

2019 Central Services Budget

Commission Briefing

September 25, 2018

Central Services Budget Overview

- Century Agenda and growing organizational needs drives budget priorities
- Central Services broken into:
 - Core Support Services (traditional administrative functions)
 - Police
 - Capital Development
 - Environmental & Sustainability

Century Agenda provides key focus

2019 Budget Development Approach

- Review line-items and adjust 2018 baseline budget
 - Remove one-time/non-recurring items
 - Add transfers from other divisions
 - Add annualized amounts for recurring staff and other costs added in 2018
- Add incremental pay and benefit costs for adjusted baseline FTEs
- Departments scrutinize line item detail by account
- Review new budget requests from individual departments, add costs for approved items

Reviewed and adjusted baseline budget prior to new additions

2019 Key Initiatives/Budget Drivers

- **Add new resources to implement and support Century Agenda Goals**
 - Additional staff to implement the Diversity in Contracting resolution.
 - Creation of a new Equity Department.
 - Adding new resources to implement Smith Cove Blue Carbon Pilot Project, Sustainability Framework, Sustainable Aviation Fuels work plan, and other environmental initiatives.
- **Strengthen safety & security of the Port and the traveling public**
 - Additional resources for Behavior Based Safety training and information security.
 - Increase Police resources for both the Airport and waterfront.
- **Expand public outreach to increase awareness of Port's contribution to regional economic vitality and to enhance relationship with surrounding communities**
 - Additional Public Affairs outreach efforts in 2019 including Ethnic Media Marketing and materials production.
- **Continue building capability for the Port**
 - Additional resources for Business Intelligence, Accounting & Financial Reporting, and other Portwide initiatives.
- **Increase resources to support the growing organizational needs**
 - Capital Development, Human Resources, and Finance & Budget adding staff to meet growing service needs.
 - Added resources to strengthen the one Port culture and organizational effectiveness in 2019.

Central Services budget driven by Port wide initiatives and growth needs

Central Services Budget Overview

(in \$000s)	2017	2018	2018	2019	Budget Change		Budget to Forecast	
	Actual	Budget	Forecast	Budget	\$	%	\$	%
Core Central Support Services	71,071	80,367	78,720	82,372	2,006	2.5%	3,653	4.6%
Police	22,095	27,065	26,955	30,464	3,399	12.6%	3,509	13.0%
Capital Development	17,370	26,289	21,058	18,628	(7,661)	-29.1%	(2,430)	-11.5%
Environment & Sustainability	6,975	11,504	10,486	12,074	569	4.9%	1,588	15.1%
Total	117,511	145,225	137,218	143,538	(1,688)	-1.2%	6,320	4.6%

- 2019 budget excludes \$4.6M of “non-recurring” initiatives in the 2018 budget.
- Less expense projects and more charges to capital resulted in \$7.7M reduction in Capital Development budget.
- Proposed a total of \$7.3M new budget additions with 24.5 new FTEs for 2019.

Central Services budget supports Portwide initiatives and division growth

2019 New Budget Requests

2019 Budget Additions (in \$000s)	Request Amount	O&M Amount	Approved Amount	Req'd FTEs	App'd FTEs
Commission Office	110	110	110	0.50	0.50
Executive Office	59	59	-	1.00	-
Legal	-	-	-	-	-
Public Affairs	125	125	70	-	-
Human Resources	1,060	1,060	555	2.00	1.00
Labor Relations	-	-	-	-	-
Internal Audit	447	447	145	2.00	-
Accounting & Financial Reporting	129	129	88	-	-
Information & Communication Technology	200	200	200	-	-
Finance & Budget	427	399	265	3.80	2.75
Business Intelligence	914	914	521	3.00	1.00
Risk Mgmt	130	130	-	1.00	-
Office of Strategic Initiatives	937	937	541	1.50	0.25
Central Procurement Office	765	638	286	6.00	3.00
Information Security	841	841	522	4.00	2.00
Core Central Support Services	6,144	5,989	3,303	24.80	10.50
Police	2,060	2,060	551	16.00	4.00
Capital Development	2,049	334	334	10.00	10.00
Environment & Sustainability	3,359	3,359	3,114	-	-
TOTAL	13,611	11,742	7,302	50.80	24.50

Adding \$3.3M and 10.5 new FTE to Core Central Support Services

Budget Additions Overview

<u>BY STRATEGIC DRIVER</u>	AMOUNT	FTEs
Implement and support Century Agenda Priorities	965	3.5
Strengthen Safety & Security	1,362	6.0
Building Capability	1,182	2.0
Community Outreach	70	-
Meet the Growing Organizational Needs	3,723	13.0
TOTAL	7,302	24.5
<u>BY DIVISION</u>		
Aviation Specific	2,821	9.5
Maritime & EDD Specific	846	2.0
Central Services	3,635	13.0
TOTAL	7,302	24.5
<u>BY ONE-TIME vs. RECURRING</u>		
One-Time	1,913	-
Recurring	5,389	24.5
TOTAL	7,302	24.5
<u>BY PAYROLL vs. NON PAYROLL</u>		
Payroll	1,805	24.5
Non-Payroll	5,497	-
TOTAL	7,302	24.5

About half of the new budget additions are specific for the operating divisions

Budget Additions by Strategic Driver



Century Agenda

2019 New Budget Additions

Description (in \$000's)	Total Amount	O&M Amount	FTE
Century Agenda			
Three Contract Administrators for Diversity in Contracting	493	286	3.0
Smith Cove Blue Carbon Pilot Project	200	200	-
Sustainability Evaluation Framework	150	150	-
Implement Sustainable Aviation Fuels (SAF) Workplan	125	125	-
Sustainable Aviation Fuels Consultant	80	80	-
Flight Corridor Safety Program Habitat Management	60	60	-
Graduate Intern in Commission Office	29	30	0.5
PlaneNoise Complaint Handling System Annual Subscription	26	26	-
Environmental Excellence Awards	8	8	-
TOTAL	1,171	965	3.5

Adding new resources to implement and support Century Agenda

Safety & Security

2019 New Budget Additions

Description (in \$000's)	Total Amount	O&M Amount	FTE
Safety & Security			
Three Police Explosive Detection K9 Officers	363	363	3.0
Police Sergeant/Waterfront	188	188	1.0
Behavior Based Safety Training	250	250	-
Chief Information Security Officer	162	162	1.0
Information Security Sr. Analyst	120	120	1.0
Endpoint Security-Servers, Workstations, OpsLAN, & Mobility (increase licenses)	125	125	-
Information Security Third Party Managed Services	75	75	-
Vulnerability Management Tool-Aviation (increased licenses)	40	40	-
Confined Space Regulation Assessment and Planning - Compliance Requirement	40	40	-
TOTAL	1,362	1,362	6.0

