

# CORPORATE PROFESSIONAL & TECHNICAL SERVICES

## A. 2009 BUDGET SUMMARY

**TABLE IX-1: 2009 BUDGET SUMMARY**

(\$ in 000's)		2008	2009	Change	
	Notes	Budget	Budget	2009 Bud- 2008 Bud	% Change
<b>OPERATING RESULTS</b>					
Security Grant Revenue		1,258	1,470	\$212	16.9%
Total Revenue		1,258	1,470	\$212	16.9%
Professional & Tech. Services Dept.		71,355	73,572	2,216	3.1%
Security Costs		-	-	-	
Total P&TS Expense		71,355	73,572	2,216	3.1%
Excess of Revenue over Expense		(70,097)	(72,101)	(\$2,004)	2.9%
<b>COMMITTED CAPITAL BUDGET</b>					
	1	\$14,838	\$12,808	(\$2,030)	-13.7%
<b>EMPLOYMENT (TOTAL FTEs)</b>					
		470.9	474.7	3.8	0.8%

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**Notes:**

- 1) See Section X for details of Capital Budget.

## B. MISSION STATEMENT

Corporate Professional and Technical Services will provide high quality and cost-effective professional and technical services to the operating divisions and support the overall goals of the Port.

## **C. KEY RESPONSIBILITIES & SERVICES**

### **OVERVIEW**

The three operating divisions of the Port are supported by a number of functional departments as well as service groups. These functional and service groups allocate their expenses according to the level of service they provide to the divisions.

While many of the departments are vital to the success of the operating divisions, providing essential services such as accounting, legal services, computer support and more, others are more a function of government organization. Their services benefit the public in general and play an indirect role in the success of the operating divisions. Examples are goodwill missions to other countries, trade promotion, and education programs. While they are not fundamental services to a business operation, they do serve the region in general by creating trade leads or other opportunities for area businesses. Others such as Police is demand driven and does not fall under a true administrative category.

The major initiatives and service plans for the Corporate Professional and Technical Services departments in 2009 are:

### **COMMISSION:**

Provide Support to the CEO in achieving the following Goals & Objectives.

Bring environmental leadership to front and center of entire organization.

Manage, support, coordinate and provide administration for Commission meetings and the formal record of Commission actions.

- Achieve 2009 operating profit goal.
- Implement security measures.
- Develop programs for a high performance organization.
- **Key Goals**
  - Bring Environmental Leadership to Front and Center of Entire Organization.
  - Develop key partnerships with customers, regulators and environmental groups.
  - Provide administration for Commission meetings and the formal record of Commission actions.
- **Key Performance Indicators**
  - Grassroots approach to engage staff.
  - Create energy & excitement.
  - Develop how we will be greenest and most energy efficient port in the U.S.
  - Commission meeting agenda is posted to the internet as soon as approved.

### **EXECUTIVE DEPARTMENT:**

The Executive Department will concentrate leadership in several areas. We will work on expanding the Port's role in environmental performance as well as working to ensure sound business principles. We are working toward establishing the "cleanest, greenest, most energy efficient" port in the nation.

- Reduce energy use at port facilities.
- Reduce emissions from port – related businesses and tenants.
- Ensure that people and business at all economic levels benefit from the jobs and economic activity associated with the port.

## **EXTERNAL AFFAIRS:**

- Provide advocacy expertise.
- Foster partnerships, such as Fast Corridor, Enterprise Seattle, etc. for greater cooperation and broader support.
- Maintain and enhance long-term alliances with business, labor, economic development and environmental leaders and organizations.
- Win broad Legislative and executive policy support for Port of Seattle priorities.
- Work toward achieving a unified and integrated Port of Seattle voice in dealings with other governments and agencies.
- **Key Goals**
  - Encourage broad and in-depth institutional understanding and appreciation of Port of Seattle legislative and policy position and their impacts inside and outside of the organization.
  - Keep both Executive and Commission informed of current developments.
  - Seek out opportunities to improve our knowledge and understanding of issues.
- **Key Performance Indicators**
  - Increase Commission contacts with outside elected officials and key staff by arranging conversations concerning specific legislation.
  - Involve CEO and key staff in several legislative hearings.
  - Increase Port of Seattle role in broad public policy initiatives and discussions.

## **LABOR RELATIONS:**

The Labor Relations department goal is fostering open communication which explores shared interests and values of; and enhances the cooperation and trust between; the Port, its represented employees, and organized labor. Labor Relations promotes a High Performance Organization among represented employees through continuous education, employee development and employee recognition programs. Additionally, Labor Relations negotiates and administers Collective Bargaining Agreements for in excess of 750 employees.

