

**PORT OF GALVESTON
REQUEST FOR DISCUSSION AND
TRUSTEES ACTION**

BUSINESS ITEM – E-5

PREPARED BY: Peter S. Simons Interim Port Director June 5, 2017

SUBJECT: Discuss and Consider Changes to Port Staff Organization

BACKGROUND: For a number of reasons, the current organizational structure of the Port staff is not efficient. This business item proposes changes that will simplify the management structure and enable the Port Director to focus his or her efforts on strategic matters. Although certain administrative duties will be reassigned as part of this effort, the proposed structure does not require any additional staff to implement.

RECOMMENDATIONS: The Board of Trustees is respectfully requested to review the attached information, to listen to the briefing from the Port Director and to approve the recommended staff organization structure.

Respectfully Submitted By:



Peter S. Simons, Interim Port Director

DATE ACTION TAKEN: _____

Approved: _____
Disapproved: _____
Deferred To: _____
Incorporated into Minutes: _____

Motion By: _____
Seconded By: _____
Unanimous: Yes _____ No _____
By: _____

PORT OF GALVESTON

Briefing

Discuss and Consider Changes to Port Staff Organization

Background

The Board of Trustees of the Galveston Wharves has previously adopted a policy delineating the duties of the Board and the Port Director. The document, entitled "Policies Regulating Performance of Duties of the Board of Trustees and Port Director of the Galveston Wharves", seeks to balance "the separateness of the respective duties of the Board and the Port Director (the one policy-making and the other executive performance) . . ." Under that policy, the Board is required to approve the creation of any new department and substantial changes in the overall organizational plan of operations of the Port.

Current Situation

The current organizational structure of Port staff is not efficient. A copy of the current organizational structure is attached as the first enclosure to this briefing paper. The structure is inefficient for four reasons. First, too many individuals report directly to the Port Director. Second, the Port Director's focus is inherently inward because the Deputy Port Director is not in the chain of command for the other individuals who report to the Port Director. Third, lines of authority in the current structure are blurred because some individuals report formally to more than one individual. Finally, in some cases, multiple individuals perform similar functions but are not grouped together administratively.

The organization of the Port staff should be modified to combine similar functions, simplify the management structure and enable the Port Director to focus his or her efforts on external matters (customer care and development, community outreach and interaction with peers in industry and government). A copy of the proposed revision to the organizational structure, focusing on the functional aspects of the departmental arrangements, is attached as the second enclosure to this paper. In brief, this new structure separates operations and engineering into two departments, combines business development and external affairs into a single department and reduces the number of individuals reporting to the Port Director.

If approved, implementation of the new staff organization will take place as personnel decisions are made to fill open positions. For example, when a Director of Engineering is hired, the Engineering Department will be separated from the Facilities and Operations Department and the latter department will be renamed.

Fiscal Impact

None. With the exception of a dedicated Deputy Port Director, all of the positions necessary to complete the staff organization are already funded. To minimize any additional expense, this reorganization proposal envisions that the Deputy Port Director will fill two roles: lead the Operations Department and manage the senior staff for the Port Director.

