

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 is 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 opportunity 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 finance 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.
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.

2009-10 Supporting Actions

- 3.28.a** Increase overall Port revenue by 30% annually.
- 3.28.b** Execute, monitor and maintain Port leases and other business agreements to ensure contract compliance and ensure that the Port maintains agreements that are fully advantageous to both customers and the Richmond community.
- 3.28.c** Establish and maintain good customer relations including administration of an annual customer survey to quickly identify and correct deficiencies that interfere with full customer usage and/or the Port's operational goals.
- 3.28.d** Maintain a proactive and innovative marketing program that uses both "passive" informational materials (e.g., a comprehensive website and marketing materials), as well as proactive approach that interfaces with industry related activities.
- 3.28.e** Review monthly P & L with Port management.
- 3.28.f** Attend Port Industry conferences and meetings.
- 3.28.g** Prepare the Port's annual budget per budget procedures, prepare, analyze, monitor monthly financial reports, and process account receivables (A/R) and account payables (A/P) in a timely manner.

Port of Richmond Administration Division

Success Indicators

	Output	2009 Goal	2009 Mid-Year Actual	2009 Year End Projection	2010 Proposed
3.28.a	Revenue generated	\$5.6 M	\$2.74 M	\$5.4 M	\$7.02
3.28.e	Generate and review monthly P&L with Port management	12	6	12	12
3.28.f	# of Port Industry conferences and meetings attended	4	2	6	4
3.28.d	# of website and marketing materials maintained and updated	2	1	2	2
3.28.c	# of annual customer satisfaction surveys completed	1	0	1	1

Effectiveness

3.28.a	% increase in revenue	10%	16%	16%	30%
	Revenue generated per acre/per year	\$40,000	\$19,847	\$40,000	\$59,573
3.28.c	Level of customer satisfaction	100%	100%	100%	100%
3.28.g	Timely processing of A/R and A/P (monthly)	N/A	N/A	N/A	100%

Efficiency

3.28.c	Total cost per acre	\$24,747	\$9,138	\$24,747	\$25,703
3.28.c	# of customer service improvements implemented	3	0	1	3

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).

2009-10 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).

Success Indicators

	Output	2009 Goal	2009 Mid-Year Actual	2009 Year End Projection	2010 Proposed
3.28.a	# of scheduled maintenance projects & CIP projects	5	2	5	5
3.28.b	% of state/fed security agency oversight compliance	100%	100%	100%	100%
3.28.c	% of state/fed environmental agency oversight compliance	100%	100%	100%	100%
3.28.d	# of existing leases (both short and long-term)	16	8	16	14
3.28.e	% of facilities inspected monthly	N/A	N/A	N/A	100%