- **Key Goals**
  - Labor Agreements are brought up to date are being negotiated in a timely manner and the considerable backlog of negotiations are eliminated.
  - The backlog of grievances and unfair labor practices are eliminated.
  - Forge positive working relationships with almost every union including those with direct and those with indirect dealings with the Port.
  - Participate in strategic decisions regarding the airport Project Labor Agreement [PLA] and the applicability of PLA's to upcoming capital projects.
  - Continue to implement the ongoing tradition of having labor management breakfast meetings to celebrate the conclusion of contract negotiations.
- **Key Performance Indicators**
  - Airport and Seaport Vitality:  
We will have all agreements negotiated within 30 days subsequent to expiration unless the delays are due to circumstances beyond our control.  
We will have one on one meetings with all key labor officials.  
We will have group meetings with leaders of organized labor.  
We will have a defined program and implementation plan for increased inclusion of represented employees and increased recognition of represented employees.
  - Public Understanding:  
Increase the scope and functionality of the Labor Relations Department website.

- Environmental Stewardship:  
Work with Labor Unions to continue our joint effort in maintaining a safe and clean harbor and continue to eliminate pollution from airport runoff.
- High Performance Organization:  
Initiate an employee recognition program. This would have three components (1) Management training in the principles of employee recognition; (2) Negotiating employee recognition in the labor agreements; (3) Developing an employee recognition tool kit for managers to have a variety of employee recognition activities and benefits available for convenient and relatively spontaneous use.

## **LEGAL:**

Provide legal analysis, advice, expertise, opinions and similar services, including: drafting, review and interpretation of contracts, agreements, statutes, regulations, judicial opinions and other legal materials and documents

Manage and provide public record administration, including public disclosure.

- **Key Goals**
  - Support the business needs of the operating divisions.
  - Provide public record administration.
  - Provide Port-wide classes regarding relevant legal issues.
- **Key Performance Indicators**
  - The operating division's needs are met with satisfaction and success provided through feedback from the in house clients.
  - Responses to request for public records are within the statutory time limits and a reasonable response time has been provided for production of documents.
  - Seminars are developed and the seminars are attended by Port employees.

## **RISK:**

Risk Management's key service areas are claims management, driver safety program management, insurance procurement, broker relations, contract review and risk assessments.

- **Key Goals**
  - Maintain cost effective property and liability insurance for the Port.
  - Continue to search for alternatives to traditional earthquake insurance for funding of property damage following a major earthquake.
  - Manage total cost of claims to ensure setting of adequate reserves and subrogating claims where the Port is entitled to a recover of claim cost.
  - Develop procedures, including implementation, to address physical damage of Port Vehicles.
  - Manage the Port Driver Safety Program which includes managing drivers with commercial driver licenses including and oversight of drug testing for these drivers.
  - Work with Fleet Management Team to implement new Port Fleet Policy.
  - Work with Information Security Team to implement new policy and training to support the policy on protection of sensitive information.
- **Key Performance Indicators**
  - Key performance indicators include managing the overall cost of risk to the Port (measured in risk costs/\$1000 of revenue) while minimizing exposure to catastrophic loss.
  - Continue to maintain a high insurance deductible/retention program to reduce insurance costs.
  - Maintain overall cost of vehicle risk reductions by reducing events leading to physical damage to Port vehicles by 20%.

- Ensuring that all commercial driver license holders and those with assigned take home vehicles undergo a motor vehicle record abstract check in 2009.
- Maintain the cost of the self-insurance auto liability program at less than 75% of the cost to commercially insure the Port's auto liability exposure.
- Work with Divisions to reduce the ratio of Port vehicle claims (damage to Port vehicles) to total vehicle claims (Damage to Fleet plus 3rd Party Liability) at less than 50%.
- Work with Divisions to reduce number of auto incidents Portwide by 20% in 2009.

## **HEALTH & SAFETY:**

Provide health and safety and Workers Comp services and expertise to enable customers to achieve the Port's zero-based health and safety goals (zero accidents, injuries, lost workdays, Workers Comp claims and regulatory citations and fines), and the substantial morale, productivity and financial benefits that accrue from achieving those goals. In addition through wellness program offerings, promote employee health improvement.

- **Key Goals**
  - Collaborate on safe work practices and promote a healthy work force.
- **Key Performance Indicators**
  - Annual Safety Evaluation on leading indicators and action plans for organizations.
  - OSHA recordable injury rate, injury cost, total number of lost workdays.