The 2019 new budget additions strengthen safety and security of the Port

Building Capability & Community Outreach

2019 New Budget Additions

Description (in \$000's)	Total Amount	O&M Amount	FTE
Building Capability			
Community Assessment and Service Quality Measurement Survey & Analytics	360	360	-
Research Analyst (Business Intelligence Analyst III)	116	116	1.0
Lean Consulting Services	700	500	-
PeopleSoft Systems Functional Expertise Resource	88	88	-
Grant and Cost Recovery Specialist	81	72	1.0
Analytics Program Support Services	45	45	-
TOTAL	1,390	1,182	2.0
Community Outreach			
Outreach Printing and Postage	43	25	-
Ethnic Media Marketing	20	20	-
Staff Training for new Customer Relation Management (CRM) Database	25	25	-
TOTAL	88	70	-

Adding resources for building capability and community outreach in 2019

Organizational Needs

2019 New Budget Additions

Description (in \$000's)	Total Amount	O&M Amount	FTE
Organizational Needs			
SAMP Environmental Review and Permitting	1,600	1,600	-
Construction Support - 6.0 FTEs	1,057	123	6.0
Construction Support - Consultants	600	-	-
Microsoft Enterprise Licenses (MS Office, Windows, etc.)	200	200	-
Umbrella Mitigation Bank	125	125	-
EPA Pilot Program	100	100	-
Complete Airport's 5-year NPDES Permit Renewal Application	100	100	-
Contaminated Site Management - PFAS	100	100	-
One Port Culture Consultant	150	90	-
HIPAA Assessment	80	80	-
Technical Support for IWS Deicing Management Study	75	75	-
On-Call Technical Support for PORTfolio	75	75	-
GTAP Implementation	75	75	-
PORTfolio Site Maintenance/Enhancements	60	60	-
Waste Management Program continuation	55	55	-
Funding for Seattle DCI, USACE, NOAA Permitting Liaison Services	50	50	-
HR Organizational Effectiveness Consultant	50	50	-
Green Fleet Program	50	50	-
Capital Audit Expert Consultant	80	50	-

New budget additions support growing organizational and business needs

Organizational Needs – Cont'd

2019 New Budget Additions

Description (in \$000's)	Total Amount	O&M Amount	FTE
Organizational Needs			
Financial Analyst I	98	98	1.0
WA Paid Family Leave Law FTE	96	96	1.0
Administrative Assistant	75	75	1.0
PCS Construction Manager II	102	51	1.0
PCS RMM Construction Manager II	102	51	1.0
Overlap for a CPI Manager Position (3 months)	82	41	0.3
Graduate Intern in AV Finance & Budget	36	36	0.5
Senior Design Architect	113	34	1.0
Commute Trip Reduction	30	30	-
SPCC Plan 5-Year Recertification (Requirement)	30	30	-
Overlap for a Senior Port Budget Analyst (3 months)	40	30	0.3
Staff Training for AV Finance & Budget (additional)	56	29	-
Commute Trip Reduction Program - ORCA	29	29	-
NMFS habitat programmatic permitting	20	20	-
Peer Review for Internal Audit	15	15	-
TOTAL	5,606	3,723	13.0

New budget additions support growing organizational and business needs

FTEs Budget and Trends



2019 Central Services FTEs Summary

Description	FTEs	Notes
2018 Budget	907.10	
Changes in 2018:		
Mid-Year Approvals	12.00	8 TSS/2 Drug Detectives/Survey CAD Tech/2 College Interns
Eliminated	-1.50	Director of S&P and Admin Assistant in Executive Office
Transfer	-4.00	Net of S&P transfers and Maritime Maintenance to F&B
2018 Baseline	913.60	
2019 Budget Changes:		
Eliminated	-0.75	Graduate Intern
Transfer	1.00	Transfers from Maritime Habitat to ENV CoE
Proposed New FTEs	24.50	See detail in the following slide
Net Increase	24.75	2.7% increase from 2018 Baseline
Proposed FTEs for 2019	938.35	

Proposed 2.7% increase in FTEs compared to 2018 Baseline

Proposed New FTEs Summary

Engineering – 1 Senior Design Architect, 1 Admin Assistant, and 6 Construction Managers/Support Staff

Port Construction Services – 2 Construction Managers

Police- 3 New K9 Officers and 1 Waterfront Police Sergeant

Central Procurement – 3 new Contract Administrator positions to support Diversity in Contracting

Information Security – 1 Information Security Sr. Manager and 1 Information Security Sr Analyst

Business Intelligence – 1 Research Analyst

Human Resources – 1 new position for WA Paid Family Leave Law

Corp. F&B – 1 Financial Analyst & 3 Months Overlap for a Sr. Budget Analyst position

