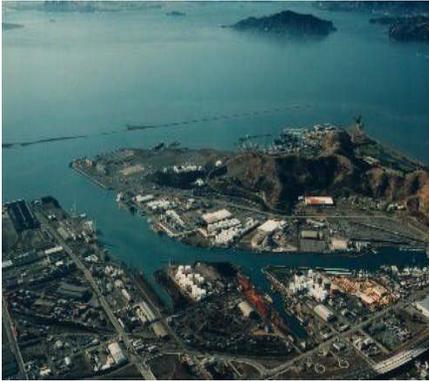


Port of Richmond



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 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.

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.

2011-12 Supporting Actions

- 3.28.a** Increase overall Port revenue by 15% - 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.
- 3.28.g** Pursue grant funds and submit reimbursements timely.

Port of Richmond Administration Division

Success Indicators

	Output	2011 Goal	2011 Mid-Year Actual	2011 Year End Projection	2012 Proposed
3.28.a	Revenue generated	\$7.4	2.8	\$7.4	\$8.4
3.28.b	# of annual customer satisfaction surveys completed	1	0	1	1
3.28.c	# of website and marketing materials maintained and updated	1	5	6	2
3.28.d	Generate and review monthly P&L with Port management	12	9	12	12
3.28.e	# of Port Industry conferences and meetings attended	4	4	4	12
3.28.g	# of grant reimbursements submitted	-	-	-	-

Effectiveness

3.28.a	% increase in revenue	56%	0%	0%	15%
	Revenue generated per acre/per year	\$53,623	\$20,718	\$53,623	\$60,869
3.28.b	Level of customer satisfaction	100%	0%	100%	100%
3.28.f	Timely processing of A/R and A/P (monthly)	100%	100%	100%	100%
3.28.g	% of grant reimbursements submitted timely	-	-	-	100%
	# of new grants awarded	-	-	-	-

Efficiency

3.28.a	Total cost per acre	\$21,534	\$6,707	\$15,000	\$25,000
3.28.b	# of customer service improvements implemented	-	-	-	-

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).

2011-12 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	2011 Goal	2011 Mid-Year Actual	2011 Year End Projection	2012 Proposed
3.28.a	# of scheduled maintenance projects	1	1	1	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)	14	13	13	13
3.28.e	% of facilities inspected monthly	100%	100%	100%	100%

