

# 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.

## 2010-11 Supporting Actions

- 3.28.a** Increase overall Port revenue by 50% annually.
- 3.28.b** 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.c** 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.d** Review monthly P&L with Port management.
- 3.28.e** Attend Port Industry conferences and meetings.
- 3.28.f** 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	2010 Goal	2010 Mid-Year Actual	2010 Year End Projection	2011 Proposed
<b>3.28.a</b>	Revenue generated	\$7.02	\$3.19	\$3.2	\$7.4
<b>3.28.b</b>	# of annual customer satisfaction surveys completed	1	*	1	1
<b>3.28.c</b>	# of website and marketing materials maintained and updated	2	1	2	1
<b>3.28.d</b>	Generate and review monthly P&L with Port management	12	6	12	12
<b>3.28.e</b>	# of Port Industry conferences and meetings attended	4	3	4	4

### Effectiveness

<b>3.28.a</b>	% increase in revenue	30%	0%	0%	56%
	Revenue generated per acre/per year	\$59,573	\$22,765	\$22,765	\$53,623
<b>3.28.b</b>	Level of customer satisfaction	100%	100%	100%	100%
<b>3.28.f</b>	Timely processing of A/R and A/P (monthly)	100%	100%	100%	100%

### Efficiency

<b>3.28.a</b>	Total cost per acre	\$25,703	\$9,662	\$25,703	\$21,534
<b>3.28.b</b>	# of customer service improvements implemented	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).

## 2010-11 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	2010 Goal	2010 Mid-Year Actual	2010 Year End Projection	2011 Proposed
<b>3.28.a</b>	# of scheduled maintenance projects & CIP projects	5	*	1	1
<b>3.28.b</b>	% of state/fed security agency oversight compliance	100%	100%	100%	100%
<b>3.28.c</b>	% of state/fed environmental agency oversight compliance	100%	100%	100%	100%
<b>3.28.d</b>	# of existing leases (both short and long-term)	14	3	14	14
<b>3.28.e</b>	% of facilities inspected monthly	100%	50%	100%	100%

