

CORPORATE PROFESSIONAL & TECHNICAL SERVICES

A. 2010 BUDGET SUMMARY

TABLE IX-1: 2010 BUDGET SUMMARY

(\$ in 000's)		2009 Budget	2010 Budget	Change 2010 Bud- 2009 Bud	% Change 2010 Bud- 2009 Bud
OPERATING RESULTS	Notes				
Security Grant Revenue		1,470	1,527	\$57	3.9%
Total Revenue		1,470	1,527	\$57	3.9%
Professional & Tech. Services Dept.		73,748	72,001	(1,747)	-2.4%
Total P&TS Expense		73,748	72,001	(1,747)	-2.4%
Excess of Revenue over Expense		(72,278)	(70,474)	\$1,804	-2.5%
COMMITTED CAPITAL BUDGET	1	\$12,808	\$10,514	(\$2,294)	-17.9%
EMPLOYMENT (TOTAL FTEs)		472.7	450.2	(22.5)	-4.8%

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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.

Many of the Corporate departments are vital to the success of the operating divisions for providing essential services such as accounting, legal services, computer support, etc. Their services also benefit the public in general and play an indirect role in the success of the operating divisions

The major initiatives and service plans for the Corporate Professional and Technical Services departments in 2010 are:

COMMISSION:

Set and support CEO performance goals and objectives. These include policy goals and objectives related to the achieving the Port's financial and budgetary annual performance, and aligning budget priorities to the Port's core mission; division goals and objectives that demonstrate the CEO is holding his direct reporting managers accountable for division-level performance; and other goals and objectives related CEO-identified "stretch goals" for achieving the stated vision of being the "cleanest, greenest, most energy-efficient port in the nation," as well as other CEO initiatives that require leadership engagement with the Commission (e.g. Century Agenda activities and federal legislative efforts).

- **Key Goals:**
 - Achieve the stated vision of being the "cleanest, greenest, most energy-efficient port in the nation."
 - Develop key partnerships with customers, regulators and environmental groups.
 - Provide administration for Commission meetings and the formal record of Commission actions.
- **Key Performance Indicators:**
 - Ensure that the Port operates at a profit and must manage its capital reserves, available financial instruments and the tax levy in a responsible manner.
 - Commission meeting agenda is posted to the internet as soon as approved.

EXECUTIVE:

Achieve 2010 operating and performance goals and objectives set by the Commission. Continue to implement Port reform initiatives. Complete or maintain major infrastructure initiatives for 2010 by investing in capital projects that facilitate freight mobility and protect the Working Waterfront and support job creation. Continue to support an ambitious environmental agenda.

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.
- **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.

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.
 - Manage ongoing claims in accordance with the Port's Resolution and Policy EX-7 for claims made against the Port (and by the Port) to include managing the total cost of claims.
 - Manage the Port Driver Safety Program which includes managing drivers with commercial driver licenses including and oversight of drug testing for these drivers.
- **Key Performance Indicators:**
 - Manage 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 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.

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. Promote employee health improvement through wellness program offerings.

- **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.

EXTERNAL AFFAIRS:

External Affairs includes a number of key functions/programs: community outreach, government relations, media relations, corporate communications, and international tourism.

- **Key Goals:**
 - COMMUNITY OUTREACH**
 - Organize key Port Community-based engagement, communications and events.
 - Develop opportunities for the Port to increase understanding and support within port communities.
 - Identify and staff speaking opportunities.
 - Develop and manage key stakeholder list.
 - Provide protocol and logistics services.
 - Organize key Port community-based events.
 - Manage and develop new educational outreach programs.
 - GOVERNMENT RELATIONS**
 - Encourage broad and in-depth institutional understanding and appreciation of POS legislative and policy position and their impacts inside and outside of the POS.
 - Emphasize strategic approaches to Port issues, coordinating efforts of Government Relations, Corporate Media and Public Affairs to prepare and implement Port policy objectives.
 - Keep both Executive and Commission informed of current developments. Seek out opportunities to improve our knowledge and understanding of issues.
 - Attend conferences, seminars and courses designed to enhance professional skills and value to the Port.

