

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 maximizes the Port's operational accuracy and efficiency. 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.

2017-18 Supporting Actions

3.28.a Increase overall Port revenue by 20% 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

		2017-18 Goal
Output		
3.28.a	Revenue generated	\$9.5M
3.28.b	Potential new revenue	\$1million
3.28.c	Generate and review monthly Profit and Loss with Port management	12
Effectiveness		
3.28.a	% increase in revenue	20%
	Revenue generated per acre/per year	\$60,869
Efficiency		
3.28.a	Total cost per acre	\$2,000

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).

2017-18 Supporting Actions

- 3.28.a** Develop and maintain a maintenance improvement plan in compliance with City requirements 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 number of jobs around the Port.

Port of Richmond Operations Division

Success Indicators

Output		2017-18 Goal
3.28.a	# of scheduled maintenance projects	2
3.28.b	% of state/fed security agency oversight compliance	100%
3.28.c	% of state/fed environmental agency oversight compliance	100%
3.28.d	# of existing leases (both short and long-term)	13
3.28.e	% of facilities inspected monthly	100%
3.28.f	# of vehicles imported	205,000
3.28.g	# of jobs created	50

Effectiveness		
3.28.a	% of scheduled maintenance projects performed on time	100%
	# of unscheduled maintenance projects	0
3.28.b	# of security violations	0
3.28.d	# of leases reviewed	13
3.28.e	% of environmental standard compliance	100%

Efficiency		
3.28.a	Maintenance cost per acre	\$865
3.28.b	Cost of security-related fine	\$0
3.28.c	Cost of implementing environmental standards	\$0

Port of Richmond Program Organizational Chart

Administration

- *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/ Operations

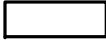




- *Business Plan
- *Contracting
- *Lease Negotiations
- *Marketing
- *Permitting (CEQA)
- *Project Planning
- *Construction
- *CIP Project Management
- *Engineering
- *Facility Security
- *Maintenance
- *Safety Compliance
- *Special Projects
- *Vessel Scheduling
- *Grants Projects Management

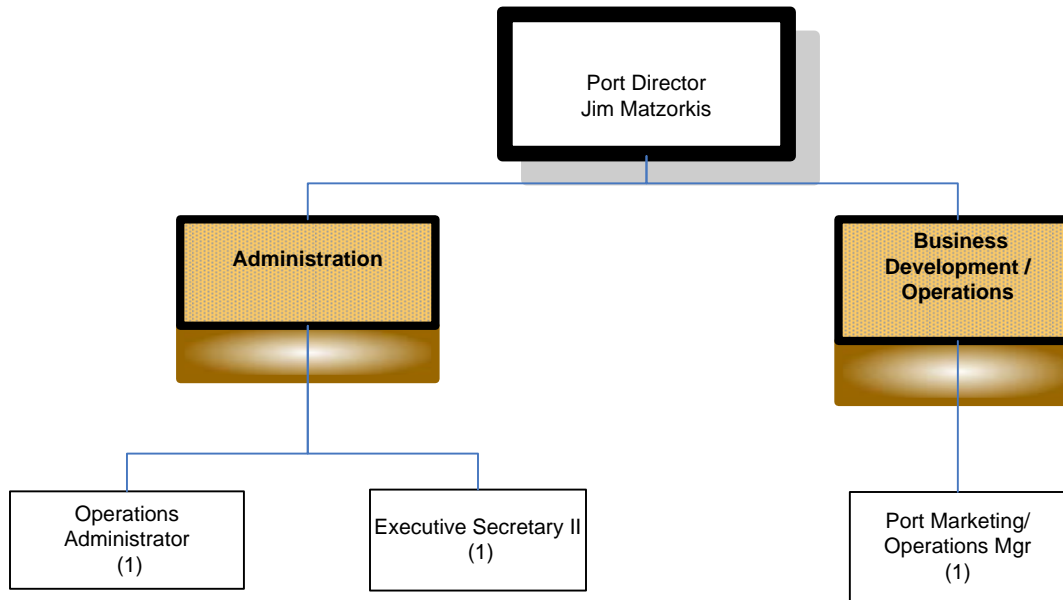


Port of Richmond FY2017-18 Organizational Chart

Existing FTE = 4, Adopted FTE=4

Legend:

	Existing Pos.		Main Program
	Proposed Pos.		Sub-Program
	Reclassification		



City of Richmond Multi-Year Comparative Position Listing

Department	Adopted FY2014-2015	Adopted FY2015-2016	Adopted FY 2016-2017	Mid-Year FY 2016-2017	Adopted FY 2017-2018
PORT of RICHMOND					
Development Project Mgr II	1.0				
Executive Secretary II		1.0	1.0	1.0	1.0
Finance Manager II	1.0				
Operations Administrator	1.0	1.0	1.0	1.0	1.0
Maintenance Lead Worker	1.0				
Port Director	1.0	1.0	1.0	1.0	1.0
Port Marketing/Operations Manager	1.0	1.0	1.0	1.0	1.0
Total Full-Time Equivalent (FTEs)	6.0	4.0	4.0	4.0	4.0

Port of Richmond-28

Summary

TOTAL BUDGET - HISTORICAL COMPARISON

	FY2015-16 Actual	FY2016-17 Adjusted	FY2016-17 Actual Thru Mar -2017	FY2017-18 Adopted	\$ Chg From FY16-17	% Chg From FY16-17
SOURCES BY FUND						
Port Fund-4001	11,133,000	10,749,944	4,783,222	11,395,125	645,181	6%
TOTAL SOURCES BY FUND	11,133,000	10,749,944	4,783,222	11,395,125	645,181	6%
USES BY TYPE						
Salaries	620,680	621,488	456,479	609,829	(11,659)	-2%
Benefits	73,792	335,540	249,166	315,493	(20,047)	-6%
Professional Services	1,485,036	1,752,853	782,689	1,210,713	(542,140)	-31%
Other Operating Expenses	18,925	18,000	6,017	17,000	(1,000)	-6%
Utilities	289,595	316,400	223,114	311,400	(5,000)	-2%
Equipment & Contract Services	14,747	20,000	9,990	324,000	304,000	1520%
Provision for Insurance Loss	25,934	30,000	25,934	30,000		0%
Cost Pool	462,583	459,988	344,992	457,896	(2,092)	0%
Asset/Capital Outlay	5,273,624	1,461,737	47,788	2,660,000	1,198,263	82%
A87 Cost Plan Reimbursement						-
Grant Expenditures						-
Debt Service	2,868,084	5,583,938	2,637,053	5,458,794	(125,144)	-2%
Operating Transfer-Out		150,000			(150,000)	-100%
TOTAL USES BY TYPE	11,133,000	10,749,944	4,783,222	11,395,125	645,181	6%
USES BY ORG CODE						
Port Ops/Port Admin-40181080	5,910,800	8,193,669	4,311,897	8,277,125	83,456	1%
Pt. Potrero Marine-Auto-40182380	43,131	515,000	14,985	340,000	(175,000)	-34%
Port Ops/Terminal 1-40182480	191					-
Port Ops/Terminal 2-40182580	92,400	6,000	2,055	6,000		0%
Port Ops/Terminal 3-40182680	17,267			315,000	315,000	-
Port Ops/Terminal 4-40182780	11,724	57,000	5,264	57,000		0%
Pt. Potrero Marina Othrs-40182880	1,444,752	602,391	341,678	425,000	(177,391)	-29%
Port Ops/CIP-40183080	3,612,735	1,375,884	107,343	1,975,000	599,116	44%
TOTAL USES BY ORG CODE	11,133,000	10,749,944	4,783,222	11,395,125	645,181	6%

FY2017-18 Budget