## **PUBLIC AFFAIRS:**

Enhancing and developing Corporate Communications programs and tools that educate the public about the Port's role as an economic engine for the region and contributor to this region's quality of life.

- Produces communications plans, tools, and vehicles to reach target audiences.
- Manages content on the Port's website.
- Manages communications for construction, environmental and other major programs.
- Maintains Commission meeting tv and web streaming.
- Educate visitors, students and general public about the Port
- Partners with the private and public sectors to promote international tourism to Seattle, Washington State and the region.
- **Key Goals**
  - Plan and implement communications about the Port's environmental and capital programs.
  - Enhance public understanding through advertising, Web site, video, electronic and print publications to inform the public about port activities and impact on the region.
  - Manage content on the Intranet site, handle executive communications to staff, develop informative videos and manage employee events to help keep staff aware of business news and strategic objectives.
  - Develop relationships with key stakeholders.
- **Key Performance Indicators**
  - Increase number of speaking engagements.
  - Increase attendance at events.
  - Increase the numbers of readers reached and the number of visits to our Web site.
  - Increase attendance at employee meetings, viewership of videos or recorded meetings, and verbal and electronic feedback from audience members or community.
  - Tour development brochure product and websites are analyzed and information provided to determine the development and expansion of product in each market.

## **ECONOMIC & TRADE DEVELOPMENT:**

Promote community partnerships that advance Port of Seattle interests in regional economic development.

- Support local initiatives to attract foreign investment to the region.
- Develop creative ways to increase the flow of trade into our region.
- Engage proactively in events with high domestic and international visibility.
- Leverage strategic presence of overseas and Inland Northwest representatives to carry out the business development and market intelligence objectives articulated by the Port CEO.
- Work with other trade and business development organizations to influence US trade policies that promote positive engagement of foreign countries and increase two-way trade.
- Support Seaport, Aviation and Executive Divisions and develop business opportunities for the Seaport and Aviation Divisions and at the request of the Executive Director.
- Represent Port and community interests with key trade and economic development organizations in Greater Seattle, statewide, and internationally.
- **Key Goals**
  - Two-way transpacific trade is projected to continue increasing, and ETD's strategy is to continue developing and implementing strategies to help capture the Port's share of that increased business, particularly with China.
  - The "Prosperity Partnership" has identifies key industry clusters within the region, and the ETD department will utilize its resources to help implement the key regional strategies that will expand and enhance those industry clusters.
  - The Inland Northwest Region continues to be an important source of both Seaport and Airport business, and strengthening the Port's economic ties to, and increasing the Port's business with that Region, is a key strategy for maintaining and increasing that business.

## **REGIONAL TRANSPORTATION:**

Regional Transportation Department leads the Port Commission's business strategy to: "Be a catalyst for transportation solutions." Our priorities are to manage the strategy development, articulate port-wide surface transportation needs for external audiences, and provide focus and integration for internal transportation initiatives in the operating divisions.

- **Key Goals**
  - Ensure access to existing facilities.
  - Develop access to future facilities.
  - Enhance regional transportation and freight mobility.
  - By considering technical, strategic, and political perspectives, we will reach consensus on key investments and demonstrate a unified voice for those priorities.
- **Key Performance Indicators**
  - Advocate for I-5 efficiencies through Seattle.
  - Regional mega-projects; focus to move them forward in design, and to secure funding if the regional ballot measure fails in November.
  - Focus strategies on gaps in freight capacity in the international supply chain, through modeling, coalition building, project definition, prioritization & funding. Greenest Port initiatives: RFID tags, Vehicle Infrastructure Integration (VII), efficiency improvements.

## **ACCOUNTING AND FINANCIAL REPORTING:**

Accounting and Financial Reporting department's key responsibilities are to administer the Port's accounting and financial reporting business processes and supporting PeopleSoft systems functional administration.

The department's operations provide the following Port-wide core services: accounts payable disbursements, payroll administration, billing and lease management, accounts receivable, credit and collection enforcement, general ledger administration, capital project costing, cash and debt accounting, fixed assets accounting, grants billing and reporting, corporate credit card and procurement card administration, employee expense reimbursements, corporate tax administration, external audits facilitation, financial/management reporting, and Port accounting policies and procedures.

