



Unified Port
of San Diego

SAN DIEGO UNIFIED PORT DISTRICT
CALIFORNIA

FISCAL YEAR 16/17 ANNUAL BUDGET FINAL

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Overview

The San Diego Unified Port District's (District) budget document provides information and summaries to assist the reader in understanding how the District plans to meet the needs of the public. The document also includes information on District operations and funding sources to provide greater transparency on District operations.

The District's budget is divided into five primary sections as presented below:

Section 1 – Introduction

This section contains the Board of Port Commissioners, Executive Leadership Group, Vision, Mission, and Core Values, Map of Tidelands, and District Overview.

This section also contains the Message from the Chief Financial Officer/Treasurer (CFO), Budget in Brief, U.S. Economic Forecast, and the Strategic Plan. The CFO Message discusses the current state and future plans of the District, which will be included in the final Adopted Budget. The CFO Message also highlights the major provisions that have been included in the FY 16/17 Budget and discusses changes from the prior year's budget and budget assumptions used to prepare the budget.

Section 2 – Reader's Guide

This section is designed to help familiarize the reader with the District and its budget by providing an overview of the District organization, the District's fund and budget document structure, budget process, the budget timetable, and general information.

Section 3 – Highlights

This section provides an overview of staffing, revenue and expenses, equipment outlay, Capital Improvement Program, Major Maintenance Program, technology program, and other fund highlights.

Section 4 – Departments/Teams/Cost Centers

This section organizes departments, teams, and cost centers alphabetically. Departments and teams include mission, vision, objectives, and current services followed by a detailed list of positions, summary of departmental expense, equipment outlay, and expense budget breakdown. The cost centers include a summary of departmental expenses and expense budget breakdown.

Section 5 – Appendix

This section contains a variety of other budget-related information including a glossary of terms used in the budget, and Board of Port Commissioners (Board) policies affecting the budget.