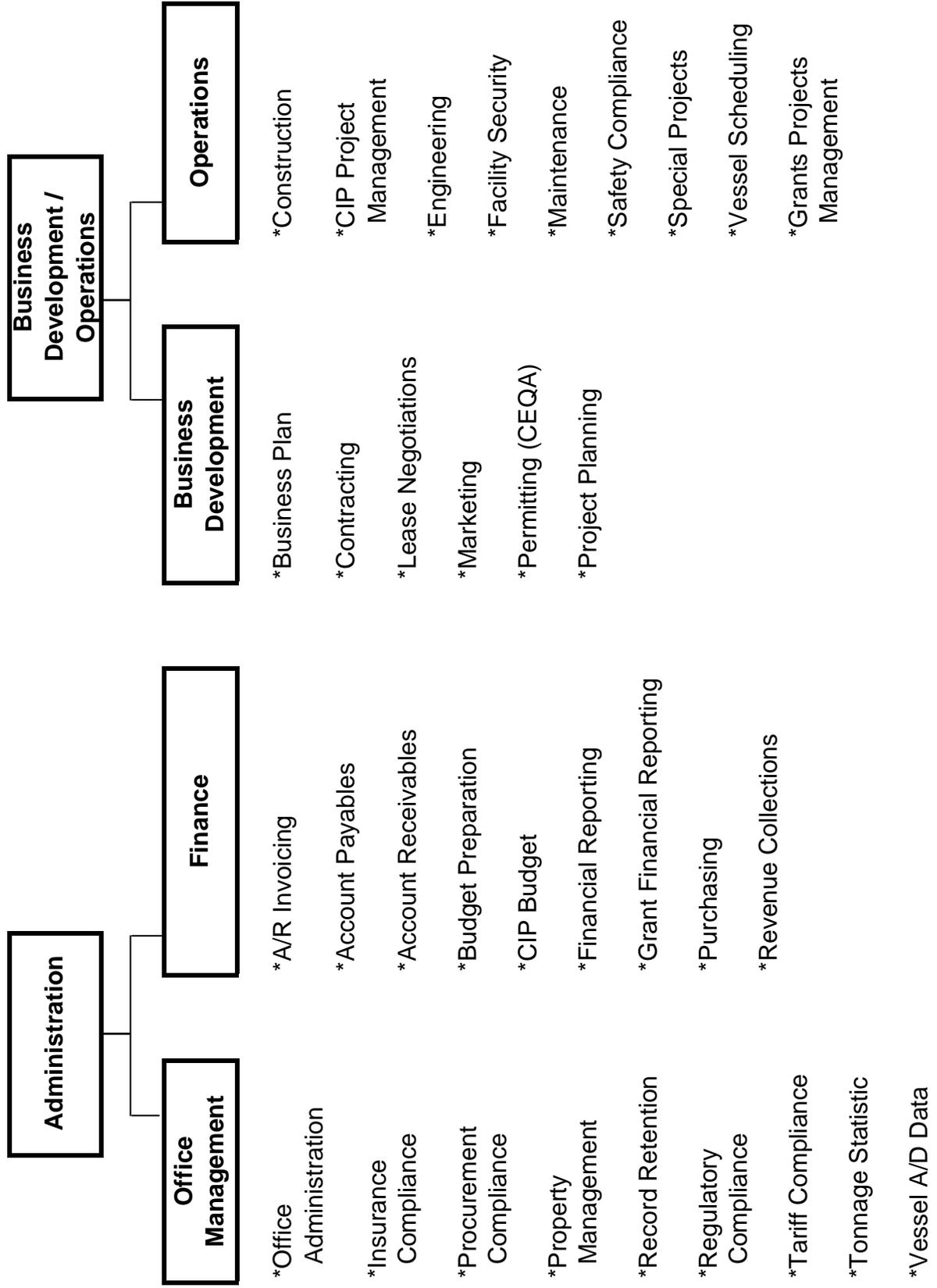
Effectiveness

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	0	2	2
3.28.d	# of leases reviewed	6	0	12	12
3.28.e	% of environmental standard compliance	100%	100%	100%	100%

Efficiency

3.28.a	Maintenance cost per facility	0	0	0	\$98
3.28.b	Cost of security-related fine	0	0	0	0
3.28.c	Cost of implementing environmental standards	0	0	0	0

PORT DEPARTMENT PROGRAM ORGANIZATIONAL CHART





Port of Richmond FY2011-12 Organizational Chart

Existing FTE = 6 Adopted = 6

Legend:



Existing Pos.



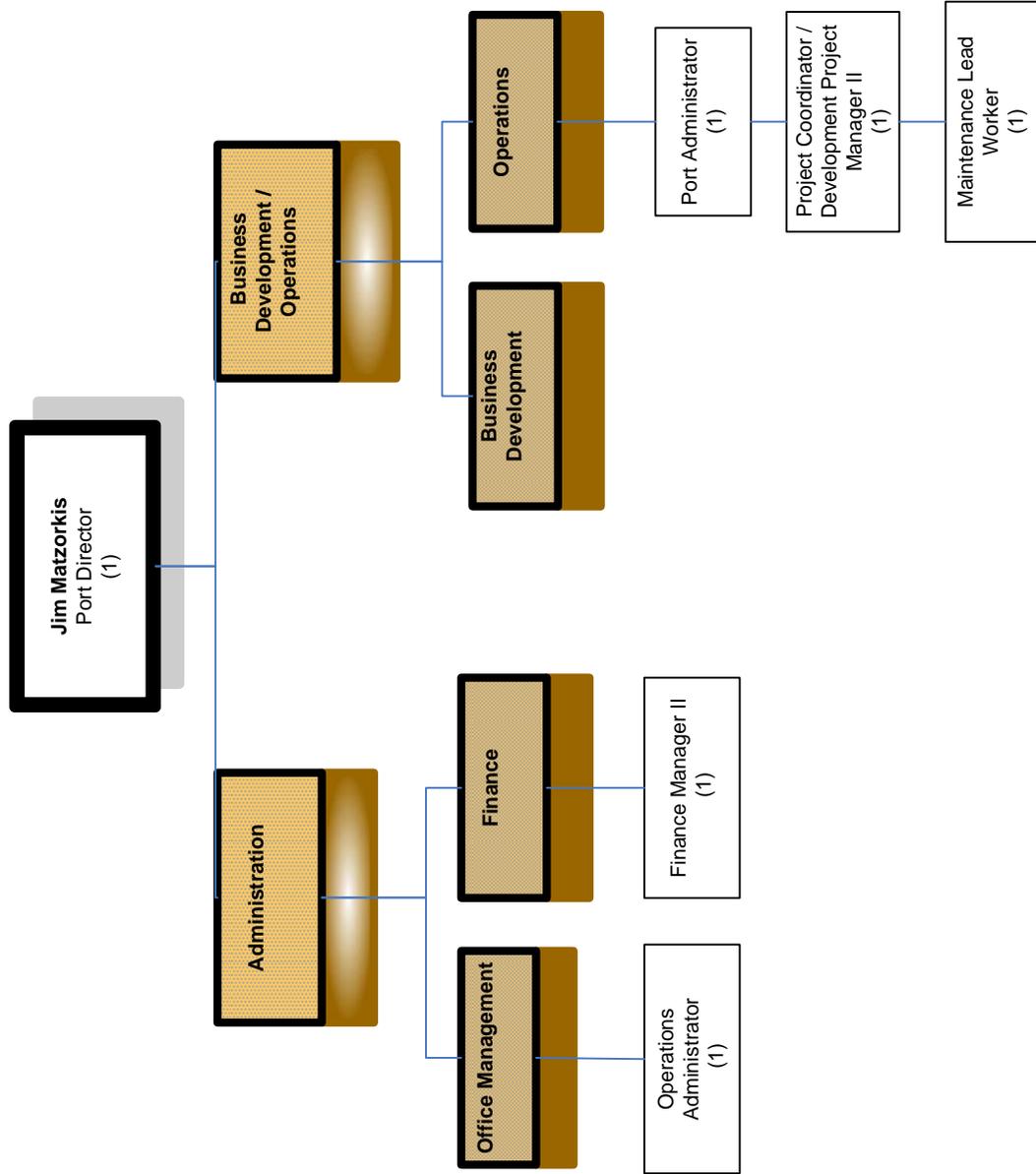
Proposed Pos.