MEDIA RELATIONS

- Effectively promote the port as an economic engine that is crucial to the region's success.
- Demonstrate the port's leadership in environmentally-friendly business practices.
- Use social media tools to widen the port's audience, targeting King County citizens that have not traditionally followed Port of Seattle activities.
- Continually research opportunities to highlight job creation, economic growth, and environmental practices, working collaboratively with other agencies where possible.
- Develop communications plans to reach target audiences.

CORPORATE COMMUNICATIONS

- Enhance public understanding about port activities and impact on the region through Web site, video, electronic and print publications, and social media.
- Manage, coordinate and integrate content on the Intranet site, executive communications to employees, video/audio products and employee events to promote staff awareness of business news and strategic objectives.
- Plan and implement communications about the port's container business, cruise and environmental programs and initiatives.
- Plan and manage events to celebrate successes and milestones in the business and environmental initiatives.
- Produce communications plans, tools, and vehicles to reach target audiences.
- Manage public information and advertising for the airport and its concessions tenants.
- Manage content on the Port's website.
- Manage communications for real estate, construction, environmental and other major programs.

INTERNATIONAL TOURISM

- Maintain and increase tourism efforts in the United Kingdom to drive senior market business with a focus on niche markets in support of Icelandair service from London.
- Maintain and increase tourism efforts in France to drive leisure travelers to other areas of Washington State in support of Air France and Icelandair service from Paris.
- Continue to develop strategies and opportunities for the Chinese market by increasing tour operator product and media coverage with the support of Hainan Airlines.
- Continue to maintain and increase tourism efforts in Japan, the number one international overseas market, in support of United and Delta Airlines.

• **Key Performance Indicators:**

COMMUNITY OUTREACH

- Targeted speaking engagements towards underserved audiences and key issues.
- Strong relations with opinion leaders throughout port fence line communities.
- Increase program attendance when possible.

GOVERNMENT RELATIONS

- Increase Commission contacts with outside elected officials and key staff by arranging conversations concerning specific legislation, general meet-and-greet opportunities and one-on-one meetings with legislators, staff and Cabinet officials.
- Increase direct Port testimony in state and local legislative bodies.
- Increase POS role in broad public policy initiatives and discussions. Examples: Governor's Global Competitiveness Council, Freight Mobility Strategic Investment Board, Pacific NW Waterways Association, Seattle Chamber of Commerce, environmental agencies, etc.
- Comply with City of Seattle on permits and projects.
- Progress on list of joint work items with Seattle City Council.
- Successful public outreach by Port and King County on Eastside Rail Corridor planning.
- Successful support of all joint POS-POT Commission Meetings.

MEDIA RELATIONS

- Obtain substantive coverage of port activities, particularly in the areas of job creation, environmental leadership, and accountability.
- Develop expanded list of media outlets interested in covering how the port benefits the local, regional, and state economy, with special focus on Eastern Washington outlets.
- Increase traffic to external website via social media tools.

CORPORATE COMMUNICATIONS

- Improve subscriber experience in electronic news and bulletins to enhance performance and increase subscriber base by 5%.
- Increase employee use of Intranet site and increase participation in employee meetings using new interactive format.
- Obtain and use verbal and electronic feedback from audience members or community using blog or web surveys, and user responses to Web site.
- Increase the size of the audience reached by division marketing communications and environmental communications tools, activities and events.

INTERNATIONAL TOURISM

- Media coverage for all markets (television, print, radio and websites) is extracted and evaluated monthly on an advertising equivalency basis.
- In-kind contributions generated from the private sector travel industry supporting on-going tourism programs (familiarization tours for media, tour operators, travel agents, missions) is gathered and evaluated for a cost/benefit ratio.
- Tour development brochure product and websites are analyzed and numbers provided to determine the development and expansion of product in each market.

