refocusing Effort

December 7, 2010



Port of Seattle

Where a sustainable world is headed.™

# What We Did

Seaport-wide employee **surveys**

Seaport-wide employee **workshops**

Seaport Leadership **business planning** workshop

Seaport **Strategic Initiatives** Teams established

Monthly Seaport **all-hands meetings**

Seaport employee **suggestion program** pilot

**Outreach** to executive, departments, customers

**Commission** engagements

# What We Heard

## Need for Better Communication

- Clarity of Mission and Seaport Strategies
- Clarity of Roles and Accountabilities

## Need for Better Understanding

- Where are we headed?
- Where do we fit in? Where do I fit in?

## Need for Better Alignment

- Within the Seaport
- With the rest of the Port
- With external stakeholders
- Between strategies, priorities and resources



# Clarity of Mission & Strategies

## Port Mission:

Creating Economic Vitality

## Seaport Mission:

Maintaining the vitality of the Seaport

## Seaport Strategies:

- Commercial (Business)
- Asset Stewardship
- Green Gateway

# Where We're Headed

**Self-sustaining** Seaport (no funding from levy)

Stewards of the “**triple bottom line**”

**Increasing costs and competition**

Increasing **threats to business**:

- Canadian port competition
- Panama Canal expansion (2014) & East Coast/Gulf Ports
- Government regulation and requirements
- Environmental costs

Increasing **complexity**

Increasing frequency of **change**

# Where We Fit In

**Tay Yoshitani**  
Chief Executive Officer

**Kurt Beckett**  
Chief of Staff

**Luis Navarro**  
Director, Office of Social Responsibility

- Small Business Program
- Veterans Fellowship Program
- Ship to Shelter Program

**Joyce Kirangi**  
Internal Audit Manager

- Internal Control & Accountability
- Lease/Concession Services

**Colleen Wilson**  
Police Chief

- Administrative Services
- Emergency Communications
- Police Operations
  - Airport
  - Seaport
  - Criminal Investigations

**Dan Thomas**  
Chief Financial Officer

- Accounting and Financial Reporting
- Finance and Budget
- Information & Communication Technology
- Risk Management
- Strategic Planning
- Health & Safety
- Human Resources & Development
- Labor Relations

**Patricia Akiyama**  
Director, External Affairs

- Government Relations
- Public Affairs
- Regional Transportation

**Craig Watson**  
General Counsel

- Attorney Services
- Public Records and Disclosure
- Workplace Responsibility Program

**Mark Reis**  
Managing Director, Aviation

- Business Development
- Community Development
- Facilities & Environment
- Financial & Strategic Management Operations
- Planning & Environmental Management
- Security & Emergency Preparedness

**Linda Styrk**  
Managing Director, Seaport

- Business Services
  - Container Operations
  - Container Marketing
  - Cruise & Commercial Docks
- Support Services
  - Planning
  - Finance
  - Security
  - Environmental
- Special Projects

**Joe McWilliams**  
Managing Director, Real Estate

- Properties & Facilities
  - Commercial Properties
  - Pier 69 Headquarters
  - Marinas
  - Parks & Public Spaces
  - Lease Services
  - Maintenance
- Real Estate Development
- Eastside Rail Corridor

**Ralph Graves**  
Managing Director, Capital Dev.

- Central Procurement Office
- Engineering Services
- Port Construction Services
- Airport Project Management
- Seaport Project Management



# Seaport Teams & Focus Areas

## Bari Bookout

### Commercial Strategy

- *Container Business*
- *Asia Bus. Development*
- *Commercial Support*
  - *Business Media*
  - *Business Planning*
- *Statistics & Reporting*



## Boni Buringrud

### Finance & Budget

- *Finance & Budget*
  - *Seaport & Real Estate*
  - *Environmental*
  - *Harbor Svcs & Security*
- *Financial Analysis*
- *Administration Support*

## Michael Burke

### Lease & Asset Mgmt

- *Lease Management*
- *Asset Management*
- *Tenant Liaison*
  - *Clean Truck Program*
  - *Transportation Planning*
- *Street Vacations*

## Stephanie Jones Stebbins

### Environmental & Planning

- *Remediation*
- *Permitting & Compliance*
- *Air Programs*
- *Planning*
  - *Facilities & Land Use*
  - *Sustainability*

## Michael McLaughlin

### Cruise & Maritime Ops

- *Cruise Business*
- *Maritime Operations*
- *Maritime Security*
  - *Emergency Prep.*
  - *Safety & Compliance*
- *Facility Maintenance*

# What's Next

Implement refocused Seaport organization

Transitioning and refinement of new organization

Seaport job evaluation refresh mid-year 2011

Advance Seaport Strategic Initiatives:

- Commercial (Business)
- Asset Stewardship
- Green Gateway

Achieve Business and Financial Goals for 2011





Thank you

Linda Styrk

Managing Director, Seaport



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