Seaport F&B – 1 Grant and Cost Recovery Specialist

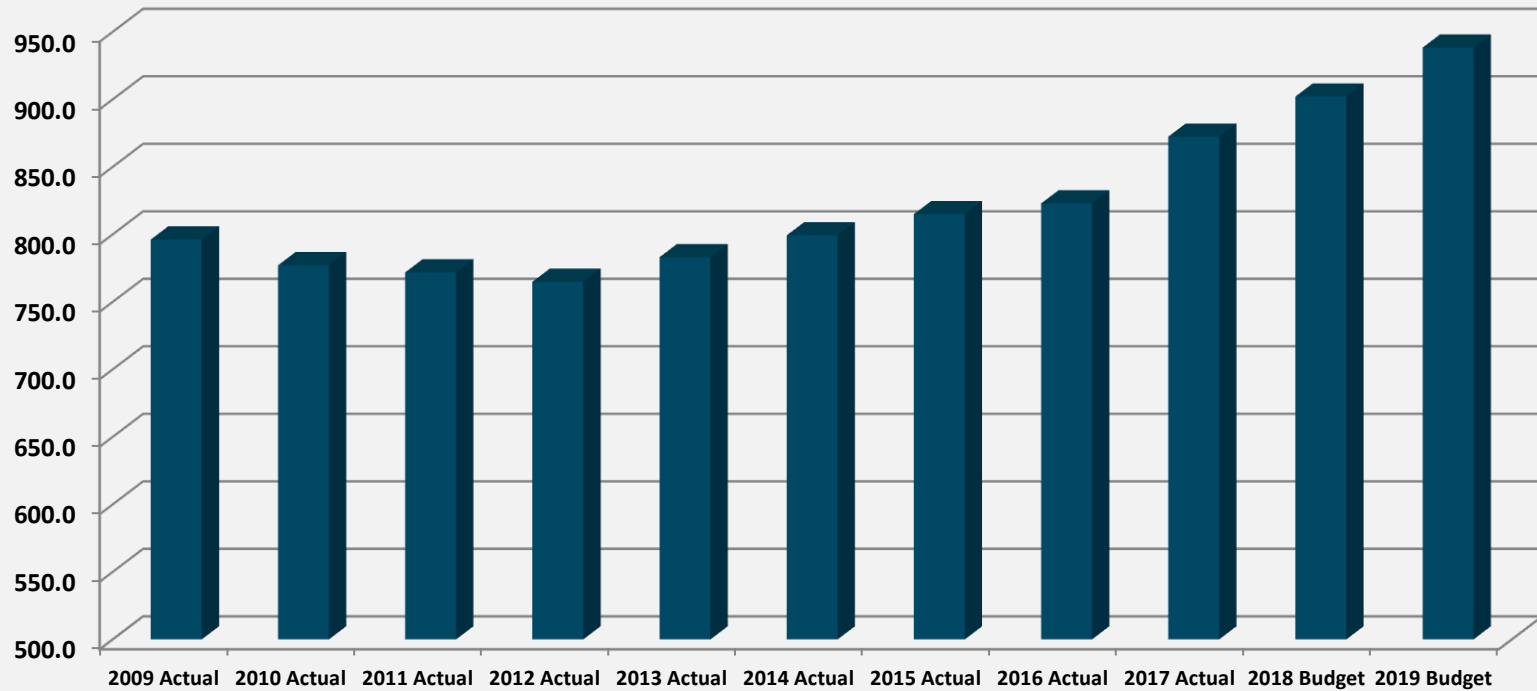
Office of Strategic Initiatives – 3 Months Overlap for a CPI Manager Position

Graduate Interns – 0.5 FTEs in Aviation F&B and 0.5 in Commission Office

New FTEs support the Port's strategic goals & initiatives

Central Services FTE Trend

Total FTEs from 2009 to 2019



New FTEs support operating growth

10-Years FTE Change Summary

FTEs BY DEPARTMENT	2009	2014	2019	Change		Notes
				2009-2014	2014-2019	
Police	142.0	128.0	166.0	-14.0	38.0	Staffing decreased from 2009-14; recent growth driven by Airport operational needs.
High School Interns	0.0	0.0	19.5	0.0	19.5	90 High School Intern positions
Capital Development	239.0	250.1	269.5	11.1	19.4	Growth was primarily in Engineering and AVPMG largely driven by Airport construction program.
Office of Strategic Initiatives & CPO	36.0	41.0	55.3	5.0	14.3	Growth in CPO and OSI became a new department in 2015.
Public Affairs	28.6	23.5	33.5	-5.1	10.0	
Finance and Budget	30.3	32.0	41.1	1.7	9.1	Growth mainly driven by division F&Bs.
Business Intelligence	3.5	3.0	10.3	-0.5	7.3	New Center of Expertise in 2016.
Human Resources	37.8	42.3	48.6	4.5	6.3	
Information Security	2.0	4.0	8.0	2.0	4.0	New department in 2019
Information & Communication Technology	127.0	120.0	124.0	-7.0	4.0	Staff reduction from 2009-2014.
Environment & Sustainability	39.6	39.8	43.6	0.2	3.8	New Center of Expertise in 2016.
Equity Program	0.0	0.0	2.0	0.0	2.0	New department in 2019
Commission	11.0	14.0	15.5	3.0	1.5	
Accounting & Financial Reporting	57.2	55.4	56.4	-1.8	1.0	
Internal Audit	10.2	9.2	10.2	-1.0	1.0	
Legal Counsel	13.0	15.5	16.5	2.5	1.0	
Risk Services	5.0	6.0	6.0	1.0	0.0	
Executive Office	5.0	6.0	5.5	1.0	-0.5	
Labor Relations	9.0	9.5	7.0	0.5	-2.5	
TOTAL CENTRAL SERVICES DIVISION	796.2	799.3	938.4	3.1	139.1	Compounded Annual Growth Rate: 1.7% from 2009-19, 3.3% from 2014-19.

Moderate annual growth of 1.7% over 10 years

Proposed New FTEs by Division

	Aviation	Maritime	Econ Dev.	Central Services	Total
2018 Approved FTE's	1,040.4	169.0	36.0	907.1	2,152.5
Mid Year Approval	8.0	-	1.0	12.0	21.0
Eliminated	-	-	(2.0)	(1.5)	(3.5)
Net Transfers	3.0	1.0	-	(4.0)	-
Adjusted 2018 FTE's (note 1)	1,051.4	170.0	35.0	913.6	2,170.0
2019 Budget					
Eliminated	-	(1.0)	-	(0.8)	(1.8)
Transfer	-	(1.0)	-	1.0	-
New FTE's (note 2)	54.4	3.0	1.0	24.5	82.9
Total 2019 Changes	54.4	1.0	1.0	24.8	81.1
Proposed 2019 FTE's	1,105.8	171.0	36.0	938.4	2,251.2