REGIONAL TRANSPORTATION:

Regional Transportation department leads the Port Commission's business strategy to: "Be a catalyst for transportation solutions." Our major functions include (1) project planning, management and funding; (2) transportation policy advocacy; and (3) synthesizing a focused, Port-wide transportation strategy. 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 economic vitality with regional transportation and freight mobility.

- **Key Performance Indicators:**

- Seek funding with city and state stakeholders for key projects including Mercer Corridor, South Park Bridge, Green River Valley freight corridor, SR 509 and Link Light Rail south from airport.
- Pursue South Access design or "Plan B" in light of SR 509 funding and construction delay with airport staff.
- Continue work with Sound Transit Link Light Rail extensions, primarily south of the airport and additionally minimizing freight impacts as rail extends east.
- Support roadway and utility design and construction as Terminal 91 or potential North Bay development may proceed
- Viaduct/Seawall replacement: support Port needs in Bored Tunnel and Transit implementation.
- Advocate for I-5 efficiencies through Seattle.
- Move forward in design and secure funding for regional highway mega-projects.
- Focus strategies to address gaps in freight capacity in the international supply chain, through modeling, coalition building, project definition, prioritization, and funding.

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, legal compliance, employee development, diversity, equal employment opportunity, organizational development, and HR systems management.

- **Key Goals:**
 - Build on the Veteran’s Fellowship Pilot Program to positively impact social responsibility, recruitment, and community relations.
 - Continue to build on the Port of Seattle’s high school and college internship programs to create a “Total Student Experience”.
 - Continue the evolution of the Wellness Rewards Program. Develop a 3 to 5 year strategic plan to address ever-increasing costs.
 - Ensure competitive pay structures for represented and non-represented employees via values around compensation building in the Compensation Philosophy framework developed in 2009.
 - Apply organizational development skills to assist organization in adjusting to “new Port reality” - (e.g., reduced work force, benefits changes, new Commissioners, new leaders in some parts of the organization).
 - Continue to grow employee development and diversity initiatives in order to assure that current work force is able to meet challenges of complex economic environment and that internal staff can compete successfully for growth opportunities in the organization.
- **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, participants in Portal classes, timeliness of PREP Performance reviews, and employee compliance with mandatory training.

LABOR RELATIONS:

The Labor Relations department goal is to foster 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 about 750 employees.

- **Key Goals:**
 - Utilize Project Labor Agreements in Port construction programs in order to provide labor harmony, promote best labor practices to small contractors.
 - Encourage and assist Port management to identify areas for mutual gain between the Port and organized labor when engaged in business planning.
 - Research, evaluate and implement best practices in the field of labor relations.
 - Coordinate and assist other Port departments with strategic planning efforts involving organized employees.
 - Create, develop and implement sustainable budget models and practices.
 - Maintain and utilize “LaborSoft,” an information management and grievance tracking system for the purpose of increased efficiencies, continuity of process and decision making.
 - Work to insure labor relations are viewed as a core value at the Port by all stakeholders.

- **Key Performance Indicators:**
 - Comply with state law in contract negotiation.
 - Manage contract administration as required by the Public Employees' Bargaining Act (PECBA).
 - Provide management training on topics of labor relations matters.
 - Provide consultation, advice or research on unionized employee discipline, performance management, public employment law, best practices, policies, and market trends.
 - Investigate complaints or discovery of unionized employee misconduct as per Port policies, federal or state law, collective bargaining agreements, or best practices.
 - Represent the Port in dispute resolution with union groups.
 - Administer the Project Labor Agreement.

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. ICT supports and maintains over 160 existing applications, over 2000 PCs, over 3,700 phones, and a complex network and data center infrastructure that provides 24/7 Port wide services.

ICT will also manage the following new systems and projects requested for 2010: FIMS Phase II, PeopleSoft Financials Upgrade, ID Badge Software Upgrade, Crane Billing System, Consolidated Port Consultant Roster, Desktop Virtualization, Seaport Security Grant Projects, Microsoft Operating System Upgrade, Property Management System Upgrade, and Enhanced Client Security.