- **Key Goals**

- Quality and responsive accounting and financial reporting services that meet evolving Port business needs.
- On-going business process improvements to increase productivity and operational/systems efficiencies.
- Leverage the use of technology to allow Port operations to conduct accounting and fiscal management in a decentralized environment.
- Improved use of our PeopleSoft Financials and Payroll systems and value they bring to the organization.
- Timely and meaningful financial information that facilitates sound decisions by Port leadership and management.
- Essential user knowledge on key accounting processes and systems, and compliance with related legal and industry prescribed standards.
- Policies and protocols that facilitate proper stewardship over public funds and assets.
- Compliance with the many evolving and complex accounting and financial reporting standards.
- Opportunities, broadly, for AFR team members to initiate and lead key focuses that result in value-added changes to the way services are provided and business is conducted.

- **Key Performance Indicators**

- Complete a Comprehensive Annual Financial Report (CAFR) in accordance with prescribed government accounting and financial reporting standards.
- Receive an unqualified independent auditor's opinion on the Port's financial statements.
- Receive the Government Finance Officer's Association (GFOA) award for excellence in financial reporting.
- Successfully implement PeopleSoft v.9 HRMS.
- Successfully implement Concur, Bank of America's new expense reporting system, replacing EAGLS.
- Successfully support the implementation of the Port's reorganization into accounting/financial management reports.
- shum, tonyaComplete continued end-user training on the Port's key accounting/financial processes and the use of PeopleSoft.

## **INTERNAL AUDIT:**

Internal Audit provides adequate and sufficient risk-based audit coverage across the Port. The coverage will provide the Commission and Management with reasonable assurance that Port operations are conducted efficiently and effectively in regard to compliance and performance.

Provide functional expertise to management in regard to controls to mitigate various risks throughout the Port.

- **Key Goals**
  - Quality, value-added audit services.
  - Competent audit staff with sufficient auditing, accounting, and operation knowledge/experience.
  - Leverage current technology to increase efficiency and effectiveness in audit process.
  - Increase risk awareness through training.
  - Promote compliance with laws and regulations as a public agency.
  - Guidance on internal controls, best practices, and risk mitigation.
  - Promote and provide guidance on Control Risk Self-Assessment.
- **Key Performance Indicators**
  - Complete one systems audit.
  - Complete a number of lease audits.
  - Complete a number of department audits.
  - Increase the Continuous Monitoring System (CMS) coverage.
  - Complete two Control Self-Assessment (CSA) engagements as a facilitator.
  - Complete fraud and internal control training sessions.
  - Complete preliminary groundwork for an audit document management system for implementation feasibility in 2010.

## **FINANCE AND BUDGET:**

The overall goal of the Finance department is to continuously improve the institution's management of its assets, resources and processes. The four main focus areas are debt management, financial asset management, strategic planning and budgeting.

- Prepare the Corporate Budget and coordinate the port-wide budget preparation and approval process.
- Report quarterly on budget variances to the Public, Port of Seattle Executives and Commissioners.
- Monitor Corporate Departments commitment control budgets.
- Integrate Portwide strategies into a variety of current initiatives including the green port initiative, IT governance board, internal performance audits, and the sustainable facility management initiative.
- Advance port-wide sustainability and climate change initiatives, research and external collaboration.
- **Key Goals**
  - Track corporate department budgets and make necessary budget adjustments to stay on or below budget.
  - Provide capital budgeting and financial planning.
  - Provide financial management tools and policies.
  - Actions take place across the port to accomplish the portwide strategies and objectives.
  - Emerging strategic issues are incorporated into portwide strategies.
  - External relationships are developed to support key emerging issues.
- **Key Performance Indicators**
  - Corporate departments are below budget.
  - Meet or exceed investment portfolio benchmark.
  - Meet or exceed refunding savings targets.
  - Comply with laws and regulations related to debt, cash management and investments.
  - Current initiatives are underway to accomplish the portwide strategies.
  - Port-wide strategy teams address and incorporate key emerging issues.
  - Key external relationships are being nurtured.
  - Long term sustainability metrics are available to current decision-makers.

## **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT):**

ICT provides reliable, high-quality, cost-effective enterprise-wide infrastructure, hardware, applications, and technology services to support the Divisions and the Port's business operations and strategies.