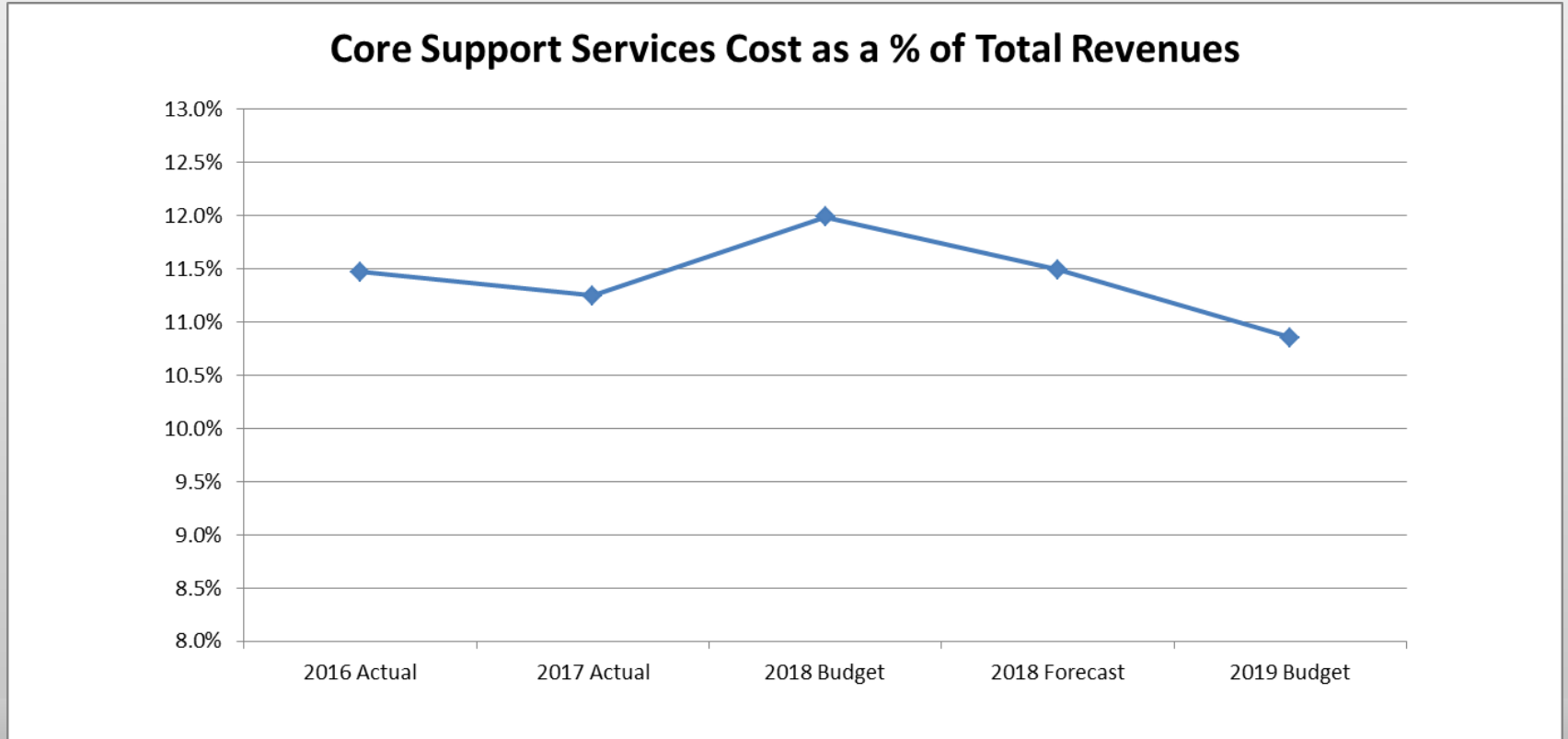
Notes:

(1) Includes 1.0 FTE for Stormwater Utility in Maritime Division.

(2) Includes 1.0 new FTE for Stormwater Utility in Maritime Division.

New FTEs support growing business needs

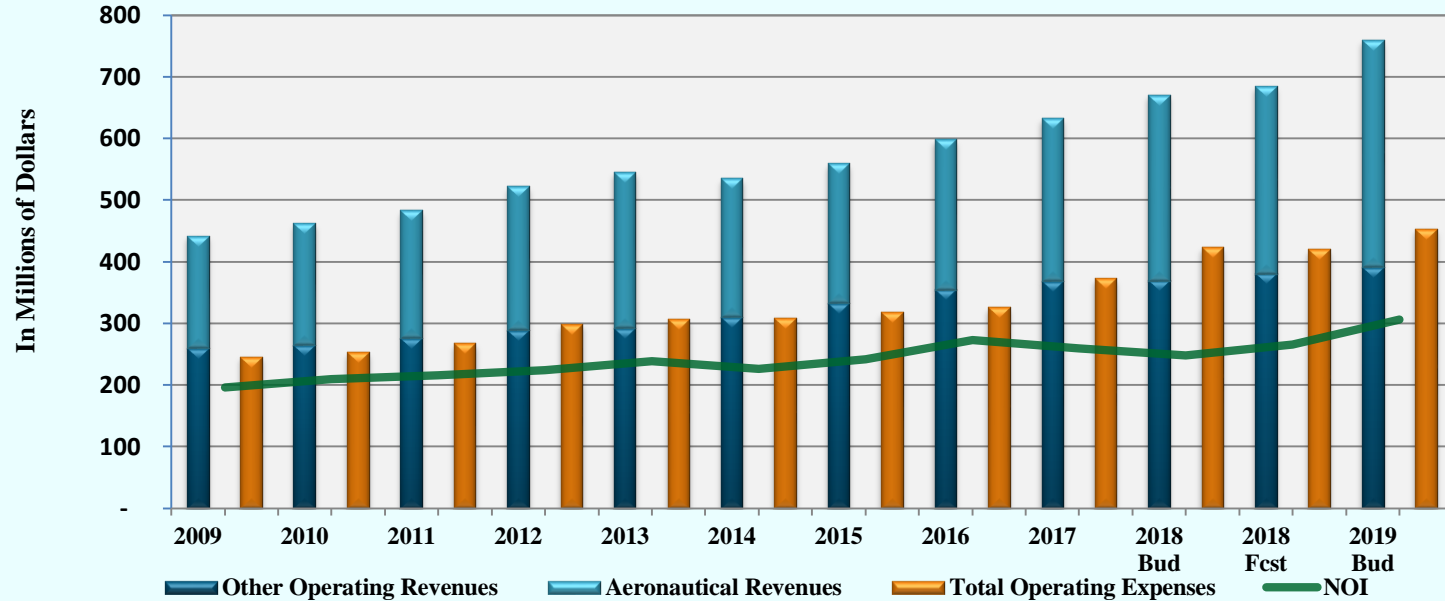
Core Central Support Services vs. Portwide Revenues