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Board of Port Commissioners

CHAIRMAN

Marshall Merrifield
City of San Diego

VICE CHAIRMAN

Robert "Dukie" Valderrama
City of National City

SECRETARY

Rafael Castellanos
City of San Diego

COMMISSIONERS

Bob Nelson
City of San Diego

Ann Moore
City of Chula Vista

Dan Malcolm
City of Imperial Beach

Garry J. Bonelli
City of Coronado

Executive Leadership Group

PRESIDENT/CEO

Randa J. Coniglio

GENERAL COUNSEL

Thomas A. Russell

PORT AUDITOR

Robert Monson

ASSISTANT GENERAL COUNSEL

Ellen F. Gross

CHIEF ADMINISTRATIVE OFFICER

VICE PRESIDENT

Karen G. Porteous

CHIEF FINANCIAL OFFICER/TREASURER

VICE PRESIDENT

Robert DeAngelis

CHIEF OF HARBOR POLICE

VICE PRESIDENT

John A. Bolduc

CHIEF MARKETING OFFICER

VICE PRESIDENT

Bella Heule

CHIEF OPERATING OFFICER

VICE PRESIDENT

T. Scott Edwards

ASSISTANT VICE PRESIDENT

Cid Tesoro

ASSISTANT VICE PRESIDENT

Jason Giffen

ASSISTANT VICE PRESIDENT

Shaun Sumner

Vision, Mission, and Core Values

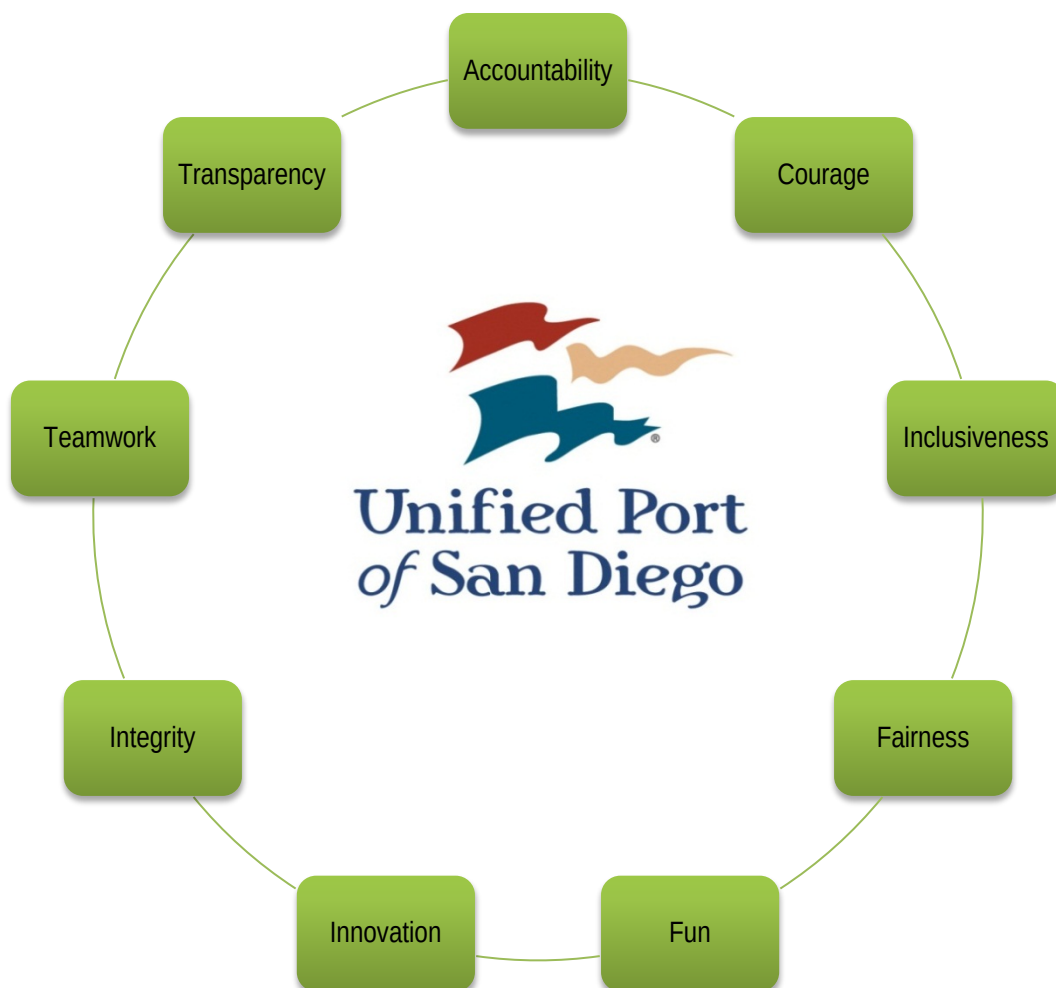
VISION

To Foster a World-Class Port through Excellence in Public Service

MISSION

The San Diego Unified Port District will protect the Tideland Trust resources by providing economic vitality and community benefit through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship, and public safety.

CORE VALUES



Map of Tidelands



District Overview

THE SAN DIEGO UNIFIED PORT DISTRICT

The San Diego Unified Port District (District) is a regional public agency established in 1962 by an act of the California State Legislature to consolidate management responsibilities for San Diego Bay. This consolidation provides ongoing efficiencies and centralized planning for the tidelands along San Diego Bay.

- The District is an economic engine, creating jobs and dollars for the regional economy through the promotion of maritime trade, tourism, and other commercial activities.
- The District is an environmental steward, preserving and enhancing the natural resources of the San Diego Bay and surrounding tidelands.
- The District is a provider of community services, providing public access, public safety, recreation, and community activities along the waterfront for visitors and residents of the region.

A seven-member Board of Port Commissioners governs the District. Board members are appointed to four-year terms by the city councils of Chula Vista, Coronado, Imperial Beach, National City, and San Diego. The San Diego City Council appoints three commissioners and each of the other member city councils appoints one commissioner. Port Commissioners establish policies that the District staff, under the direction of the Executive Director, uses to conduct daily operations.

The District's maritime and real estate operations generate billions of dollars for the region's economy and allow the District to operate without the benefit of tax dollars. The District does have the authority to levy a tax, but has not done so since 1970.

PUBLIC TRUST DOCTRINE

The San Diego Unified Port District Act is based on the Public Trust Doctrine, which mandates how California's sovereign lands should be managed. Also known as public trust lands, they include areas that used to be or are still under the bay and other waters. These lands cannot be bought and sold because they are held in the public trust and belong to the people of the State of California. As the trustee of these lands, the District is responsible for carrying out the principles of the Public Trust Doctrine. This includes protecting the environment, promoting the public's enjoyment of these lands, and enhancing economic development for the public's benefit.

Message from the Chief Financial Officer / Treasurer

A NEW WAVE FORWARD

I am pleased to present a budget for the District for FY 16/17 that harnesses the forward momentum of both our agency and the economy with strategic investments Port-wide. This budget not only includes resources to grow and sustain our core business lines, but it also lays the foundation for strategic business initiatives to diversify our holdings and continue growth in future years. The budget meets our annual obligations and provides unrestricted sources of funds over uses of funds, structural unrestricted resources, and for our fourth consecutive year – new resources that can be reinvested in tidelands at the District's discretion and reserved for future needs. Part of the unrestricted resources will be used for multi-year strategic investments including new business lines that may yield significant returns in years ahead, *A New Wave Forward*.

A key component of *A New Wave Forward* was the selection by the Board of Randa Coniglio as our President/Chief Executive Officer (CEO), and under her transformative leadership, the organization is undergoing a comprehensive transformation; we have made tremendous changes in everything from our organizational structure to our way of doing business, and from our infrastructure and physical assets to our way of looking at our culture and our most critical assets -- our people.