- Support Aviation Division information systems including Flight Information Management System (FIMS), Common Use Terminal Equipment (CUTE), MAXIMO, and Check-in Kiosks as well as the continued work to consolidate, decommission, and re-implement older systems.
- Support and enhancements for Seaport Maintenance Maximo system and Seaport Access Control and Surveillance Systems.
- Extend core applications and enhance port-wide business processes as approved by the ICT Governance Board. Examples of key projects include: PeopleSoft Human Resource Management System reimplementation, Clarity Budget System implementation and enterprise Geographic Information System (GIS) technologies.
- Support, maintain and work to consolidate over 180 existing applications for the Port.
- Provide Port-wide information security and privacy strategy; provide policies and procedures to ensure appropriate information confidentiality, integrity, and availability.
- Provide enhanced service to support an increasingly mobile workforce. Continue to expand the IT Service Desk to include airport system monitoring and incident management.
- Reduce operating costs by consolidating data storage and systems where feasible.
- Provide technology consulting to all divisions as they consider future technology alternatives and investments.
- **Key Goals**  
ICT's key responsibilities and services focus on effectively administering and managing the Port's enterprise Information Technology systems, services, and resources in the most cost effective manner. Key strategies include:
  - Security management.
  - Enterprise architecture and project delivery: aligning technology with business objectives and managing technology change.
  - Infrastructure management and consolidation.
  - Systems integration and delivery: monitoring, optimizing, management and maintenance.
  - Service management: providing customer support, service desk, and process improvement.
  - Financial management and project delivery: cost controls, vendor management, financial planning, and communications.
  - Governance: continue to provide policy, direction, and decision-making on all technology investments.
- **Key Performance Indicators**
  - Track reduction in spam and other security breaches.
  - Track project schedules and budgets.
  - Track number of virtual machines, consolidated databases, and consolidated storage.
  - Monitor the resulting energy and hardware cost savings of server virtualization.
  - Comply with contract and purchasing requirements.
  - The Service Desk manages several metrics such as: number of live answers, number of incidents resolved, incident resolution time, and staff productivity .
  - Track costs and budgets.
  - Record governance committee decisions, approvals, and lessons learned.

## **HUMAN RESOURCES AND DEVELOPMENT:**

Human Resources and Development (HRD) engages and equips employees to achieve exceptional results. The department partners with others to sustain the Port of Seattle as a vital, high performing organization. To accomplish these ends HRD incorporates expertise in a range of disciplines including employment, compensation and benefits, employee development, diversity, equal employment opportunity, organizational development, and HR systems management.

- **Key Goals**

- Assure that both internal systems (e.g., payroll) and external access (e.g., employment application process) are accurate, dependable and user friendly by fully partnering with ICT and AFR to implement PeopleSoft Version 9.0.
- Assess employee engagement (which correlates strongly to productivity) by implementing a meaningful Port-wide employee survey, preferably using the Gallup organization as our external partner. Plan and if possible begin implementing responses to the data, with a focus on positive (future focused) organizational change. Use the data to inform and enhance such ongoing HRD initiatives and programs such as employee development, Employee Development and Diversity Council, learning programs, leadership development, performance management, and ASAP (Administrative Services at the Port).

- **Key Performance Indicators**

- Employee satisfaction/engagement survey.
- Routine evaluations of classes, HRD facilitated workshops and planning sessions.
- Quarterly High Performance Organization survey (which may be superseded by a new Port-wide survey).
- Market comparisons (re: salary and benefits).
- Client feedback on employment processes, organizational development interventions, and job evaluations.
- Track number of job evaluations conducted, positions opened and filled, employment applications processed, temporary agency workers placed, and, participants in Portal classes.

## **OFFICE OF SOCIAL RESPONSIBILITY:**

The Office of Social Responsibility's main purpose is to ensure that the Port's business actions align with social responsibility values of fairness, inclusion, and social and economic equity. Key responsibilities include leading and managing the Port's Small Business Program, policy and procedure development, and coordinating with other departments on key projects and initiatives that align with the Port's social responsibility objectives.

- **Key Goals**

- Implement and expand the Port's Small Business Program (formerly SB "Initiative") which shall include new policies and procedures.
- Work with key Port departments to champion workforce development (including as liaison with the Office of Port Jobs and Veterans Fellowship).
- Special projects such as Ship to Shelter Program.

- **Key Performance Indicators**

- Meet the Port's established target for small business participation.
- Meet DBE federal compliance requirements.
- Increase outreach participation to veterans.
- Increase outreach participation in the community and other agencies.

## **POLICE:**

Maintain individual and organizational commitment to the Port of Seattle mission and values as well as the International Association of Chiefs of Police, Cannons of Police Ethics.