Steady decline in Core Support Services cost as a % of total revenues from 2016

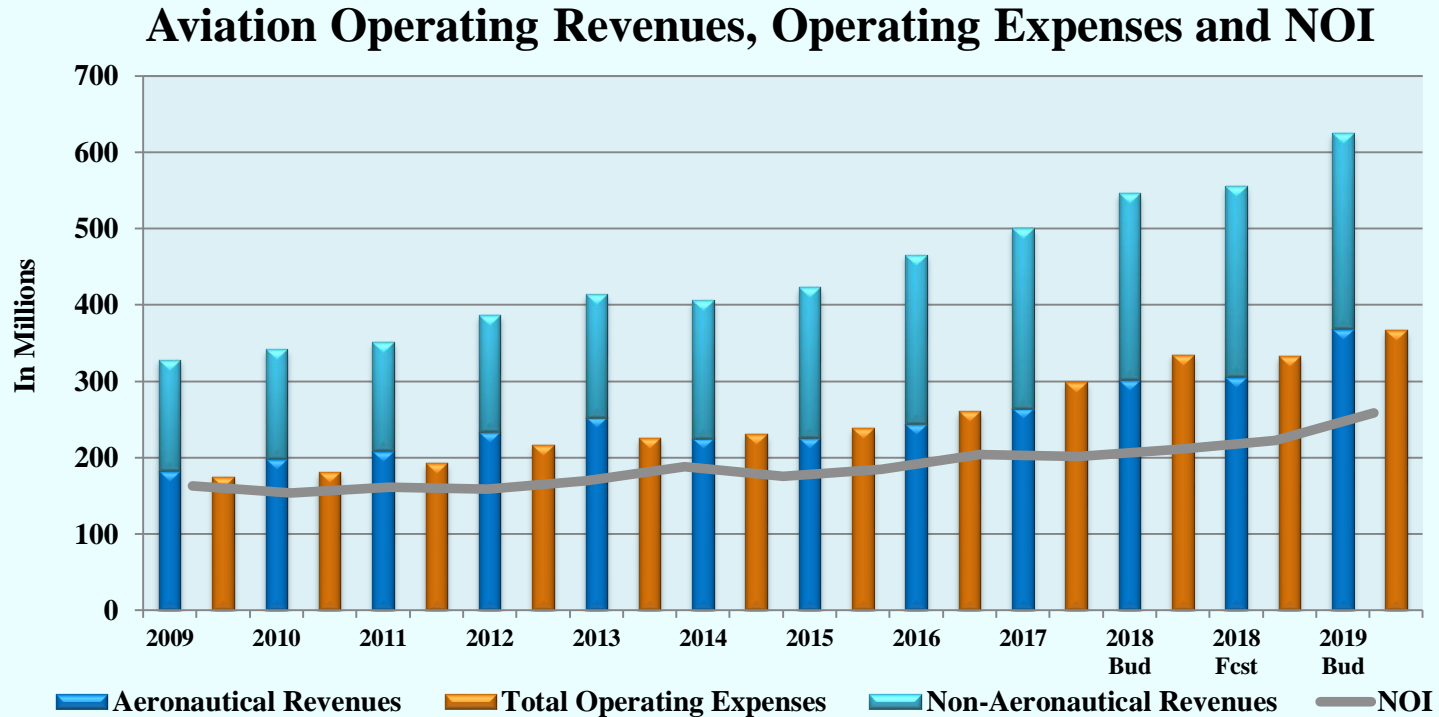
Portwide NOI Performance

Operating Revenues, Operating Expenses and NOI



Steady growth in NOI since 2009

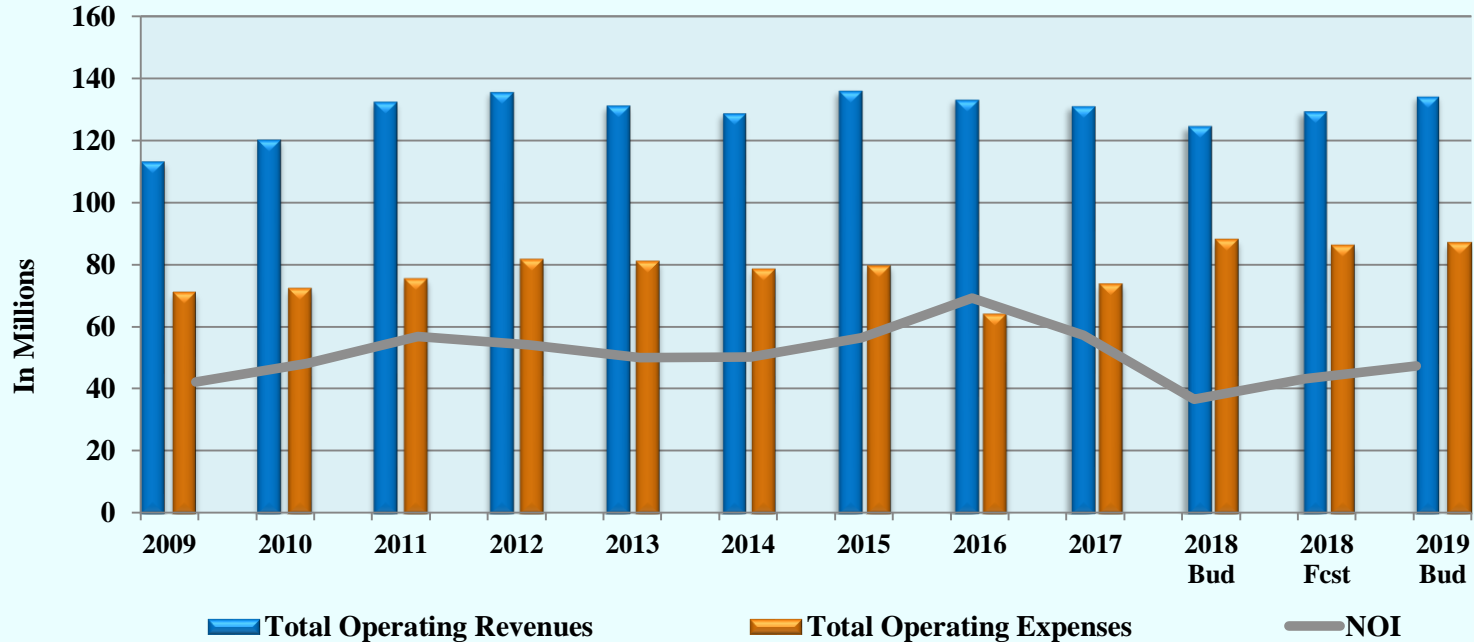
Aviation NOI Performance



Both operating revenues and expenses growing gradually since 2009

Non-Aviation NOI Performance

Non-Aviation Operating Revenues, Operating Expenses and NOI



Expected relatively flat NOI compared to 2009

2019 Portwide Operating Budget Summary

Operating Revenues	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget Change		Budget vs Forecast	
					\$	%	\$	%
Aeronautical Rev	264,114	301,082	305,005	368,420	67,339	22.4%	63,415	20.8%
Non-Aeronautical Rev	236,803	244,786	250,728	256,580	11,794	4.8%	5,852	2.3%
Aviation	500,916	545,867	555,733	625,000	79,133	14.5%	69,267	12.5%
Maritime	54,183	55,053	55,293	63,094	8,041	14.6%	7,801	14.1%
EDD	17,791	18,522	19,046	19,725	1,203	6.5%	679	3.6%
NWSA Distributable Revenue	54,953	46,647	50,647	46,647		0.0%	-4,000	-7.9%
Stormwater Utility	3,891	4,208	4,208	4,578	370	8.8%	370	8.8%
Central Services	296	182	182	185	3	1.8%	3	1.6%
Total Operating Revenues	632,030	670,479	685,109	759,230	88,751	13.2%	74,121	10.8%
Operating Expenses								
Aviation	299,114	334,856	333,374	366,353	31,497	9.4%	32,979	9.9%
Maritime	42,164	49,578	48,510	50,719	1,141	2.3%	2,209	4.6%
EDD	25,396	28,751	28,055	30,866	2,115	7.4%	2,811	10.0%
NWSA Joint Venture/POS	2,974	4,442	4,442	501	-3,941	-88.7%	-3,941	-88.7%
Stormwater Utility	3,028	4,476	4,476	3,960	-516	-11.5%	-516	-11.5%
Other	299	782	809	935	153	19.6%	126	15.5%
Total Operating Expenses	372,976	422,885	419,666	453,333	30,448	7.2%	33,667	8.0%
Net Operating Income (NOI)	259,054	247,594	265,443	305,897	58,302	23.5%	40,454	15.2%

Expect strong growth in operating revenues and NOI for 2019

Central Services 2019 Capital Budget

September 25, 2018



Capital Budget Overview

Five Year Capital Plan*	2019	2020	2021	2022	2023	2019-2023 Totals
Commission Authorized Projets	8,289	-	-	-	-	8,289
Projects Pending Authorization	5,825	3,025	1,000	-	-	9,850
Pending Future Authorization	-	2,500	5,000	5,000	5,000	17,500
Small Capital	4,401	4,071	4,373	4,206	4,206	21,257
Totals	18,515	9,596	10,373	9,206	9,206	56,896

* Excludes ICT projects budgeted in divisions and ICT portions of PMG led projects.

Commission Authorized/Underway

Five Year Capital Plan		2019	2020	2021	2022	2023	2019-2023 Totals
Commission Authorized Projects							
Project Cost Management System	U	180	-	-	-	-	180
Supplier Database System	N	309	-	-	-	-	309
Radio System Upgrade	U	7,000	-	-	-	-	7,000
PeopleSoft Financials Upgrade	U	800	-	-	-	-	800
Totals		8,289	-	-	-	-	8,289