CEO Coniglio added key executives to her team with a reorganization to focus on five goals, with 16 key initiatives to achieve those goals. These five goals are: growing revenue at a minimum of 5% a year, managing growth at a disciplined cost structure, increasing awareness of the District, developing and increasing our ability across the District to innovate and lead, and focusing and improving efforts to support our people. The 16 key initiatives are referenced in the Mission, Vision, and Current Services of each Department that is supporting the completion of these key initiatives.

The 16 key initiatives are grouped into five categories:

- **Big Developments:** Our top priorities include (1) developing the Chula Vista Bayfront, (2) finalizing the National City Balanced Plan, and identifying development plans for (3) Harbor Island and the (4) Central Embarcadero. We will also continue moving forward with an innovative plan to (5) create a mitigation bank on Pond 20, along with 16 areas set aside for future commercial development.
- **New Business:** As part of efforts to diversify our revenue stream, we have identified opportunities that we will pursue in (6) parking asset management, (7) advertising on tidelands, (8) aquaculture and (9) monetization of attractions and events.
- **Transformations:** We will continue (10) implementing our Climate Action Plan to reduce our agency's environmental impact. We have a record of showing leadership through continuous improvement. Our internal good governance initiatives include (12) an Asset Management Program. We will return to the Board during the year with (11) a transformative information technology plan.
- **Core Refreshes:** The District will also present to the Board during the year a (13) comprehensive branding strategy to assist the public and community in better understanding the agency's value and increasing business opportunities via existing and new customers. As we pursue new initiatives, it is equally important to focus our attention on core business lines, and that is why we will be seeking ways to (14) optimize our maritime business with a future business plan.

Message from the Chief Financial Officer / Treasurer

- Master Plan: This year we will continue to work on the high-profile (15) Integrated Planning initiative, a multi-year project that started three years ago and is expected to be completed in the next two to four years.

This budget is presented in the context of the health of the overall economy, as well as its consistent year-over-year growth. According to Bloomberg, the national economy is forecasted to be at a 2.2% growth rate for calendar year 2016 and 2.3% for calendar year 2017 following a 2.4% growth in calendar year 2015. Economists forecast the U.S. year-over-year consumer price index to be at 1.2% in calendar 2016 and at 2.2% for calendar 2017. California continues to outpace the national economy in economic growth and nonfarm employment in calendar year 2015. Economists expect the state to continue to outpace the national average in calendar year 2016. In calendar year 2015, there was robust growth from the tourism and hospitality sector in California.

Seven years have passed since the end of the Great Recession and not only has the District recovered, it would be fair to say it is thriving. Amid the improved economic reality, our agency continually demonstrates success in judiciously managing discretionary costs while identifying and implementing revenue generation opportunities. The cost savings achieved are part of a bigger story of generating efficiencies and a measurable increase in productivity per employee. This year, we lead *A New Wave Forward* as we pursue high-potential initiatives aimed at securing a bright future for the District. As part of this strategy, we are directing a portion of the unrestricted resources expected to be realized, in Fiscal Year 15/16, as a funding source for the multi-year investments to diversify our asset portfolio.

It is appropriate to reflect on the accomplishments of the past year as we budget for the years ahead. Before we turn to the FY 16/17 budget, we may well ask, "How did the District use the \$145 million of revenue that was budgeted for FY 15/16?" The accomplishments below, mark significant gains made, and work on many of them will continue going forward:

- Land Use Planning: The District accepted the Framework Report for Integrated Planning and staff began work on the Port Master Plan Update. Meanwhile, the District advanced the land-use plan for Pond 20 with mitigation banking as its focus, and the National City Balanced Plan. Additionally, the District adopted a policy to address lower cost visitor and recreational facilities on tidelands.
- Chula Vista Bayfront: The District closed escrow on a land exchange with Pacifica Companies that will enable the construction of residential units on the Chula Vista Bayfront.
- Real Estate Development: The real estate market continued its positive momentum, bringing competitive proposals to the District. As mentioned earlier, the District issued solicitations for key sites on Harbor Island and the Central Embarcadero, which will be priority initiatives in the year ahead. Utilizing a competitive process for the North Embarcadero restaurant site, the District selected The Brigantine for that prime redevelopment opportunity. The InterContinental Hotel project moved forward on Lane Field South. Sunroad Harbor Island, Inc. successfully completed a new floating restaurant and event center, Coasterra, operated by the Cohn Restaurant Group. Carnitas Snack Shack completed construction on its walk-up cafe as part of the North Embarcadero Visionary Plan Phase I. The Intrepid Landing development team celebrated completion of a new building on its leasehold between America's Cup Harbor and Shelter Island.
- New Hotel: The District opened its 17th waterfront hotel on Lane Field North: a dual-branded property, Marriott's Bayfront SpringHill Suites and Residence Inn.
- Cruise: Renewed confidence in the Mexican Riviera destination signals a rebound for the Southern California cruise market and is bringing additional cruise business to the District. San Diego is scheduled for a 40% increase in our cruise business, with bookings up from approximately 67 calls in FY 15/16 to over

Message from the Chief Financial Officer / Treasurer

100 calls in FY 16/17. The District continues its excellent relationships with established partners such as Holland America Line and Princess Cruises, while building new business from Disney Cruise Line and others.