- **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: ensure that Port technology assets are well protected and that security controls align with all legal and regulatory requirements.
 - Enterprise architecture and project delivery: continue to focus on the relevance, performance, and cost-effectiveness of the Port's technology architecture
 - Infrastructure management and consolidation: continues to focus on infrastructure consolidation by leveraging leading edge virtualization and storage technologies.
 - Systems integration and delivery: use a highly disciplined service-oriented architecture to leverage existing and new enterprise assets to deliver cost effective and high quality business solutions on time.
 - Service management: continues to provide enhanced service to support an increasingly mobile workforce, including expanded wireless capabilities.
 - Financial management: continue to maintain an intense focus on financial management.
 - 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.

FINANCE AND BUDGET:

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

- **Key Goals:**
 - Manage cash and investment.
 - Manage existing debt.
 - Manage new debt issuance.
 - Manage relationships with the finance community.
 - Provide financial planning and management tools and policies.
 - Manage the operating budget, capital budget, draft plan of finance, and statutory budget processes effectively.
 - Provide useful, timely, and accurate financial reports and information to the Executive Team and Commissioners.
 - Continue to guide managers and staff and help them fully understand that budget is an important management tool for business planning, resources allocation, accountabilities, performance, and control.
 - Continue to improve the budget system by adding new features and making it more user-friendly.
 - Provide good quality training to the Port staff on the budget system and PeopleSoft Financials Management Information System (MIS).
- **Key Performance Indicators:**
 - No material losses in value, investment returns track with index.
 - No material compliance or regulatory violations.
 - Capital funding through new debt provided in a timely and cost effective manner.
 - Refunding targets met or exceeded as applicable.
 - Key budget deadlines are met.
 - Publish budget calendar, budget guidelines, and budget document promptly.
 - The Commission and Executive Team receive timely, accurate, and useful financial information and reports.
 - Provide adequate training on the budget system and PeopleSoft Financials for the Port staff.
 - Maintain a robust budget system for budget preparation.

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:**
 - Provide quality and responsive accounting and financial reporting services that meet evolving Port business needs.
 - Complete 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.

- Improve use of our PeopleSoft Financials and Payroll systems and value they bring to the organization.
- Provide timely and meaningful financial information that facilitates sound decisions by Port leadership and management.
- Provide essential user knowledge on key accounting processes and systems, and compliance with related legal and industry prescribed standards.
- Ensure policies and protocols that facilitate proper stewardship over public funds and assets.
- Compliance with the many evolving and complex accounting and financial reporting standards.
- Open 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.
 - Receive favorable results from the 2009 Single Audit and Passenger Facility Charge (PFC) audits conducted by the independent auditors,
 - Initiate the focus for 3-4 year cyclical self-assessments of the Port's broad accounting and financial reporting processes.
 - Continue progress toward improving the Port's accounting policies and their clear alignment with prescribed Generally Accepted Accounting Principles (GAAP).
 - Complete formal White Papers to document the Port's assessment and accounting treatment of key/complex accounting and financial reporting issues that arise each year
 - Ensure a well-managed 2009 year-end close and financial reporting process.
 - Continue a department-wide Business Process Optimization focus to cover major operating sections, completing an emphasis on Accounts Receivable & Billing operations in 2010.

INTERNAL AUDIT:

Internal Audit Department provides value-added audit services that promote accountability, fiscal integrity, compliance, and operational efficiencies at the Port. Through independent and objective reviews, the department provides the Commission with assurance as to efficiency and effectiveness of management activity in governance, risk assessment, performance, and compliance.

- **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.
 - Provide training and guidance on internal controls, best practices, and risk mitigation.
 - Promote and provide guidance on Control Risk Self-Assessment.
 - Effectively communicate audit results to the Audit Committee and Port management.
- **Key Performance Indicators:**
 - Complete one system audit every year.
 - Complete a number of lease audits.
 - Complete a number of department audits with risk management and performance emphasis.
 - Complete fraud and internal control training sessions.
 - Reduce audit findings from external auditors.