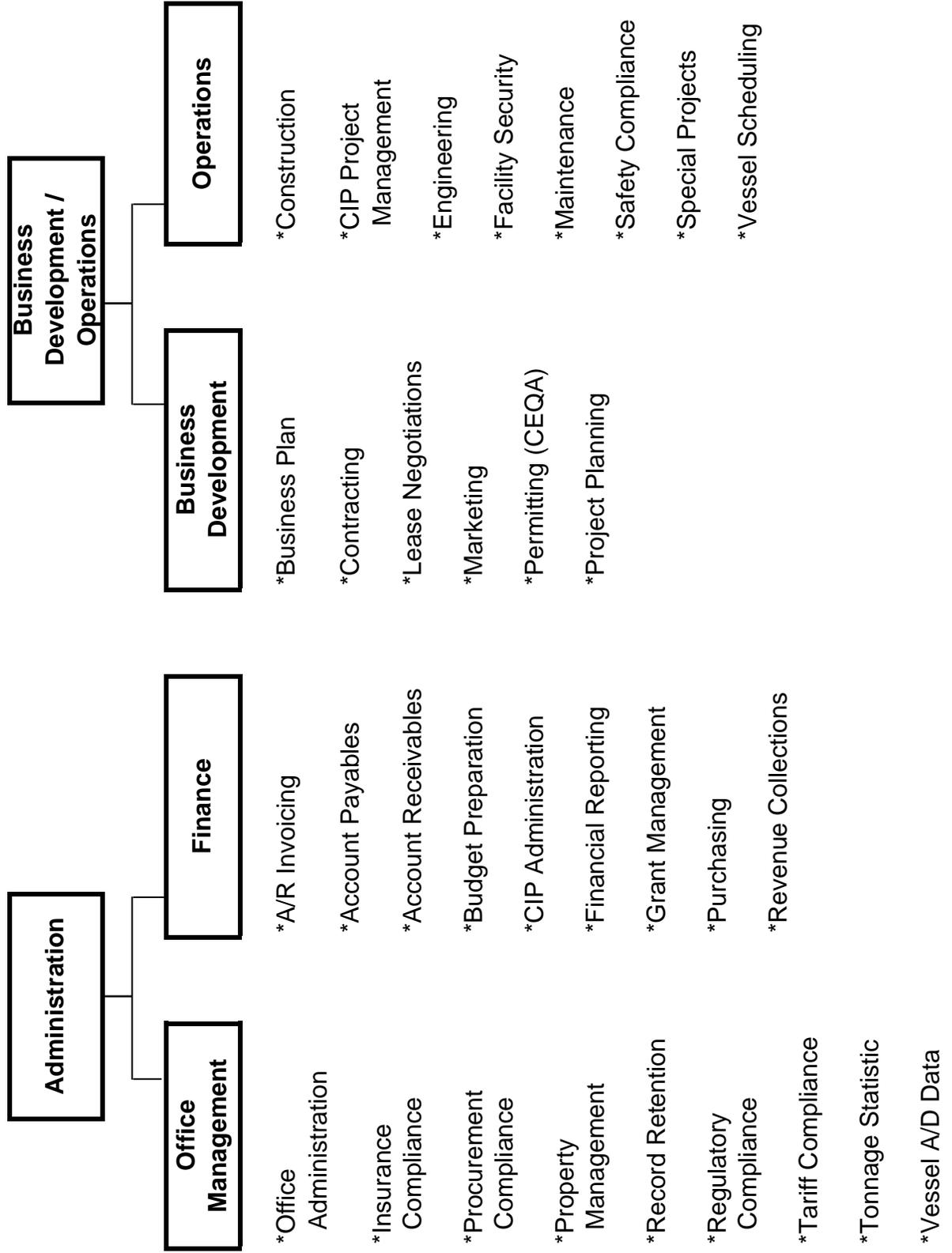
### Effectiveness

<b>3.28.a</b>	% of scheduled maintenance projects performed on time	100%	*	20%	100%
	# of unscheduled maintenance projects	1	2	2	1
<b>3.28.b</b>	# of security violations	0	0	0	0
<b>3.28.d</b>	# of leases renewed	4	2	2	6
<b>3.28.e</b>	% of environmental standard compliance	100%	100%	100%	100%

### Efficiency

<b>3.28.a</b>	Maintenance cost per facility	\$8,400	*	\$507	0
<b>3.28.b</b>	Cost of security-related fine	N/A	*	0	0
<b>3.28.c</b>	Cost of implementing environmental standards	N/A	*	0	0