- Tenth Avenue Marine Terminal: The District won a competitive \$10 million TIGER grant from the U.S. Department of Transportation for the demolition of two transit sheds. This project is the first phase of a proposed 20-year, market-driven modernization plan for the Tenth Avenue Marine Terminal. The Maritime team is continuing targeted business development efforts, recently handling cargo for the US Navy, Ballast Point Brewing & Spirits, and General Dynamics NASSCO. San Diego Refrigerated Services was granted a new lease at the terminal, securing a key tenancy. Additional efforts to support cargo business include the launch of the "The Special Advantage" marketing campaign, which highlights our capabilities in three cargo markets: Refrigerated Containers, Break Bulk, and Dry Bulk.
- National City Marine Terminal (NCMT): The District has begun seeing automobile volumes that rival pre-recession numbers, signaling continued strength in this cargo sector. The District is working closely with port tenant, Pasha, to accommodate both international and Hawaii volumes, and proactively manage business growth. These efforts include recent inducement-calls at NCMT of Pasha's newest vessel, Marjorie C, which typically calls in Los Angeles. District staff has also worked closely with National City staff to formalize the "National City Balanced Plan," which will clarify land use designations around the terminal and Pepper Park.
- International Trade: The District, in partnership with the City of San Diego and San Diego County Regional Airport Authority, relaunched World Trade Center San Diego, an organization dedicated to growing international trade and investment opportunities.
- Public Safety: The District built a new Patrol Building and successfully sought grants for Port Security and Computer-Aided Dispatch (CAD) while increasing parking citation revenue. Harbor Police took possession of new vessel under Operation Stonegarden, a coordinated effort to protect the border region, including the District, the City of Chula Vista, the San Diego Police Department, U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement and others.
- Crime Reduction: Aided by the District's partnership with the Alpha Project to provide outreach services to homeless people along the waterfront, Harbor Police recorded a 31% reduction in homeless calls for service.
- Emergency Preparation: The District, U.S. Coast Guard, U.S. Navy, and other agencies signed a historic Maritime Emergency Restoration Plan to guide the re-opening of port operations in the event of a serious incident.
- Energy and Environment: The District adopted an ordinance requiring tenants to report utility usage. The District began implementing the first year of a five-year management plan for the Climate Action Plan that outlines measures for Greenhouse Gas (GHG) Reduction. As demonstrated through the District's participation in Regional Harbor Monitoring Program, water quality in San Diego Bay continues to improve.
- Infrastructure: The District completed the North Harbor Drive Realignment, a Capital Improvement Program project that realigned and beautified a section of North Harbor Drive near America's Cup Harbor in the Point Loma community of San Diego.

Message from the Chief Financial Officer / Treasurer

- **Maintenance of District Assets:** Proactive maintenance of our facilities and infrastructure supports strong relationships with our tenants and business partners, and provides safe and convenient access for the public. This year 19 major maintenance projects were planned for completion and an additional seven projects will be completed as well, exceeding the original goal by 37%. Projects included upgrading piers, fender replacement, adding street lighting, providing improved ADA access, repairing leaky roofs, shoreline stabilization, and repairs to the Embarcadero.
- **Parking:** Taking a comprehensive approach to managing parking assets, the District brought forward a five-year parking business plan and installed the first Smart Meters in several areas on tidelands.
- **Good Governance:** The District initiated a framework for long-term financial planning. With a recognition that scheduled maintenance is critical to maintaining facilities cost effectively, the District completed an asset inventory and modernized our approach to assessment of major maintenance.

The District's commitment to its role as the steward of San Diego Bay, as well as our indispensable contributions to economic development and quality of life for communities in the San Diego region and statewide, are demonstrated with our past accomplishments and our workplan for FY 16/17. We are harnessing the momentum of a new CEO, new executives and organizational structure, solid performance and a strong economy, implementing new business lines to further diversify our revenue streams to ride *A New Wave Forward*. At the same time, we are taking measures to sustain and grow our existing business lines. Our staff will remain focused with the Board and our stakeholders on supporting future growth, prosperity, and environmental stewardship for the San Diego region.