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:**
 - Complete Port-wide Small Business Procedures and Training Manual and implement training for all key Port staff.
 - Establish parameters and operational procedures for a new Port small business certification program for implementation in early 2011.
 - Work with Port departments to establish a one-portal roster system for implementation in early 2011.
 - Continue funding partnership with Regional Small Business Development Program and continue to develop other innovative community partnerships to support small businesses.
 - Has lead responsibility to develop and implement key policies adopted in Commission Resolution 3618.
 - Manage the Airport Employment Services contract for 2010.
 - Provide outreach, education and resource referrals to independent drayage truckers to meet Clean Trucks standards adopted by the Port Commission.
 - Manage the National Urban Fellows Program; Partner with Veterans Fellowship Program; Hire America's Heroes; Ship to Shelter Program; Port apprenticeship and external community workforce development activities.
- **Key Performance Indicators:**
 - Adopt an updated Small Business Resolution and implement key policies contained in Resolution.
 - Develop new Small Business Procedures and new training program.
 - Metrics for Small Business utilization shall be increase in percentage participation from 2009, more first time contractors submitting applications or bids on Port projects.
 - Positive results from the Regional Small Business Development Program and other contracts OSR pursues for small business assistance and outreach.

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:**
 - Improve the law enforcement services we provided to our various Port customers and stakeholders.
 - Achieve and maintain state and national accreditation.
 - Support professional development of every member of the department.
 - Enhance the department's ability to respond to acts of extraordinary violence, disasters, and unusual occurrences.
- **Key Performance Indicators:**
 - Report on the compliance with recommendations made by the Commission's "Blue Ribbon Panel", the Seabold Group Report, the Carroll Report, and the WASPC Loaned Executive Management Assistance Program onsite assessment.
 - Operational measures include number of calls for services (CFS's) and number of arrests with and without warrant.

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)		2008	2009	2010	% Change
By Department		Actual	Budget	Budget	2010 Bud- 2009 Bud
Commission		\$899	\$867	\$868	0.1%
Executive		1,599	1,540	1,536	-0.3%
Government Relations		1,097	1,347	1,409	4.6%
Labor Relations		677	731	784	7.3%
Legal		3,012	2,703	2,713	0.3%
Risk Services		2,768	2,861	3,009	5.2%
Health & Safety Services		996	985	1,095	11.2%
Public Relations		4,356	4,270	4,090	-4.2%
Economic & Trade Development	3	1,645	2,099	0	-100.0%
Regional Transportation		402	498	498	0.0%
Accounting & Financial Reporting		5,863	6,541	6,716	2.7%
Internal Audit		734	1,211	1,109	-8.4%
Finance & Budget		1,667	1,719	1,529	-11.0%
Information & Communications Technology		14,577	19,658	19,076	-3.0%
Human Resources & Development		3,973	4,165	5,048	21.2%
Office of Social Responsibility		1,445	1,823	1,458	-20.0%
Police		19,484	19,979	20,314	1.7%
Contingency		4,200	750	750	0.0%
Corporate Division Expenses	1 & 2	\$69,406	\$73,748	\$72,001	-2.4%

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Notes:

- 1) Does not include adjustment for charges into Corporate SubClasses from Divisions.
- 2) 2008 Actual and 2009 Budget have been restated to include transfer of the Airport Jobs, Commute Trip Reduction functions & Safety manager position to the Corporate division.
- 3) Effective 2010, Economic & Trade Development will be eliminated.