N = New System U = System Upgrades or Replacements

Pending Authorization

Five Year Capital Plan*		2019	2020	2021	2022	2023	2019-2023 Totals
Projects Pending Authorization							
Police Records Management System	U	800	500	-	-	-	1,300
Budget System	U	600	-	-	-	-	600
POS Offices Wi-Fi	U	500	1,000	1,000	-	-	2,500
Regional Workforce Tracker	N	350	150	-	-	-	500
Fiber Channel	U	600	-	-	-	-	600
Exchange Online	U	175	175	-	-	-	350
Phone System	U	1,400	600	-	-	-	2,000
STIA Network Redundancy	N	900	600	-	-	-	1,500
Maximo Upgrade	U	500	-	-	-	-	500
Totals		5,825	3,025	1,000	-	-	9,850

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

Small Capital and Future Authorization: ICT Allowance

Small Capital	2019	2020	2021	2022	2023	2019-2023 Totals
Technology Infrastructure	1,500	1,500	1,500	1,500	1,500	7,500
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 Small Capital	200	200	200	200	200	1,000
Corporate Fleet Replacement	381	384	576	707	707	2,755
CDD Small Capital	108	72	172	132	132	616
CDD Fleet Replacement	962	665	675	417	417	3,136
Total Small Capital	4,401	4,071	4,373	4,206	4,206	21,257
Future Authorization: ICT Allowance						
ICT Allowance	-	2,500	5,000	5,000	5,000	17,500
Combined Totals	4,401	6,571	9,373	9,206	9,206	38,757

2019 Central Services Budget Appendix



Central Services Budget by Department

(in \$000s)	2017	2018	2018	2019	Budget Change		Budget vs Forecast	
	Actual	Budget	Forecast	Budget	\$	%	\$	%
<u>REVENUES</u>								
Total Revenues	68	182	182	185	3	1.8%	3	1.8%
<u>EXPENSES</u>								
Commission	1,685	1,984	1,954	2,153	169	8.5%	199	10.2%
Executive	1,287	2,001	1,877	1,923	(78)	-3.9%	46	2.4%
Legal	3,741	3,617	3,706	3,568	(49)	-1.4%	(139)	-3.7%
Public Affairs	7,112	8,308	7,993	8,231	(77)	-0.9%	238	3.0%
Human Resources	8,418	9,689	9,566	10,250	561	5.8%	683	7.1%
Labor Relations	1,678	1,371	1,222	1,330	(42)	-3.1%	107	8.8%
Internal Audit	1,603	1,828	1,750	1,787	(41)	-2.2%	37	2.1%
Accounting & Financial Reporting	6,751	8,148	7,929	8,500	352	4.3%	570	7.2%
Information & Comm. Technology	21,633	23,308	23,483	23,966	658	2.8%	483	2.1%
Finance & Budget	4,998	5,828	5,793	6,371	543	9.3%	578	10.0%
Business Intelligence	1,211	1,543	1,485	2,139	597	38.7%	654	44.0%
Risk Services	3,077	3,322	3,289	3,328	6	0.2%	39	1.2%
Office of Strategic Initiatives	1,882	2,265	1,981	1,776	(489)	-21.6%	(205)	-10.4%
Central Procurement Office	3,861	4,511	4,261	4,678	167	3.7%	417	9.8%
Security & Preparedness	1,754	2,394	2,329	-	(2,394)	-100.0%	(2,329)	-100.0%
Information Security	-	-	-	1,774	1,774	0.0%	1,774	0.0%
Equity Program	-	-	-	351	351	0.0%	351	0.0%
Contingency	381	250	100	250	-	0.0%	150	150.0%
Core Central Support Services	71,071	80,367	78,720	82,372	2,006	2.5%	3,653	4.6%