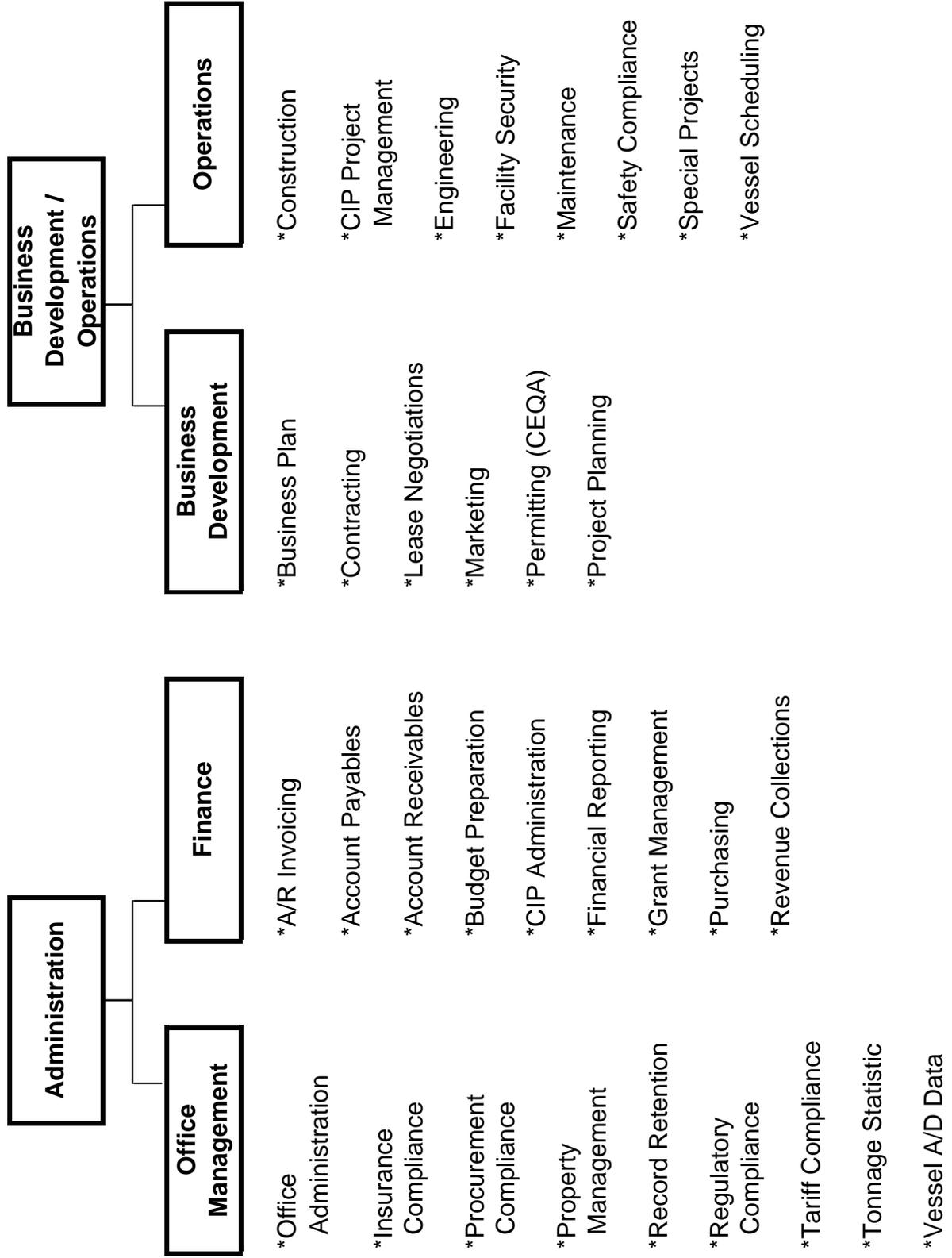
Effectiveness

3.28.a	% of scheduled maintenance projects performed on time	100%	100%	100%	100%
	# of unscheduled maintenance projects	1	1	1	1
3.28.b	# of security violations	0	1	1	0
3.28.d	# of leases renewed	4	1	4	4
3.28.e	% of environmental standard compliance	100%	100%	100%	100%

Efficiency

3.28.a	Maintenance cost per facility	\$8,400	\$2,850	\$8,400	\$9,500
3.28.b	Cost of security related fine	N/A	N/A	N/A	N/A
3.28.c	Cost of implementing environmental standards	N/A	N/A	N/A	N/A