- Maintain a high performance workplace by providing primary law enforcement and public safety related services to those who use and/or work at Port of Seattle owned and operated properties.
- Enhance public understanding, implementing responsive partnerships with internal and external customers.
- Sharing Departmental resources with other ports, police, and public safety agencies to reduce the impact of cross-jurisdictional crime to promote efficiencies and increase effectiveness.
- Providing, managing, and organizing the requisite resources to support the Port of Seattle Police Department operational objectives to remain in the forefront of transportation security.
- Evaluating both Department and individual contributions as measured by our strategic plan to ensure competency in performance, supervision, and management.
- **Key Goals**
  - Key Goals for 2009 include continued implementation of recommendations from the Port Oversight Committee and WASPC LEMAP audit.
  - Continue to use of the Department Roundtable to identify areas and means of departmental improvement.
  - Utilization as needed of the Spectrum group and the Results group to facilitate organizational development and improvement.
- **Key Performance Indicators**
  - Spectrum Group is maintaining a timeline setting forth the key milestones, accomplishments and goals set at the Leadership retreat and ongoing goals set through the Department Roundtable.
  - Other indicators include implementation of the recommendations of the Oversight Committee and the LEMAP team.

## D. PROFESSIONAL & TECHNICAL SERVICES BUDGET SUMMARY

The following Tables IX-2 & IX-3 and Figures IX-1 & IX-2 illustrate the administrative expense for Corporate Professional & Technical Services by department and by account:

**TABLE IX-2: ADMINISTRATIVE EXPENSE BY DEPARTMENT**

		(\$ in 000's)			% Change
<b>By Department</b>		2007 Actual	2008 Budget	2009 Budget	2009 Bud-2008 Bud
Commission		\$577	\$791	\$867	9.6%
Executive		1,801	1,784	1,540	-13.7%
External Affairs		821	1,460	1,347	-7.7%
Labor Relations		579	731	731	0.0%
Legal		2,969	2,766	2,703	-2.3%
Risk Services		2,572	3,107	2,861	-7.9%
Health & Safety Services		995	1,059	985	-7.0%
Public Affairs		3,961	4,681	4,270	-8.8%
Economic & Trade Development	1	1,524	2,174	2,099	-3.5%
Regional Transportation	1	291	522	498	-4.6%
Accounting & Financial Reporting	2	6,174	7,189	6,541	-9.0%
Internal Audit	2	492	849	1,211	42.6%
Finance & Budget		1,456	1,821	1,719	-5.6%
Information & Communications Technology		13,346	15,010	19,658	31.0%
Human Resources & Development		3,644	4,432	4,165	-6.0%
Office of Social Responsibility	3	200	1,738	1,647	-5.2%
Police		18,607	20,474	19,979	-2.4%
Consulting Services	4	3	17	0	-100.0%
Contingency		493	750	750	0.0%
OPEB Reserve*	5	6,295	0	0	0.0%
<b>Corporate Division Expenses</b>		<b>\$66,801</b>	<b>\$71,355</b>	<b>\$73,572</b>	<b>3.1%</b>

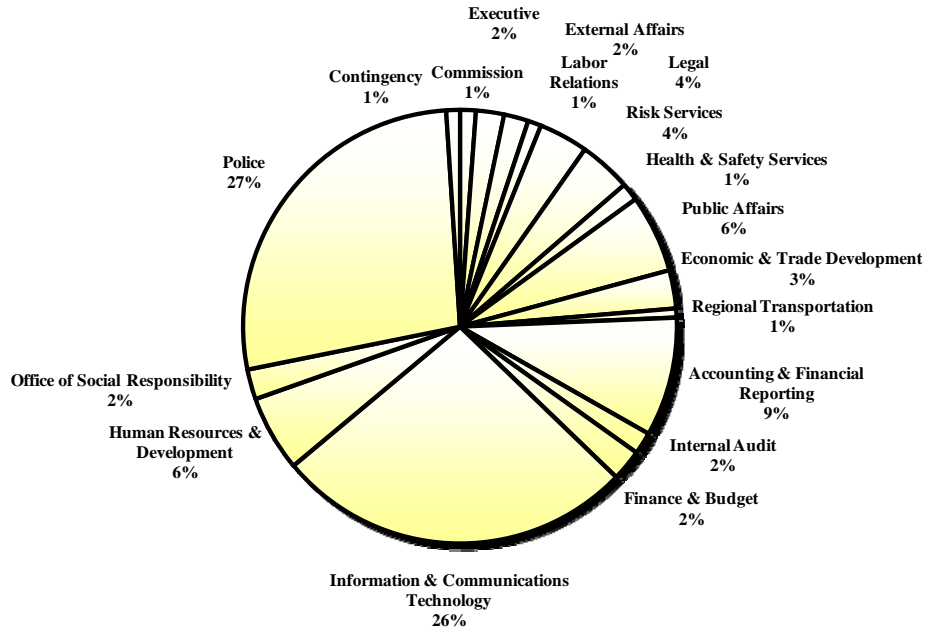
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### Notes:

- 1) Economic & Trade Development and Regional Transportation were transferred from the former Economic Development Division for 2008.
- 2) Internal Audit became a separate department during 2008. It was previously part of Accounting & Financial Reporting.
- 3) Established Office of Social Responsibility for 2008.
- 4) Consulting Services was established in 2007 on a temporary basis, which will no longer exist for 2009.
- 5) Other Post Employment Benefits Accounting Reserve is allocated to the divisions in 2007. For 2008 & 2009 budget, OPEB costs reside in each department's budget.