Central Services Budget by Department

(in \$000s)	2017	2018	2018	2019	Budget Change		Budget vs Forecast	
	Actual	Budget	Forecast	Budget	\$	%	\$	%
<u>EXPENSES</u>								
Police	22,095	27,065	26,955	30,464	3,399	12.6%	3,509	13.0%
Capital Development								
Engineering	5,284	7,841	7,248	7,530	(311)	-4.0%	282	3.9%
Port Construction Services	3,709	5,685	4,981	2,739	(2,947)	-51.8%	(2,242)	-45.0%
Aviation PMG	6,942	10,977	6,933	6,794	(4,184)	-38.1%	(140)	-2.0%
Seaport PMG	1,007	1,178	1,288	1,096	(82)	-7.0%	(192)	-14.9%
Capital Development Admin	428	607	607	470	(138)	-22.7%	(138)	-22.7%
Subtotal	17,370	26,289	21,058	18,628	(7,661)	-29.1%	(2,430)	-11.5%
Environment & Sustainability								
Environment & Sustainability Admin	368	1,214	1,096	1,331	118	9.7%	235	4.1%
Aviation Environmental	3,779	6,503	5,793	6,510	7	0.1%	716	25.6%
Maritime Environmental & Planning	2,157	3,046	2,796	3,422	376	12.3%	626	78.2%
Noise Program	670	742	800	811	69	9.3%	11	1.0%
Subtotal	6,975	11,504	10,486	12,074	569	4.9%	1,588	15.1%
TOTAL	117,511	145,225	137,218	143,538	(1,688)	-1.2%	6,320	4.6%

2019 Budget Addition Requests

(Core Central Support Services)

Dept. Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Information Security			
Chief Information Security Officer	162	162	1.0
Information Security Sr. Analyst	120	120	1.0
Endpoint Security-Servers, Workstations, OpsLAN, & Mobility (increase licenses)	125	125	-
Information Security Third Party Managed Services	75	75	-
Vulnerability Management Tool-Aviation (increased licenses)	40	40	-
Human Resources			
Commute Trip Reduction Program - ORCA	29	29	-
Behavior Based Safety Training	250	250	-
Confined Space Regulation Assessment and Planning - Compliance Requirement	40	40	-
One Port Culture Consultant	150	90	-
HR Organizational Effectiveness Consultant	50	50	-
WA Paid Family Leave Law FTE	96	96	1.0
Central Procurement Office			
3 Contract Administrators (for WMBE support)	493	286	3.0
Business Intelligence			
Community Assessment and Service Quality Measurement Survey & Analytics (Phase 2 on-going funding)	360	360	-
Research Analyst (Business Intelligence Analyst III)	116	116	1.0
Analytics Program Support Services	45	45	-
Office of Strategic Initiatives			
Lean Consulting Services	700	500	-
Overlap for a CPI Manager Position (3 months)	82	41	0.3

2019 Budget Addition Requests

(Core Central Support Services – Cont'd)

Dept. Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Information & Communication Technology			
Microsoft Enterprise Licenses (MS Office, Windows, etc.)	200	200	-
Commission Office			
Sustainable Aviation Fuels Consultant	80	80	0.5
Graduate Intern	30	30	-
Internal Audit			
Capital Audit Expert Consultant	80	50	-
HIPAA Assessment	80	80	-
Peer Review	15	15	-
Public Affairs			
Outreach Printing and Postage	43	25	-
Ethnic Media Marketing	20	20	-
Staff Training for new Customer Relation Management (CRM) Database	25	25	-
Accounting			
PeopleSoft Systems Functional Expertise Resource	88	88	-
Corporate Finance and Budget			
Financial Analyst I	98	98	1.0
Overlap for a Senior Port Budget Analyst (3 months)	40	30	0.3
Maritime Finance and Budget			
Grant and Cost Recovery Specialist	81	72	1.0
Aviation Finance and Budget			
Graduate Intern	36	36	0.5
Staff Training	56	29	-
TOTAL - Core Central Support Services	3,904	3,303	10.5

2019 Budget Addition Requests

(Police & Capital Development)

Dept. Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Police			
Police Explosive Detection K9 Officers	363	363	3.0
Police Sergeant/Waterfront	188	188	1.0
Subtotal	551	551	4.0
Capital Development (Engineering & PCS)			
Construction Support - FTEs	1,057	123	6.0
Construction Support - Consultants	600	-	-
Senior Design Architect	113	34	1.0
PCS Construction Manager II	102	51	1.0
PCS RMM Construction Manager II	102	51	1.0
Administrative Assistant	75	75	1.0
Subtotal	2,049	334	10.0

2019 Budget Addition Requests

(Environmental & Sustainability)

Dept. Item Description (in \$000's)	Total Amount	O&M Amount	FTE
Environment & Sustainability Admin			
Commute Trip Reduction	30	30	-
EPA Pilot Program	100	100	-
Green Fleet Program	50	50	-
Sustainability Evaluation Framework	150	150	-
Environmental Excellence Awards	8	8	-
AV Environmental & Noise			
SAMP Environmental Review and Permitting	1,600	1,600	-
Flight Corridor Safety Program Habitat Management	60	60	-
Complete Airport's 5-year NPDES Permit Renewal Application	100	100	-
GTAP Implementation	75	75	-
Implement Sustainable Aviation Fuels (SAF) Workplan	125	125	-
Technical Support for IWS Deicing Management Study	75	75	-
Contaminated Site Management - PFAS	100	100	-
SPCC Plan 5-Year Recertification (Requirement)	30	30	-
PlaneNoise Complaint Handling System Annual Subscription	26	26	-
Maritime Environment & Planning			
Smith Cove Blue Carbon Pilot Project	200	200	-
Umbrella Mitigation Bank	125	125	-
PORTfolio Site Maintenance/Enhancements	60	60	-
On-Call Technical Support for PORTfolio	75	75	-
Funding for Seattle DCI, USACE, NOAA Permitting Liaison Services	50	50	-
NMFS habitat programmatic permitting	20	20	-
Waste Management Program continuation	55	55	-
Subtotal	3,114	3,114	-

One-Time Items in 2018

Item	Org	Item Description (in \$000's)	Amount	Notes
Public Affairs				
1	1420	AMAC 2018 National Conference	93	
Human Resources				
1	1850	Industrial Hygiene Monitoring Consulting Services	90	
2	1850	Employee Engagement Survey	33	
		Subtotal	123	
Labor Relations				
1	1810	Office buildout	29	
2	1810	Registration for training	3	
		Subtotal	32	
Business Intelligence				
1	1510	Performance Measurement training	28	
Internal Audit				
1	2280	Conduct 2 Outsourced IT Audits in 2018	190	
2	2280	Peer Review - Association of Local Government Auditors	15	
		Subtotal	205	
Office of Strategic Initiatives				
1	2410	Lean Consulting Services	600	
2	2410	Training Materials	2	
3	2410	Lean Books	1	
4	2410	Catering for Training and Improvement Events	11	
5	2410	CPI Japan Study Mission for Senior Director	10	
		Subtotal	625	