# PORT DEPARTMENT PROGRAM ORGANIZATIONAL CHART



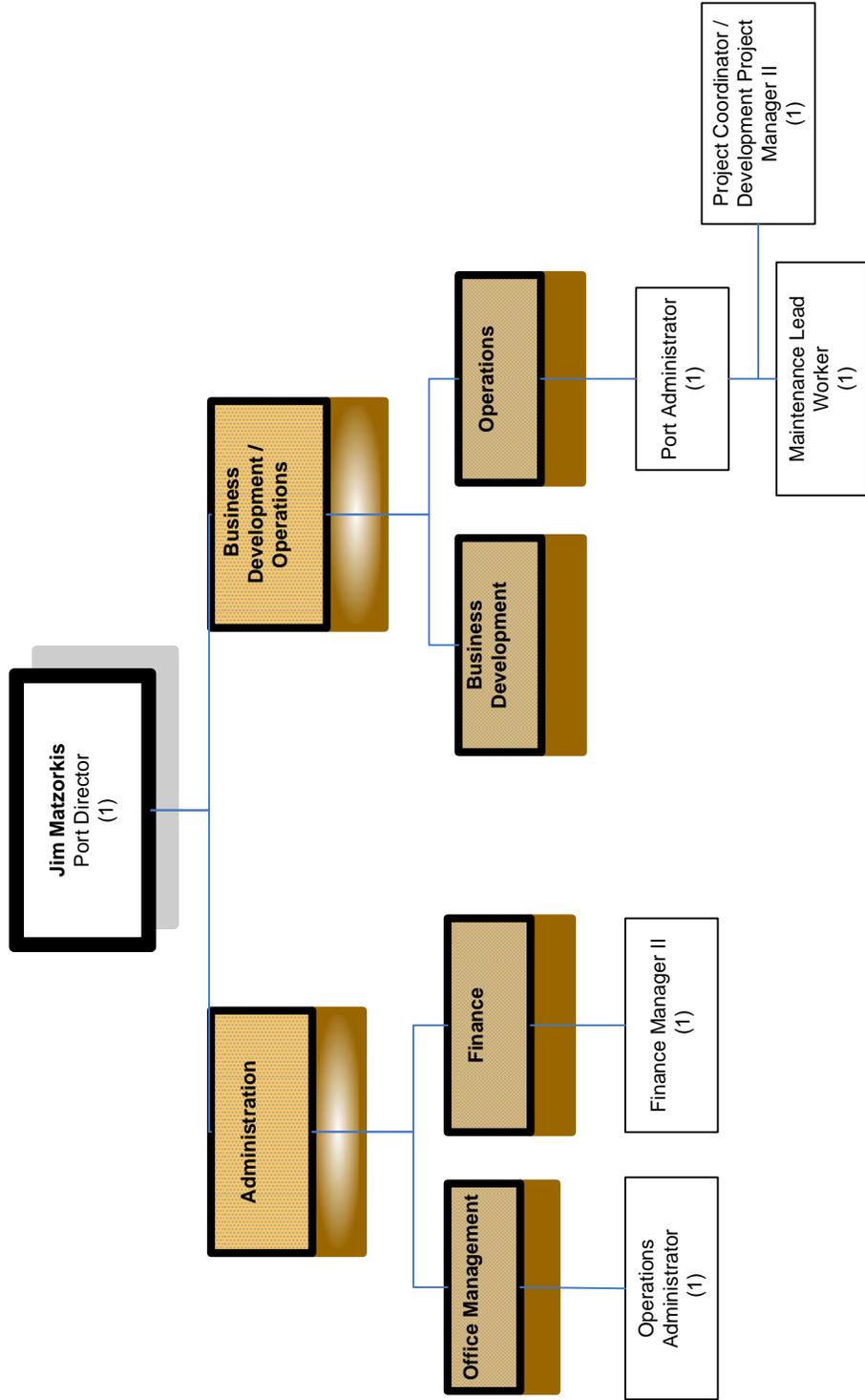


# Port of Richmond FY2010-11 Organizational Chart

Existing FTE = 7, Adopted = 6

**Legend:**

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



**City of Richmond  
Multi-Year Comparative Position Listing**

Department	Adopted 2006-2007	Adopted 2007-2008	Adjusted 2008-2009	Adopted 2009-2010	Adopted 2010-2011
<b>PORT</b>					
Development Project Mgr II			1.0	1.0	1.0
Executive Secretary	1.0				
Finance Manager II				1.0	1.0
Harbor Engineer	1.0				
Operations Administrator		1.0	1.0	1.0	1.0
Maintenance Lead Worker		1.0	1.0	1.0	1.0
Maintenance Worker II	1.0				
Port Director	1.0	1.0	1.0	1.0	1.0
Port Administrator		1.0	1.0	1.0	1.0
Port Maintenance Manager	1.0	1.0	1.0	1.0	
Senior Accountant	1.0	1.0	1.0		
<b>Total Full-Time Equivalents (FTEs)</b>	<b>6.0</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>

# Port-28 Summary

## TOTAL BUDGET - HISTORICAL COMPARISON

	FY2008-09 Actual	FY2009-10 Adjusted	FY2009-10 Actual	FY2010-11 Adopted	\$ Chg From FY2009-10	% Chg From FY2009-10
<b>Thru March-2010</b>						
<b>SOURCES BY FUND</b>						
Rental and Other Income Fund-4001	5,292,288	3,842,074	3,078,873	7,054,113	3,212,039	46%
Grant Revenue Fund-4001		6,457,027		14,458,420	8,001,393	55%
Port Capitalized Interest-4001		4,330,448	1,487,763	-	(4,330,448)	-
Port Bond Proceeds-4001		36,860,100	8,923,049	-	(36,860,100)	-
<b>Sources Total</b>	<b>5,292,288</b>	<b>51,489,649</b>	<b>13,489,686</b>	<b>21,512,533</b>	<b>(29,977,116)</b>	<b>-139%</b>
<b>USES BY TYPE</b>						
Salaries	726,002	727,565	588,396	643,541	(84,024)	-13%
Benefits	282,469	468,593	280,010	339,701	(128,892)	-38%
Professional Services	1,506,507	603,779	127,782	330,550	(273,229)	-83%
Other Operating Expenses	34,100	114,556	81,347	54,200	(60,356)	-111%
Utilities	142,221	218,755	107,470	239,700	20,945	9%
Equipment & Contract Services	12,295	2,675,500		18,500	(2,657,000)	-14362%
Provisions for Ins Loss	50,000	106,000	84,533	30,000	(76,000)	-253%
Cost Pool	546,151	985,497	737,491	942,802	(42,695)	-5%
Asset/Capital Outlay	1,061,118	41,239,523	8,944,724	21,157,264	(20,082,259)	-95%
Debt Service Expenditure	363,070	4,947,045	1,487,763	3,855,443	(1,091,602)	-28%
Grant Expenditures	982				-	-
Transfers In/Out	8,404		14,300		-	-
<b>Uses-Operating Expenditure Total</b>	<b>4,733,319</b>	<b>52,086,813</b>	<b>12,453,815</b>	<b>27,611,701</b>	<b>(24,475,112)</b>	<b>-89%</b>
<b>USES BY ORG CODE</b>						
Administration-40181080	2,831,995	6,995,074	3,184,581	5,905,010	(1,090,064)	-18%
Pt Potrero Marine Terminal Auto-40182380	1,290,786	253,030	35,000	85,616	(167,414)	-196%
Pt Potrero Marine Terminal-40182380	313,450	389,723	306,474	310,972	(78,751)	-25%
Terminal 1-40182480	3,381	17,509		29,647	12,138	41%
Terminal 2-40182580	35,962	46,125	1,930	46,102	(23)	0%
Terminal 3-40182680	59,211	489,334		81,108	(408,226)	-503%
Terminal 4-40182780	22,889	61,495	2,782	35,982	(25,513)	-71%
Harbor - Port Operations -40180000				1,058,844	1,058,844	100%
Marina Port Operations -40180000				2,100,000	2,100,000	100%
Capital Improvements-40183080	175,644	43,834,523	8,923,049	17,958,420	(25,876,103)	-144%
<b>TOTAL BUDGET</b>	<b>4,733,319</b>	<b>52,086,813</b>	<b>12,453,815</b>	<b>27,611,701</b>	<b>(24,475,112)</b>	<b>-89%</b>