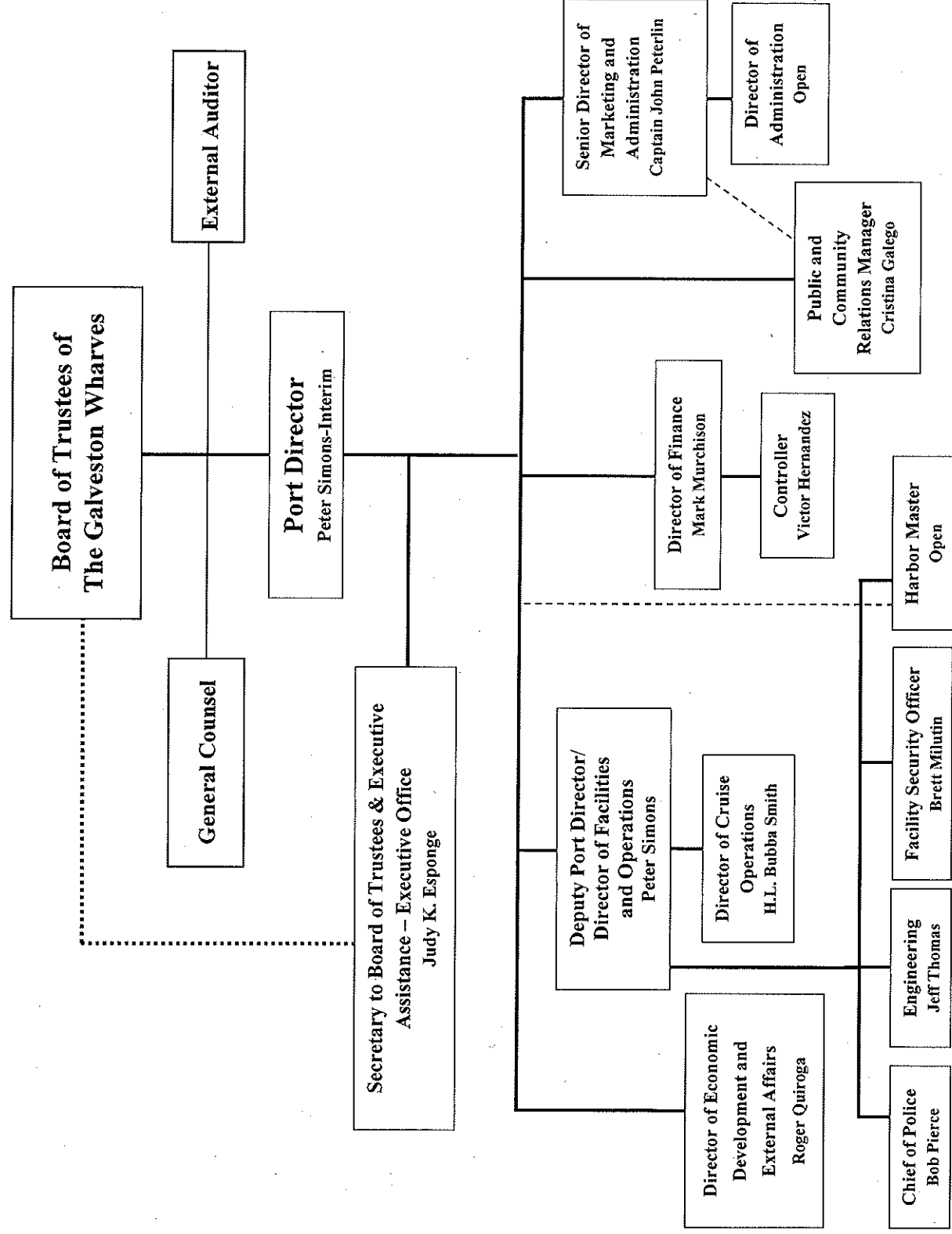
As indicated on the first attachment (the one depicting the current organizational structure), the position of Harbor Master is currently unfilled. (The incumbent retired earlier this year.) Since this is a critical staff position, I intend to promote Mr. Brett Milutin to fill that position. Mr. Milutin is a sixteen-year Port employee and has served as the Port's Facility Security Officer for five and a half years. He has also served as the Port's Assistant Harbor Master for the past five years. Since Mr. Milutin will handle both the Harbor Master and FSO duties – at least until we are able to transition those responsibilities to another individual – his pay will increase to \$77,100 a year, the minimum salary for the pay band to which the Harbor Master position is assigned. (By comparison, the recently-retired individual earned a salary of \$90,397.)

Staff Recommendation

The Board of Trustees is respectfully requested to review the attached information, to listen to the briefing from the Port Director and to approve the recommended organizational structure.

PORT OF GALVESTON

Organization Chart



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Organization Chart