**FIGURE IX-1: ADMINISTRATIVE EXPENSE BY DEPARTMENT**

(\$ in 000's)



**Total Expense: \$73,572**

**TABLE IX-3: REVENUES AND EXPENSES BY ACCOUNT**

(\$ in 000's)		2007	2008	2009	% Change
By Account		Actual	Budget	Budget	2009 Bud- 2008 Bud
<b>Revenue</b>					
Property Rental Revenue		16			0.0%
Other Revenue		2,177	1,258	1,470	16.9%
<b>Total Administrative Revenue</b>		\$ 2,193	\$ 1,258	\$ 1,470	16.9%
<b>Expense</b>					
Salaries, Wages, Benefits & Workmans Comp		49,756	55,326	57,005	3.0%
Equipment Expense		2,386	1,322	1,278	-3.3%
Utilities		6	7	7	-2.8%
Supplies & Stock		454	626	693	10.6%
Outside Services		13,779	12,936	10,812	-16.4%
Travel & Other Employee Expenses		1,852	2,332	2,006	-14.0%
Promotional Expenses		320	514	442	-14.0%
Other		142	1,593	4,680	193.9%
Total Operating Expenses Before Charges to Capital		\$68,694	\$74,656	\$76,923	3.0%
Charges to Capital Projects		(1,893)	(3,301)	(3,351)	1.5%
<b>Total Administrative Expense</b> 1		\$66,801	\$71,355	\$73,572	3.1%

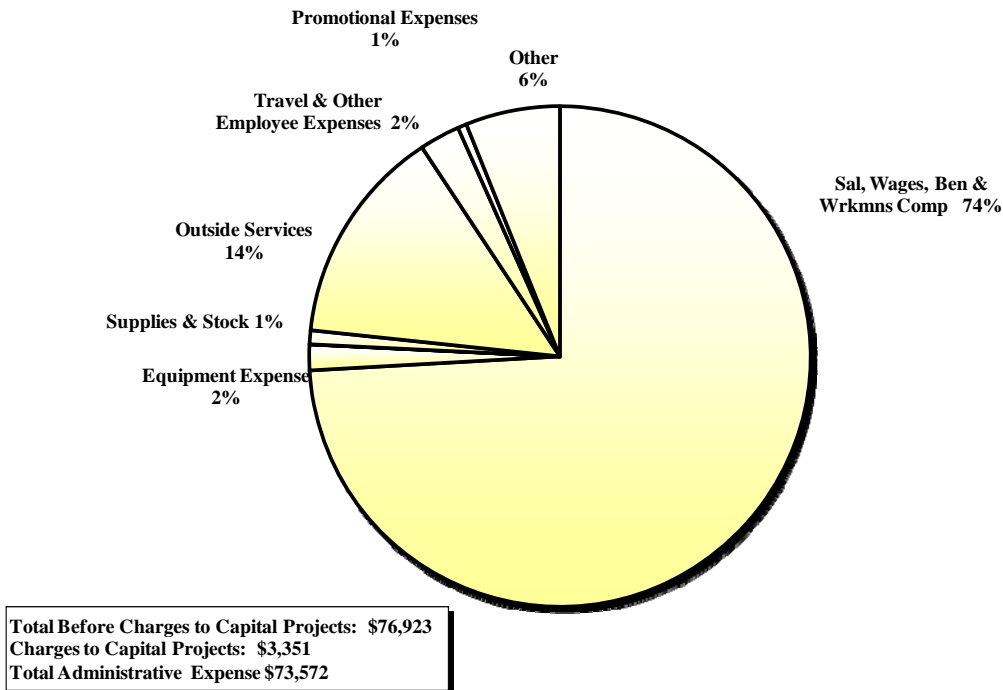
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**Notes:**

- 1) Does not include adjustment for charges into Corporate SubClasses from Divisions.