Robert DeAngelis, CFO/Treasurer

Budget in Brief

OVERVIEW OF REVENUES, EXPENSES, CAPITAL REQUIREMENTS & FUND ACTIVITIES					
	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Operating Revenue					
Real Estate Development - Portfolio Management	\$ 84,384,708	\$ 82,576,400	\$ 94,017,800	\$ 11,441,400	13.9%
Port as a Service - Parking	12,802,684	11,837,000	16,934,900	5,097,900	43.1%
Attractions & Advertising	-	-	1,800,000	1,800,000	-
Maritime	35,083,099	35,518,600	38,037,200	2,518,600	7.1%
Harbor Police Department	13,663,305	13,995,200	14,426,200	431,000	3.1%
Aquaculture & Blue Technology	-	-	200,000	200,000	-
Miscellaneous (G&A for HPD svcs to SDCRAA, Cost Recovery, etc.)	3,631,384	3,206,700	3,243,000	36,300	1.1%
Total Operating Revenue	\$ 149,565,180	\$ 147,133,900	\$ 168,659,100	\$ 21,525,200	14.6%
Non-Operating Revenue					
Grants - Capital Project Reimbursement	\$ 1,632,356	\$ 1,426,500	\$ 6,385,400	\$ 4,958,900	347.6%
Grant Revenue - Other	943,051	845,300	665,200	(180,100)	-21.3%
NEVP Capital Project Contribution	3,104,747	-	-	-	-
Gain from Disposal of Assets - Land Exchange	4,544,110	-	-	-	-
Investment Revenue	663,052	300,000	480,000	180,000	60.0%
Other (Reimb Legal Fees, Legal Settlements, Asset Forfeitures, etc.)	3,508,387	190,000	182,000	(8,000)	-4.2%
Total Non-Operating Revenue	\$ 14,995,703	\$ 2,761,800	\$ 7,712,600	\$ 4,950,800	179.3%
Total Revenue	\$ 163,960,883	\$ 149,895,700	\$ 176,371,700	\$ 26,476,000	17.7%
Expenses					
Personnel	\$ 80,540,456	\$ 83,926,800	\$ 91,030,300	\$ 7,103,500	8.5%
Non-Personnel Expense (NPE)	43,253,785	45,349,600	59,666,000	14,316,400	31.6%
Municipal Service Agreements (MSA) with Member Cities	7,398,798	7,446,600	7,625,300	178,700	2.4%
Major Maintenance - Expense	1,034,736	281,200	1,352,000	1,070,800	380.8%
Non-Operating NPE	13,577,044	4,154,600	3,944,400	(210,200)	-5.1%
Capitalized Labor	(3,257,448)	(2,400,000)	(2,650,000)	(250,000)	10.4%
Total Expenses	\$ 142,547,370	\$ 138,758,800	\$ 160,968,000	\$ 22,209,200	16.0%
Earnings Before Depreciation and GASB 68	\$ 21,413,512	\$ 11,136,900	\$ 15,403,700	\$ 4,266,800	38.3%
Sources & Uses of Funds and Reserves (see detail on following page)	\$ (14,318,674)	\$ (10,993,200)	\$ (13,354,700)	\$ (2,361,500)	21.5%
Unrestricted Sources Over Uses of Funds	\$ 7,094,838	\$ 143,700	\$ 2,049,000	\$ 1,905,300	1325.9%

Note:

See Section 3, Pages 3 - 5 for Revenue Highlights explanations and Section 3, Page 13 and 14 for Expense Highlights explanations.

Budget in Brief

OTHER SOURCES & USES OF FUNDS AND RESERVES DETAIL					
	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
SOURCES OF FUNDS					
<u>Other Sources of Funds and Reserves</u>					
Grant Funded TMP, CIP, and Equipment Outlay	\$ 968,014	\$ 1,426,500	\$ 6,385,400	\$ 4,958,900	347.6%
Public Art, Environmental, Asset Forfeiture, NEVP, and Maritime					
Industrial Impact Fund	1,016,971	2,392,000	2,117,500	(274,500)	-11.5%
Capital Improvement Program Reserve	22,100,750	8,491,524	4,207,200	(4,284,324)	-50.5%
Non-Cash Adjustment	2,784,540	5,219,600	5,306,700	87,100	1.7%
Investment Fund	-	-	218,000	218,000	-
Funds From Prior Year Surplus	4,784,645	4,855,000	10,632,500	5,777,500	119.0%
Total Other Sources of Funds and Reserves	\$ 31,654,920	\$ 22,384,624	\$ 28,867,300	\$ 6,482,676	29.0%
USES OF FUNDS					
<u>Other Uses of Funds and Reserves</u>					
Capital Improvement Program	\$ 22,015,674	\$ 8,491,524	\$ 8,139,500	\$ (352,024)	-4.1%
Technology Management Program (TMP) Capital Projects	447,712	3,814,500	3,339,200	(475,300)	-12.5%
Technology Strategic Plan (TSP) Capital Projects	1,848,755	1,600,000	2,290,000	690,000	43.1%
Capital Major Maintenance (MM) Projects	4,494,124	10,788,800	13,115,500	(826,700)	-7.7%
Capital Labor (MM, TSP, and TMP)	1,181,606	-	-	-	-
Equipment Outlay	3,107,595	2,189,900	3,189,700	999,800	45.7%
Debt Service (Principal Only)	3,812,622	3,694,900	4,033,800	338,900	9.2%
Public Art Fund Set-Aside	350,000	350,000	-	(350,000)	-100.0%
Environmental Fund Set-Aside	2,623,400	652,900	759,100	106,200	16.3%
Maritime Industrial Impact Fund Set-Aside	590,000	150,000	167,500	17,500	11.7%
NEVP Maintenance Fund Set-Aside	550,000	-	583,500	583,500	-
Capital Grants	1,632,356	1,426,500	6,385,400	4,958,900	347.6%
NEVP Capital Project Contribution	3,104,747	-	-	-	-
ACH Parking Facility Revenue	215,002	218,800	218,800	-	0.0%
Total Other Uses of Funds and Reserves	\$ 45,973,594	\$ 33,377,824	\$ 42,222,000	\$ 4,958,900	14.9%
Total Other Sources & Uses of Funds and Reserves	\$ (14,318,674)	\$ (10,993,200)	\$ (13,354,700)	\$ (2,361,500)	21.5%