FIGURE IX-1: ADMINISTRATIVE EXPENSE BY DEPARTMENT

(\$ in 000's)

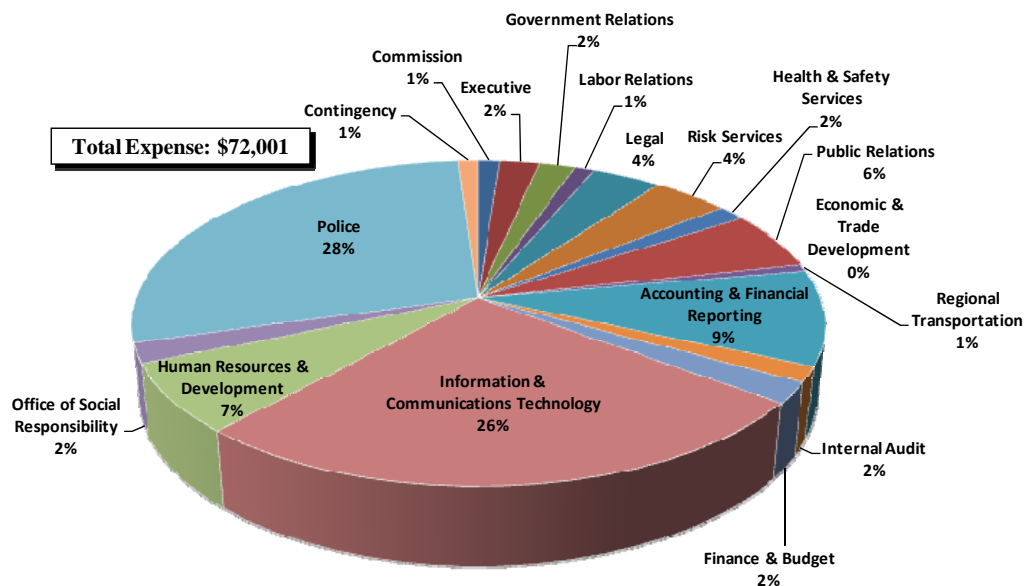


TABLE IX-3: REVENUES AND EXPENSES BY ACCOUNT

(\$ in 000's)		2008	2009	2010	% Change
By Account		Actual	Budget	Budget	2010 Bud- 2009 Bud
Revenue					
Property Rental Revenue		3			0.0%
Other Revenue		1,724	1,470	1,527	3.9%
Total Administrative Revenue		\$ 1,727	\$ 1,470	\$ 1,527	3.9%
Expense					
Salaries, Wages, Benefits & Workmans Comp		49,801	57,005	55,673	-2.3%
Equipment Expense		1,904	1,287	1,284	-0.2%
Utilities		6	7	2	-71.4%
Supplies & Stock		711	696	615	-11.6%
Outside Services		17,061	10,977	11,169	1.7%
Travel & Other Employee Expenses		1,897	2,006	2,167	8.0%
Promotional Expenses		287	442	367	-17.0%
Other Expenses		361	4,680	4,337	-7.3%
Total Operating Expenses Before Charges to Capital		\$72,030	\$77,099	\$75,613	-1.9%
Charges to Capital Projects		(2,624)	(3,351)	(3,612)	7.8%
Total Administrative Expense	1 & 2	\$69,406	\$73,748	\$72,001	-2.4%

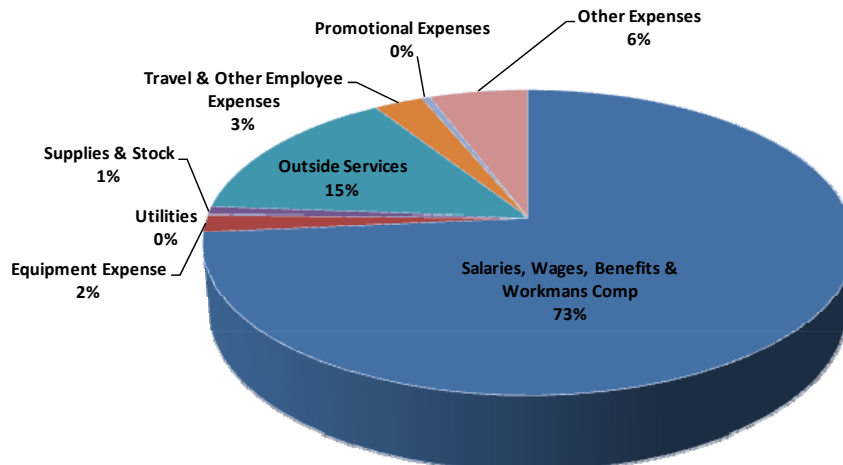
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Notes:

- 1) Does not include adjustment for charges into Corporate SubClasses from Divisions.
- 2) 2008 Actual and 2009 Budget have been restated to include transfer of the Airport Jobs, Commute Trip Reduction functions & Safety manager position to the Corporate division.