PORT DEPARTMENT PROGRAM ORGANIZATIONAL CHART



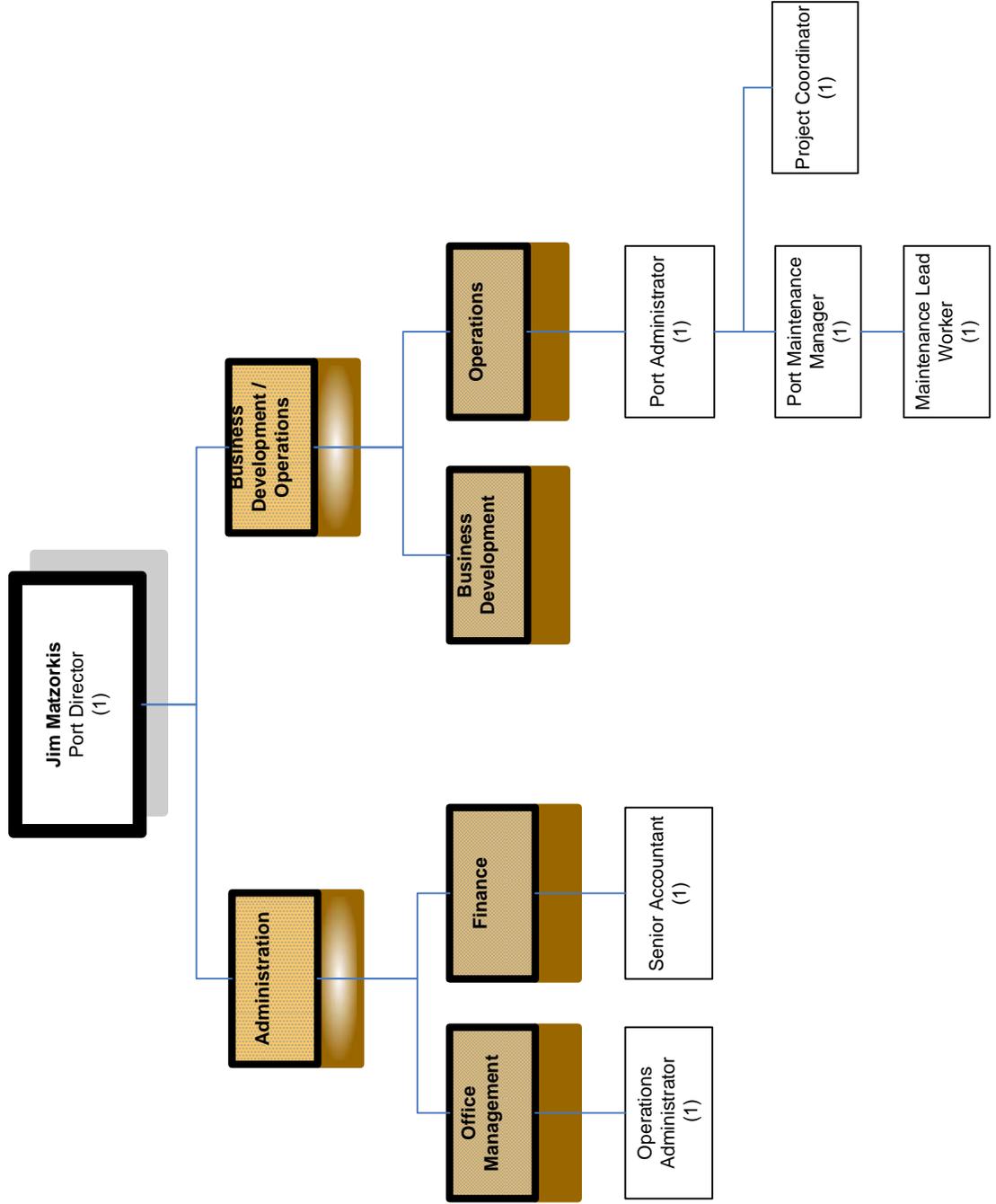


Port of Richmond FY2009-10 Organizational Chart

Existing FTE = 7

Legend:

- Existing Pos. (White box)
- Proposed Pos. (Green dashed box)
- Main Program (Solid brown box)
- Sub-Program (Dotted brown box)



City of Richmond Multi-Year Comparative Position Listing

Department	Adopted Budget 2006-2007	Adopted Budget 2007-2008	Adjusted Budget 2008-2009	Proposed Budget 2009-2010	Position Request or Reclassification
PORT					
Executive Secretary	1.0				
Harbor Engineer	1.0				
Operations Administrator		1.0	1.0	1.0	
Maintenance Lead Worker		1.0	1.0	1.0	
Maintenance Worker II	1.0				
Port Director	1.0	1.0	1.0	1.0	
Port Administrator		1.0	1.0	1.0	
Port Maintenance Manager	1.0	1.0	1.0	1.0	
Project Coordinator			1.0	1.0	
Senior Accountant	1.0	1.0	1.0	1.0	
Total Full-Time Equivalents (FTEs)	6.0	6.0	7.0	7.0	

Port of Richmond - 28 Summary

TOTAL BUDGET - HISTORICAL COMPARISON

	FY2007-08 Actual	FY2008-09 Adjusted	FY2008-09 Actual Thru April-2009	FY2009-10 Adopted	\$ Chg From FY2008-09	% Chg From FY2008-09
SOURCES BY FUND						
Service Charges and Fees	10				-	-
Interest and Investment	488,105	10,000	177,011	50,000	40,000	-
Rental and Other Income	5,935,504	5,490,167	4,185,542	7,303,411	1,813,244	-
Reimbursement	(35,388)		38,815		-	-
Transfers In	1,863,749	1,095,000		-	(1,095,000)	-
Sources Total	8,251,980	6,595,167	4,401,368	7,353,411	758,244	10%
USES-OPERATING EXPENDITURES						
Salaries	542,871	702,904	519,510	745,340	42,436	6%
Benefits	294,572	369,722	269,597	467,748	98,026	21%
Professional Services	1,223,086	876,500	738,458	459,000	(417,500)	-91%
Other Operating Expenses	261,639	593,525	228,813	586,350	(7,175)	-1%
Capital Outlay	56,025	352,439	395,553	671,597	319,158	0%
Allocated costs	550,612	558,908	455,130	983,321	424,413	43%
Debt Service Expenditures	585,460					
Transfers Out	156,834	50,000		50,000		
Uses-Operating Expenditure Total	3,671,099	3,503,998	2,607,062	3,963,356	459,358	18%
USES BY ORG CODE						
Administration-40181080	1,898,060	2,267,551	1,669,468	2,898,419	630,868	22%
Terminal 1-40182480	4,546	35,317	2,760	35,317	(0)	0%
Terminal 2-40182580	34,262	43,753	29,501	46,753	3,000	6%
Terminal 3-40182680	1,498,340	199,387	3,825	219,176	19,789	9%
Terminal 4-40182780	66,852	106,675	18,830	79,675	(27,000)	-34%
Pt.Potrero Marine Terminal-40182880	411,382	357,377	256,710	340,078	(17,299)	-5%
Pt.Potrero Marine Terminal Auto-40182380	(242,343)	493,938	625,968	343,938	(150,000)	-44%
TOTAL BUDGET	3,671,099	3,503,998	2,607,062	3,963,356	459,358	18%