Budget in Brief

SOURCES & USES OF FUNDS FORMAT					
	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
SOURCES OF FUNDS					
Operating Revenue					
Real Estate Development - Portfolio Management	\$ 84,384,708	\$ 82,576,400	\$ 94,017,800	\$ 11,441,400	13.9%
Port as a Service - Parking	12,802,684	11,837,000	16,934,900	5,097,900	43.1%
Attractions & Advertising	-	-	1,800,000	1,800,000	-
Maritime	35,083,099	35,518,600	38,037,200	2,518,600	7.1%
Harbor Police Department	13,663,305	13,995,200	14,426,200	431,000	3.1%
Aquaculture & Blue Technology	-	-	200,000	200,000	-
Miscellaneous (G&A for HPD svcs to SDCRAA, Cost Recovery, etc.)	3,631,384	3,206,700	3,243,000	36,300	1.1%
Total Operating Revenue	\$ 149,565,180	\$ 147,133,900	\$ 168,659,100	\$ 21,525,200	14.6%
Non-Operating Revenue and Other Sources of Funds					
Grants - Capital Project Reimbursement	\$ 1,632,356	\$ 1,426,500	\$ 6,385,400	\$ 4,958,900	347.6%
Grant Revenue - Other	943,051	845,300	665,200	(180,100)	-21.3%
NEVP Capital Project Contribution	3,104,747	-	-	-	-
Gain from Disposal of Assets - Land Exchange	4,544,110	-	-	-	-
Investment Revenue	663,052	300,000	480,000	180,000	60.0%
Other (Reimb Legal Fees, Legal Settlements, Asset Forfeitures, etc.)	3,508,387	190,000	182,000	(8,000)	-4.2%
Grant Funded TMP, CIP, and Equipment Outlay	968,014	1,426,500	6,385,400	4,958,900	347.6%
Public Art, Environmental, Asset Forfeiture, NEVP, and Maritime					-11.5%
Industrial Impact Fund	1,016,971	2,392,000	2,117,500	(274,500)	-
Capital Improvement Program Reserve	22,100,750	8,491,524	4,207,200	(4,284,324)	-50.5%
Investment Fund	-	-	218,000	218,000	-
Funds From Prior Year Surplus	4,784,645	4,855,000	10,632,500	5,777,500	119.0%
Total Non-Operating Revenue and Other Sources of Funds	\$ 43,266,083	\$ 19,926,824	\$ 31,273,200	\$ 11,346,376	56.9%
Total Sources of Funds	\$ 192,831,263	\$ 167,060,724	\$ 199,932,300	\$ 32,871,576	19.7%
USES OF FUNDS					
Operating Expenses					
Personnel	\$ 80,540,456	\$ 83,926,800	\$ 91,030,300	\$ (7,103,500)	-8.5%
Non-Personnel Expense (NPE)	43,253,785	45,349,600	59,666,000	(14,316,400)	-31.6%
Municipal Service Agreements (MSA) with Member Cities	7,398,798	7,446,600	7,625,300	(178,700)	-2.4%
Major Maintenance - Expense	1,034,736	281,200	1,352,000	(1,070,800)	-380.8%
Capitalized Labor	(3,257,448)	(2,400,000)	(2,650,000)	250,000	-10.4%
Total Operating Expenses	\$ 128,970,326	\$ 134,604,200	\$ 157,023,600	\$ (22,419,400)	-16.7%
Non-Cash Adjustment	(2,784,540)	(5,219,600)	(5,306,700)	87,100	-1.7%
Total Operating Expenses (Net of Non-Cash Adjustment)	\$ 126,185,787	\$ 129,384,600	\$ 151,716,900	\$ 87,100	0.1%