FIGURE IX-2: ADMINISTRATIVE EXPENSE BY ACCOUNT

(\$ in 000's)



Total Before Charges to Capital Projects: \$75,613
Charges to Capital Projects: \$3,612
Total Administrative Expense \$72,001

E. STAFFING

The following Table IX-4 depicts the proposed staffing requirements for 2010 by department for Corporate Professional & Technical Services. Corporate is budgeting 450.2, which is 22.5 positions lower than 2009 budget.

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

STAFFING (Full-Time Equivalent Positions)					
BY DEPARTMENT	Notes	2009 Budget	2009 Est. Act.	2010 Budget	% Change 2010 Bud - 2009 Bud
Commission		11.0	11.0	11.0	0.0%
Executive Office		5.0	5.0	5.0	0.0%
Legal Counsel		13.0	13.0	13.0	0.0%
Risk Services		5.0	5.0	5.0	0.0%
Health & Safety		7.0	8.0	8.0	14.3%
External Affairs		7.0	7.0	6.0	-14.3%
Public Affairs		20.6	20.6	17.8	-13.6%
Economic & Trade Development	1	7.2	7.2	0.0	-100.0%
Accounting & Financial Reporting		57.2	57.2	57.2	0.0%
Finance & Budget		11.7	11.7	10.7	-8.5%
Internal Audit		10.2	10.2	9.2	
Office of Social Responsibility		9.0	9.0	5.0	-44.4%
Information & Communication Technology		129.0	129.0	115.0	-10.9%
Labor Relations		5.0	9.0	9.0	80.0%
Human Resources & Development		29.8	29.8	35.3	18.5%
Regional Transportation		3.0	3.0	3.0	0.0%
Police		142.0	142.0	140.0	-1.4%
TOTAL CORPORATE PROFESSIONAL & TECHNICAL SERVICES DIVISION		472.7	477.7	450.2	-4.8%

FTE.XLS PATS

Notes:

- 1) Effective 2010, the Economic & Trade Development department will be eliminated

F. CAPITAL BUDGET

Corporate Professional & Technical Services has a total 2010 capital budget of \$10.5 million. For more detail refer to Capital Budget, Section X.

Table IX-5 provides a summary of the Corporate Professional & Technical Services 2010 capital budget.

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

(\$ in 000's)	2010 Budget	2010-2014 CIP	% of Total
Committed Capital Projects			
P&TS General	\$100	\$500	1.0%
ICT Business Services	10,414	50,014	99.0%
Total	\$10,514	\$50,514	100.0%
capsum.xls			

G. CORPORATE PROFESSIONAL & TECHNICAL SERVICES SUMMARY

TABLE IX-6: CORPORATE PROFESSIONAL & TECHNICAL SERVICES SUMMARY

in 000's	Actual 2008	2009		Budget 2010	Growth 2010 Bud- 2009 Bud
		Budget	Forecast		
OPERATING BUDGET	Notes				
Operating Revenue	\$1,727	\$1,470	\$1,417	\$1,527	3.9%
Corporate Expense	49,921	53,769	49,561	51,687	-3.9%
Law Enforcement Costs	19,484	19,979	18,312	20,314	1.7%
Total	69,406	73,748	67,873	72,001	-2.4%
Income from Operations	(\$67,679)	(\$72,278)	(\$66,456)	(\$70,474)	-2.5%
CAPITAL SPENDING	\$8,123	\$12,808	\$14,871	\$10,514	-17.9%
TOTAL FTEs	470.9	472.7	477.7	450.2	-4.8%
admhist.xls					