

Port of Richmond



Mission:

The Port of Richmond is responsible for developing, marketing, leasing, operating, and maintaining all City-owned marine terminals to obtain the maximum financial benefit to the City. The Port Department performs its function through two divisions: Administration and Operations. Port revenue is generated through the application of the Port Tariff and property lease agreements, which are used to fund operations, maintenance, capital improvements, and debt service.

Key Objectives for Strategic Goals:

1. Maintain and enhance the physical environment

- Set and maintain reserve fund to implement Port capital improvements.
- Improve City-owned port facilities and gateways to the Port.
- Promote environmental leadership among Port stakeholders.

2. Promote a safe and secure community

- Maximize opportunities for obtaining federal and state funds to improve security of the Richmond Harbor.
- Comply with federal and state Homeland Security regulations.

3. Promote economic vitality

- Maximize Port finances through effective business development.
- Create jobs from Port business activities.

4. Promote sustainable communities

- Reduce the Port's impact on the local and global environment.
- Maintain Port clear air action plan.

5. Promote effective government

- Collaborate with other City departments, port organizations, and regulatory agencies to streamline the Port's development process.

Port of Richmond Administration Division

Goal

To provide central services that maximize the Port's operational accuracy and efficiency. To maximize the Port's effectiveness through sound and proactive financial management. To generate business opportunities that maximizes the Port's revenue, profitability, and the Port's contribution to the City of Richmond's overall economic development.

Description

The Division ensures the Port's compliance with all applicable laws and regulations, provides a single point of contact for customer and community relations, negotiates and maintains leases and other business agreements, monitors trends and customer needs, ensures that long-range plans are executed so that Port operations are appropriately tailored to meet current and future trends, and collaborates with other agencies and City departments to maximize community initiatives that involve the Port. The Division maintains a balanced budget, manages the Port's financial and administrative internal control processes, manages account receivables/payables, prepares and analyzes financial reports, and oversees effective cash flow management. The Division continuously explores opportunities for future business development, through networking in Port Industry, attending conferences, and co-marketing with current tenants and terminal operators.

2015-16 Supporting Actions

3.28.a Increase overall Port revenue by 10% annually.

3.28.b Maintain a proactive and innovative marketing program that uses both "passive" informational materials (e.g., a comprehensive website and marketing materials), as well as a proactive approach that interfaces with industry-related activities to promote new revenue.

3.28.c Review monthly Profit and Loss with Port management.

Success Indicators

Output		2013-14 Actual	2014-15 Mid-Year Actual	2014-15 Year End Goal	2015-16 Adopted
3.28.a	Revenue generated	\$9.6M	\$3.3M	\$9.5M	\$10.7
3.28.b	Potential new revenue	\$22,000	\$945,000	\$1million	\$1million
3.28.c	Generate and review monthly Profit and Loss with Port management	12	6	12	12
Effectiveness					
3.28.a	% increase in revenue	.002%	-	20%	10%
	Revenue generated per acre/per year	\$69,565	\$17,390	\$60,869	\$44,971

Port of Richmond Operations Division

Goal

To maintain and continually improve the Port's facilities in order to maximize existing tenant/customer usage and retention, and to attract new tenants that operate their businesses effectively and efficiently.

Description

The Operations Division develops, operates and maintains the Port facilities owned by the City of Richmond (five terminals and approximately 200 acres).

2015-16 Supporting Actions

- 3.28.a** Develop and maintain a maintenance improvement plan that includes an inspection and maintenance schedule.
- 3.28.b** Develop, implement and maintain a Port security plan that meets or exceeds state and federal standards.
- 3.28.c** Implement and maintain a program that reduces the Port's environmental impact wherever possible.
- 3.28.d** Manage all existing short and long-term leases, focusing on renegotiation to increase revenue and standardization.
- 3.28.e** Adhere with industry safety standards (U.S. Coast Guard, OSHA and Cal-OSHA).
- 3.28.f** Continuously track the number of vehicles imported.
- 3.28.g** Increase the Port employment opportunities.

Port of Richmond Operations Division

Success Indicators

Output		2013-14 Actual	2014-15 Mid-Year Actual	2014-15 Year End Goal	2015-16 Adopted
3.28.a	# of scheduled maintenance projects	-	3	2	8
3.28.b	% of state/fed security agency oversight compliance	-	100%	100%	100%
3.28.c	% of state/fed environmental agency oversight compliance	-	100%	100%	100%
3.28.d	# of existing leases (both short and long-term)	-	15	13	16
3.28.e	% of facilities inspected monthly	-	100%	100%	100%
3.28.f	# of vehicles imported	-	50,938	205,000	235,000
3.28.g	# of jobs created	-	35	50	30

Effectiveness		2013-14 Actual	2014-15 Mid-Year Actual	2014-15 Year End Goal	2015-16 Adopted
3.28.a	% of scheduled maintenance projects performed on time	-	100%	100%	100%
	# of unscheduled maintenance projects	-	3	0	0
3.28.b	# of security violations	-	0	0	0
3.28.d	# of leases reviewed	-	14	13	16
3.28.e	% of environmental standard compliance	-	100%	100%	100%

Efficiency		2013-14 Actual	2014-15 Mid-Year Actual	2014-15 Year End Goal	2015-16 Adopted
3.28.a	Maintenance cost per acre	-	\$55.83	\$865	\$6,746
3.28.b	Cost of security-related fine	-	-	\$0	0
3.28.c	Cost of implementing environmental standards	-	-	\$0	0