Budget in Brief

SOURCES & USES OF FUNDS FORMAT					
	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Non-Operating Expenses and Other Uses of Funds					
Financial Assistance	\$ 151,543	\$ 250,000	\$ 306,500	\$ (56,500)	-22.6%
Miscellaneous Interest Expense	3,816,021	3,904,600	3,637,900	266,700	6.8%
Other Miscellaneous Expense	9,609,480	-	-	-	-
Capital Improvement Program	22,015,674	8,491,524	8,139,500	352,024	4.1%
Technology Management Program (TMP) Capital Projects	447,712	3,814,500	3,339,200	475,300	12.5%
Technology Strategic Plan (TSP) Capital Projects	1,848,755	1,600,000	2,290,000	(690,000)	-43.1%
Capital Major Maintenance (MM) Projects	4,494,124	10,788,800	13,115,500	(2,326,700)	-21.6%
Capital Labor (MM, TSP, and TMP)	1,181,606	-	-	-	-
Equipment Outlay	3,107,595	2,189,900	3,189,700	(999,800)	-45.7%
Debt Service (Principal Only)	3,812,622	3,694,900	4,033,800	(338,900)	-9.2%
Public Art Fund Set-Aside	350,000	350,000	-	350,000	100.0%
Environmental Fund Set-Aside	2,623,400	652,900	759,100	(106,200)	-16.3%
Maritime Industrial Impact Fund Set-Aside	590,000	150,000	167,500	(17,500)	-11.7%
NEVP Maintenance Fund Set-Aside	550,000	-	583,500	(583,500)	-
Capital Grants	1,632,356	1,426,500	6,385,400	(4,958,900)	-347.6%
NEVP Capital Project Contribution	3,104,747	-	-	-	-
ACH Parking Facility Revenue	215,002	218,800	218,800	-	0.0%
Total Non-Operating Expenses and Other Uses of Funds	\$ 59,550,638	\$ 37,532,424	\$ 46,166,400	\$ (8,633,976)	-23.0%
Total Uses of Funds	\$ 185,736,425	\$ 166,917,024	\$ 197,883,300	\$ (30,966,276)	-18.6%
Unrestricted Sources over Uses of Funds	\$ 7,094,838	\$ 143,700	\$ 2,049,000	\$ 1,905,300	1325.9%

U.S. Economic Forecast

According to Bloomberg L.P. and various economic reports ⁽¹⁾, the national economy, as measured by GDP, grew at an annual average rate of 2.4% in calendar year 2015. The U.S. economic growth continued at a moderate pace and is forecasted to be at 2.2% for calendar year 2016 and 2.3% for calendar year 2017. The labor market hit a milestone in 2015 with the unemployment rate falling to 5.3% and is on track for a projected 4.8% rate for calendar year 2016 and 4.6% for 2017. The U.S. housing market continued to be a bright spot in calendar year 2015 for housing starts and rising home values as lean inventories have continued to lead to steadily increasing home prices. Energy prices continued a downward trend and inflation remained low at 0.1% for calendar year 2015 with economists forecasting the consumer price index to be at 1.2% by the end of calendar year 2016 and at 2.2% for 2017.

Factors affecting global and national economic growth will continue, including the U.S. gradual exit from its extraordinarily accommodative monetary policy. The Federal Open Market Committee raised its Federal Funds rate in December 2015 by 0.25% for the first time in nearly a decade. With the economy strengthening, the Federal Reserve may continue its gradual monetary policy tightening. However, increased uncertainty about global economic and financial developments might evolve.

California has a diversified and innovative economy, which continued to outpace the national economy both in terms of economic growth and nonfarm employment in calendar year 2015. California had the sixth largest economy in the world in 2015 with a gross state product of 3.9%, outperforming the national growth rate of 2.4%. The major contributing sectors to California's economic growth include the technology, entertainment, and leisure and hospitality sectors. Although California's economy is doing very well on many levels, the recent slowdown in Asian economies will likely cast a shadow across the State's economy. Overall, the State's prospects are favorable and economists are forecasting an annual economic growth rate of 3.1% and the unemployment rate is forecasted at 5.5% for calendar year 2016.

San Diego's economy experienced uneven growth levels throughout various industry sectors during 2015 and very robust growth from the tourism and hospitality sector. Also, job increases in the professional, scientific and technical services (PST) sector brought the unemployment rate down to 5.1% while local housing prices continued to rise as a result of low mortgage rates and dwindling home inventory. The 2016 gross domestic product forecast for San Diego is projected at 1.9% and the local unemployment rate is forecasted to average 4.2% for 2016.

U.S. Economic Forecast ⁽¹⁾							
Economic Indicator	1Q.2016	2Q.2016	3Q.2016	4Q.2016	Avg.2016	Avg.2017	Avg.2018
Gross Domestic Product (GDP) -Annualized	2.00%	2.50%	2.50%	2.50%	2.20%	2.30%	2.20%
Consumer Spending	2.70%	2.70%	2.60%	2.60%	2.70%	2.50%	2.40%
Unemployment Rate	4.90%	4.80%	4.80%	4.70%	4.80%	4.60%	4.70%
Consumer Price Index – YOY %	1.10%	1.00%	1.20%	1.70%	1.20%	2.20%	2.30%
Benchmark Interest Rates	1Q.2016	2Q.2016	3Q.2016	4Q.2016	1Q.2017	2Q.2017	3Q.2017
Federal Funds Rate – Target	0.50%	0.75%	0.75%	1.00%	1.25%	1.50%	1.75%
Ten-year Treasury Note	2.00%	2.20%	2.30%	2.50%	2.62%	2.75%	2.90%

(1) Source: Bloomberg - Median economists' forecasts for U.S. economic indicators (78 economists surveyed Feb. 5 to Feb.10, 2016); Los Angeles County Economic Development Corporation -The Kyser Center for Economic Research; Wells Fargo Securities, LLC Economics Group; University of San Diego Burnham-Moore Center for Real Estate Index of Economic Indicators; San Diego Regional Economic Development Corporation.