One-Time Items in 2018 (Cont'd)

Item	Org	Item Description (in \$000's)	Amount	Notes
Central Procurement Office				
1	9205	Design Build Training - CPO wide	9	
2	9205	Jillian Lamont Bates CDS Contract	80	
3	1680	SeaTac Office Center - CPO Moving Costs	67	
		Subtotal	<u>156</u>	
Police				
1	4300	Police Officer Initial Equipment	84	
CDD				
1	1630	Co-Location Move to STOC and Remote Offices	79	
2	1700	Club Lounge Upgrade	263	
3	1700	PCS Move to STOC	67	
4	1700	19' Scissor Lift (Genie GS 1930 Slab Lift)	17	
5	1700	Electric Cart	14	
6	1700	Industrial Table Saw	7	
7	4550	AVPMG Move to STOC & Remote Offices	221	
8	9105	Staffing Plan for CDD	150	
		Subtotal	<u>817</u>	

One-Time Items in 2018 (Cont'd)

Item	Org	Item Description (in \$000's)	Amount	Notes
Environment & Sustainability				
1	2710	Research on Internal Carbon Tax	30	
2	2710	Develop Project Evaluation Criteria and Processes, Energy & Sustainability	200	
3	1350	Outside Services P66 Initial Waste Audit & Report	15	
4	1350	Outside Services T102 Initial Waste Audit & Report	12	
5	1350	Outside Services Port Parks Initial Waste Audit & Report	8	
6	1350	Outside Services Terminal 86 Initial Waste Audit & Report	6	
7	1350	Outside Services Terminal 91 Initial Waste Audit & Report	6	
8	1350	Outside Services Pier 69 Checkup Waste Audit & Report	8	
9	1350	Outside Services Shilshole Bay Marina Checkup Waste Audit & Report	10	
10	1350	Outside Services Fishermen's Terminal Checkup Waste Audit & Report	15	
11	1350	Shoreline and Bulkhead Maintenance and Repair Programmatic Permitting Support	60	
12	1350	Update emissions inventory	65	
13	1350	Net of P66 Energy Conservation and three Ports Salish Sea Water Initiative	11	
14	4580	Aviation Biofuels Partnership Fund Development Project	175	
15	4580	Janitorial Support	95	
16	4580	SAMP Environmental Review	1,700	
		Subtotal	<u>2,416</u>	
GRAND TOTAL			<u><u>4,578</u></u>	

Budget Transfers in 2018

Item From	To	Item Description (in \$000's)	Amount	Notes
1 Aviation	Business Intelligence	ASQ Survey	43	
2 Security & Preparedness	Fire Dept.	Communication Items	(14)	
3 Public Affairs	EDD	Trade Development Alliance	(93)	
4 Public Affairs	Maritime Cruise	Cruise and Seafair Support Items	(60)	
5 Maritime Maintenace	Maritime F&B	Budget Support Staff	118	
6 Security & Preparedness	Airport Security	Emergency Preparedness	(683)	
7 Security & Preparedness	Maritime	Maritime Security	(1,295)	
		Subtotal for Core Central Support Services	(1,983)	
8 Maritime Habitat	ENV	Habitat Transfers	61	
		TOTAL	<u>(1,922)</u>	

Baseline Increase in 2018

Item	Org	Item Description (in \$000's)	Amount	Notes
Human Resources				
1		1810 Leadership Development Program*	(50)	Reduced from \$120K to \$75K
CDD & CPO				
1		9200 STOC Rent Adjustment for Full Year*	106	Based on refined calculation
2		1600 STOC Rent Adjustment for Full Year	48	Based on refined calculation
3		1700 STOC Rent Adjustment for Full Year	26	Based on refined calculation
4		4550 STOC Rent Adjustment for Full Year	59	Based on refined calculation
		Subtotal	240	
Maritime Environmental & Planning				
1		1350 Terminal 91 Energy Audit	38	Increase from \$82K to \$120K
TOTAL NON-PAYROLL ADJUSTMENTS			228	
<u>PAYROLL ADJUSTMENTS - New FTEs</u>				
1	4300	8 Traffic Support Specialists	721	Approved in 2018
2	1600	Survey CAD Technician	34	Charge most to capital
3	1000	Full Year Payroll Adjustments for the new FTEs in Core Svcs*	275	Budgeted for only 9 months in 2018
4	1000	Full Year Payroll Adjustments for the other new FTEs	700	Budgeted for only 9 months in 2018
5	1000	Payroll Increase due to Jobs Refresh (ICT/F&B/CPO)*	200	Based on high-level estimate
TOTAL PAYROLL ADJUSTMENTS			1,931	
GRAND TOTAL			2,159	

2019 Major Expense Projects Summary

No.	Major Expense Projects (in \$000's)	2018 Budget	2018 Forecast	2019 Budget	'19 Bud vs. '18 Bud Change	'19 Bud vs. '18 Fcst Change	Notes
1	Concessions Tenant Support	5,472	2,000	5,010	(462)	3,010	Variance for 2018 due to lease delays. 2019 is an all inclusive number and includes other departments within CD, plus an additional \$913k in AV staff support.
2	Flight Corridor Safety Program	2,231	-	325	(1,906)	325	Phase 1. Phase 2/3 is GOVT project. Majority of costs pushed out to 2020.
3	Terminal Security Enhancements	-	-	-	-	-	This was determined to be capital.
4	Air Terminal Tenant Improvement Expense Work	560	951	591	31	(360)	Higher costs due in part to consultant utilization and additional TI work.
5	Landside- Rental Car Facility Tenant Expense Work	160	251	214	54	(37)	
6	Main Terminal Low Voltage Project	500	-	-	(500)	-	May not utilize an honorarium anymore. Final Decision not determined. Would occur in 2019, if we did.
7	Ground Based Augmentation System Expense	476	-	-	(476)	-	Expense portion delayed until 2020
8	Air Cargo Rod Expense	350	-	-	(350)	-	GOVT Project
9	PCS Small Expense Jobs - Aviation	900	900	1,100	200	200	Include Construction Retrofits, Demolition of Learning Ctr Building, CT Window Wall Repairs, and site cleanup.
10	2019 Aviation RMM Operations and Maintenance	700	700	700	-	-	PCS - subclass 3810
11	P66 Alaskan Way Street Improvements	936	832	-	(936)	(832)	
12	FT Public Street Improvements	300	102	-	(300)	(102)	Assuming public street improvements delayed until 2021
13	Other*	364	-	434	70	434	
	TOTAL	12,949	5,736	8,374	(4,575)	2,638	