**FIGURE IX-2: ADMINISTRATIVE EXPENSE BY ACCOUNT**

(\$ in 000's)



## E. STAFFING

The following Table IX-4 depicts the proposed staffing requirements for 2009 by department for Corporate Professional & Technical Services. Engineering, Port Construction Services and Procurement were transferred to the new Capital Development Division and Internal Audit became a separate department, previously part of Accounting & Financial Reporting. Corporate is increasing by 3.8 FTEs from its adjusted 2008 budgeted total after the transfer to the new Capital Development division. 2 Audit Managers and an Administrative Assistant will be added to Internal Audit, 1 Deputy Police Chief, a .4 Staff Assistant and a .7 Intern are new for 2009. The Chief Administrative Officer position and a .3 Intern were deleted.

**TABLE IX-4: CORPORATE PROFESSIONAL AND TECHNICAL SERVICES DIVISION STAFFING**

STAFFING (Full-Time Equivalent Positions)		2008 Budget	2008 Est. Act.	2009 Budget	% Change 2009 Bud - 2008 Bud
BY DEPARTMENT	Notes				
Commission	1	9.0	11.0	11.0	22.2%
Executive Office		6.0	6.0	5.0	-16.7%
Legal Counsel	1	15.0	13.0	13.0	-13.3%
Risk Services		5.0	5.0	5.0	0.0%
Health & Safety		7.3	7.3	7.0	-4.1%
External Affairs		7.0	7.0	7.0	0.0%
Public Affairs		20.6	20.6	20.6	0.0%
Economic & Trade Development		9.0	9.0	9.0	0.0%
Engineering	2	0.0	0.0	0.0	
Port Construction Services	2	0.0	0.0	0.0	
Accounting & Financial Reporting	2 & 3	61.6	57.4	57.4	-6.8%
Finance & Budget		11.0	11.0	11.7	6.4%
Internal Audit	3		7.2	10.2	
Office of Social Responsibility	2	12.0	9.0	9.0	-25.0%
Information & Communication Technology		129.0	129.0	129.0	0.0%
Labor Relations		5.0	5.0	5.0	0.0%
Human Resources & Development		29.4	29.4	29.8	1.4%
Regional Transportation		3.0	3.0	3.0	0.0%
Police		141.0	141.0	142.0	0.7%
<b>TOTAL CORPORATE PROFESSIONAL &amp; TECHNICAL SERVICES DIVISION</b>		<b>470.9</b>	<b>470.9</b>	<b>474.7</b>	<b>0.8%</b>

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### Notes:

- 1) Received Commission Records from Legal
- 2) Transferred to the new Capital Development Division
- 3) Internal Audit became a new department during 2008 with 6.2 FTEs transferred from Accounting & Financial Reporting
- 4) The 2.4 Interns are in: 1 in Economic & Trade Development, 1 in Human Resources & Development, .2 in Accounting & Financial Reporting & another .2 in Internal Audit
- 5) The 5 Commissioners are in the Commission Department

## **F. CAPITAL BUDGET**

Corporate Professional & Technical Services has a total 2009 capital budget of \$12.8 million. For more detail refer to Capital Budget, Section X.

Table IX-5 provides a summary of the Corporate Professional & Technical Services 2009 capital budget.

**TABLE IX-5: CORPORATE PROFESSIONAL & TECHNICAL SERVICES COMMITTEED CAPITAL BUDGET**

(\$ in 000's)	<b>2009 Budget</b>	<b>2009-2013 CIP</b>	<b>% of Total</b>
<b>Committed Capital Projects</b>			
P&TS General	\$300	\$700	2.3%
ICT Business Services	12,508	48,158	97.7%
<b>Total</b>	<b>\$12,808</b>	<b>\$48,858</b>	<b>100.0%</b>
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## **G. CORPORATE PROFESSIONAL & TECHNICAL SERVICES SUMMARY**

**TABLE IX-6: CORPORATE PROFESSIONAL & TECHNICAL SERVICES SUMMARY**

in 000's		Actual 2007	Budget 2008	Forecast 2008	Budget 2009	Growth 2009 Bud- 2008 Bud
<b>OPERATING BUDGET</b>	Notes					
Operating Revenue		\$2,193	\$1,258	\$1,413	\$1,470	16.9%
Corporate Expense		48,194	50,881	54,672	53,593	5.3%
Law Enforcement Costs		18,607	20,474	19,724	19,979	-2.4%
Total		66,801	71,355	74,396	73,572	3.1%
Income from Operations		(\$64,608)	(\$70,097)	(\$72,983)	(\$72,101)	2.9%
<b>CAPITAL SPENDING</b>		\$3,927	\$14,838	\$18,535	\$12,808	-13.7%
<b>TOTAL FTEs</b>		633.3	470.9	470.9	474.7	0.8%
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