Main Program



Sub-Program



City of Richmond
Multi-Year Comparative Position Listing

Department	Adopted FY2007-2008	Adopted FY2008-2009	Adopted FY2009-2010	Adopted FY2010-2011	Adopted FY2011-2012
PORT					
Development Project Mgr II		1.0	1.0	1.0	1.0
Finance Manager II			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	1.0
Port Director	1.0	1.0	1.0	1.0	1.0
Port Administrator	1.0	1.0	1.0	1.0	1.0
Port Maintenance Manager	1.0	1.0	1.0		
Senior Accountant	1.0	1.0			
Total Full-Time Equivalent (FTEs)	6.0	7.0	7.0	6.0	6.0

Port-28 Summary

TOTAL BUDGET - HISTORICAL COMPARISON

	FY2009-10 Actual	FY2010-11 Adjusted	FY2010-11 Actual	FY2011-12 Adopted	\$ Chg From FY2010-11	% Chg From FY2010-11
Thru March-2011						
SOURCES BY FUND						
Rental and Other Income Fund-4001	3,865,057	7,054,113	2,444,940	8,226,447	1,172,334	14%
Grant Revenue Fund-4001	25,000	14,458,420	152,212	13,907,831	(550,589)	-4%
Port Capitalized Interest-4001			1,530,932	1,108,053	1,108,053	
Port Bond Proceeds-4001			5,125,079		-	
Transfer-In General Fund				750,000		
Sources Total	3,890,057	21,512,533	9,253,163	23,992,331	1,729,798	7%
USES BY TYPE						
Salaries	772,818	643,541	480,701	637,808	(5,733)	-1%
Benefits	303,720	339,701	225,176	247,867	(91,834)	-37%
Professional Services	285,230	294,141	63,547	1,218,475	924,334	76%
Other Operating Expenses	54,399	74,700	38,630	49,300	(25,400)	-52%
Utilities	155,031	201,700	92,298	237,100	35,400	15%
Equipment & Contract Services	7,044	83,514	3,058	38,500	(45,014)	-117%
Provisions for Ins Loss	84,533	30,000	23,173	30,000	-	0%
Cost Pool	983,321	942,802	707,103	883,269	(59,533)	-7%
Asset/Capital Outlay	2,207,413	25,323,960	5,469,986	16,488,831	(8,835,129)	-54%
Debt Service Expenditure	3,757,708	3,855,443	2,082,076	3,868,055	12,612	0%
Grant Expenditures					-	#DIV/0!
Transfers In/Out	14,300			255,428	255,428	100%
Uses-Operating Expenditure Total	8,625,516	31,789,502	9,185,748	23,954,633	(7,834,869)	-33%
USES BY ORG CODE						
Administration-40181080	6,818,238	5,941,025	3,624,480	7,089,702	1,148,677	16%
Pt Potrero Marine Terminal Auto-40182380	35,577	94,630	1,079	68,500	(26,130)	-38%
Pt Potrero Marine Terminal-40182880	569,718	270,048	84,946	252,000	(18,048)	-7%
Terminal 1-40182480		29,647	108	26,500	(3,147)	-12%
Terminal 2-40182580	40,334	82,102	2,110	25,200	(56,902)	-226%
Terminal 3-40182680	320,394	69,108		59,500	(9,608)	-16%
Terminal 4-40182780	(26,380)	27,982	3,298	24,400	(3,582)	-15%
Capital Improvements-40183080	867,635	25,274,960	5,469,728	16,408,831	(8,866,129)	-54%
TOTAL BUDGET	8,625,516	31,789,502	9,185,748	23,954,633	(7,834,869)	-33%