0

Port of Richmond Program Organizational Chart

Office Management

- *Office Administration
- *Insurance Compliance
- *Procurement Compliance
- *Purchasing
- *Accounts Payable
- *Accounts Receivable
- *Property Management
- *Record Retention
- *Regulatory Compliance
- *Tariff Compliance
- *Tonnage Statistic
- *Vessel A/D Data

Business Development

- *Business Plan
- *Contracting
- *Lease Negotiations
- *Marketing
- *Permitting (CEQA)
- *Project Planning

Operations

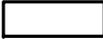
- *Construction
- *CIP Project Management
- *Engineering
- *Facility Security
- *Maintenance
- *Safety Compliance
- *Special Projects
- *Vessel Scheduling
- *Grants Projects Management

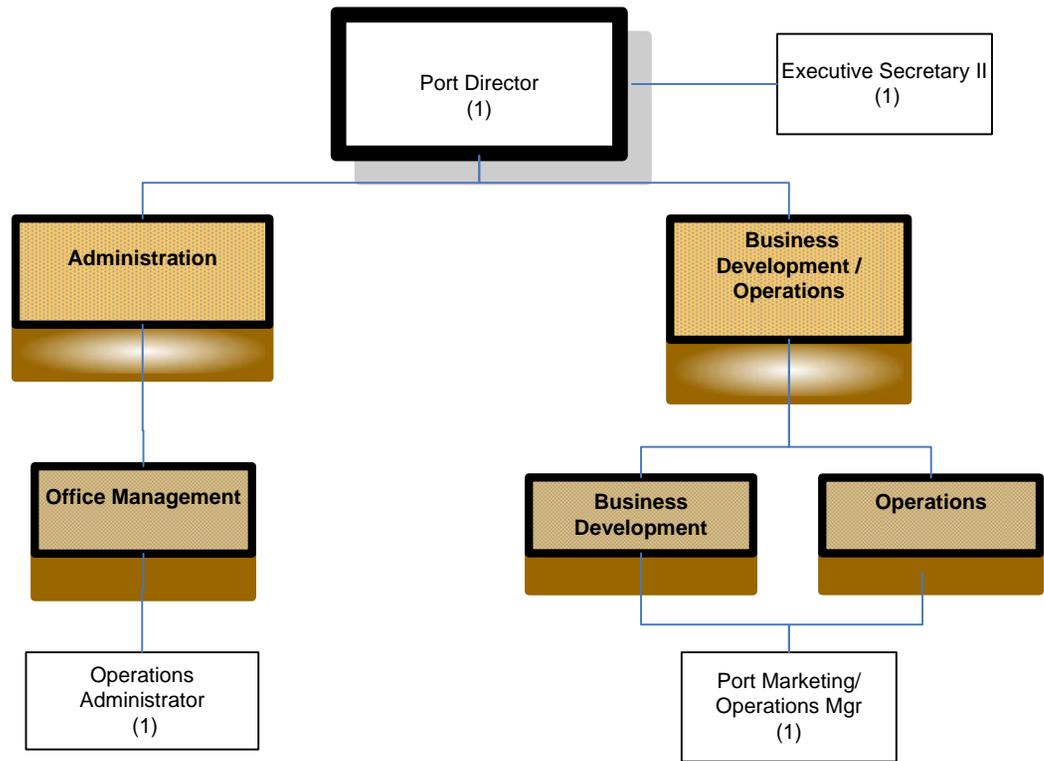


Port of Richmond FY2015-16 Organizational Chart

Existing FTE = 5, Proposed FTE=4

Legend:

	Existing Pos.		Main Program
	Proposed Pos.		Sub-Program



City of Richmond Multi-Year Comparative Position Listing

Department	Adopted FY2011-2012	Adopted FY2012-2013	Adopted FY2013-2014	Adopted FY2014-2015	Adopted FY2015-2016
PORT					
Development Project Mgr II	1.0	1.0	1.0	1.0	
Executive Secretary II					1.0
Finance Manager II	1.0	1.0	1.0	1.0	
Operations Administrator	1.0	1.0	1.0	1.0	1.0
Maintenance Lead Worker	1.0	1.0	1.0	1.0	
Port Director	1.0	1.0	1.0	1.0	1.0
Port Administrator	1.0				
Port Marketing/Operations Manager		1.0	1.0	1.0	1.0
Total Full-Time Equivalents (FTEs)	6.0	6.0	6.0	6.0	4.0

**Port of Richmond-28
FY 2015-16 Adopted**

**Port of Richmond
Enterprise Fund - 4001**

	Operating	CIP	Debt Service	Total
Beginning Balance, July 1	\$ 3,726,000			\$ 3,726,000
Revenue Sources:				
Interest & Investment Income	200.00			200
Rental Income	10,964,451.00			10,964,451
Intergovernmental Federal Grant				-
Intergovernmental State Grant				-
Total Revenue	\$ 10,964,651	\$ -	\$ -	\$ 10,964,651
Expenditures:				
Salaries	608,298			608,298
Benefits	310,129			310,129
Professional & Admin	865,280			865,280
AWC revenue share	604,750			604,750
Other Operating	18,000			18,000
Utilities	260,000			260,000
Equipment & Contract Svcs	20,000			20,000
Provisn For Ins Loss	30,000			30,000
Cost Pool	462,583			462,583
Asset/Capital Outlay		2,089,240		2,089,240
Debt Service Expenditure	150,000		5,594,024	5,744,024
Grant Expenditure				-
Total Expenses	\$ 3,329,040	\$ 2,089,240	\$ 5,594,024	\$ 11,012,304
Operating Transfers-In		2,089,240	5,594,024	7,683,264
Operating Transfers-Out	7,683,264			7,683,264
Fund Balance, June 30	\$ 3,678,347	\$ -	\$ -	\$ 3,678,347