Strategic Plan

Overview

The budget reflects many projects, challenges, and opportunities that face the District over the next several years. As outlined in our Strategic Plan for FY 2012 – 2017, each one of the eight strategic goals has a set of strategies to be pursued at some point over the five-year period. Below are the District's Strategic Goals and key strategies outlined in the District's Compass Strategic Plan.

District departments identify and budget resources for key initiatives and projects in support of these strategic goals and strategies. Projects are tracked and reported quarterly to the Board of Port Commissioners.

1	<i>A Port that the public understands, trusts, and values.</i>
2	<i>A thriving and modern maritime seaport.</i>
3	<i>A vibrant waterfront destination where residents and visitors converge.</i>
4	<i>A Port with a healthy and sustainable bay and its environment.</i>
5	<i>A Port with a comprehensive vision for Port land and water uses integrated to regional plans.</i>
6	<i>A Port that is a safe place to visit, work, and play.</i>
7	<i>A Port with an innovative and motivated workforce.</i>
8	<i>A financially sustainable Port that drives regional job creation and regional economic vitality.</i>

Strategic Goals and Strategies

1 Goal: A Port that the public understands, trusts, and values.

Strategies:

- 1.1 Solicit feedback from stakeholders and respond to input
- 1.2 Increase understanding of the District's mission, identity, and social and economic impact
- 1.3 Provide the public with easy access to information
- 1.4 Foster an environment of employee charitable giving and volunteerism
- 1.5 Develop a legislative agenda and leverage partnerships that further the District's policies and initiatives
- 1.6 Demonstrate fair and consistent decision-making processes

2 Goal: A thriving and modern maritime seaport.

Strategies:

- 2.1 Advocate for a national system of ports
- 2.2 Upgrade infrastructure, equipment and facilities for a modernized, efficient, and safe working port
- 2.3 Practice environmentally smart and efficient goods movement
- 2.4 Increase export and import potential through the identification of key target markets to maintain, grow, and capture new business
- 2.5 Become an integral link in the maritime supply chain
- 2.6 Foster the economic growth and retention of shipbuilding and repair
- 2.7 Develop maritime-related industry niche businesses and services

3 Goal: A vibrant waterfront destination where residents and visitors converge.

Strategies:

- 3.1 Market and improve the District's cruise industry offerings
- 3.2 Market District Tidelands as a tourism destination
- 3.3 Promote tourism and business offerings for residents, visitors, and the local community with measurable initiatives

Strategic Plan

- 3.4 Activate the waterfront with development of new and dynamic attractions, events, and public access
- 3.5 Increase and promote events and venues for safe waterside and recreational activities
- 3.6 Integrate tourist development and programming with travel and tourism organizations and destinations
- 3.7 Analyze and implement best business practices to manage special event venues and parks
- 3.8 Use District public art to enhance the waterfront experience
- 3.9 Embrace and market the Bay's natural ecotourism offering
- 3.10 Increase awareness of public access opportunities around the District

4 Goal: A Port with a healthy and sustainable bay and its environment.

Strategies:

- 4.1 Continue and promote Green Port programs, including water and energy conservation, recycling programs, and clean air projects
- 4.2 Pursue grants, government funding, and partnering with tenants and businesses to implement and maintain sustainable, green practices
- 4.3 Ensure compliance with environmental regulations for District tenants and District-sponsored activities
- 4.4 Plan and adapt for sea level rise and climate change
- 4.5 Preserve and promote habitat restoration, indigenous wildlife, and prevention of invasive species
- 4.6 Create public programs that educate and enlighten on the District environment, including environmental education for students and stakeholders
- 4.7 Collaborate with tenants, partners, and adjacent communities to foster a healthy environment

5 Goal: A Port with a comprehensive vision for Port land and water uses integrated to regional plans.

Strategies:

- 5.1 Define the planning vision to create consistent planning goals and strategies for all District communities
- 5.2 Update the District Master Plan including reviewing and integrating adjacent uses and regional land use transportation, and infrastructure plans
- 5.3 Incorporate sea level rise, climate change, and other environmental concerns into long-term planning
- 5.4 Advocate for regional transportation policy and infrastructure for effective goods and passenger movement
- 5.5 Improve affordable public access through District master planning

6 Goal: A Port that is a safe place to visit, work, and play.

Strategies:

- 6.1 Maximize regional resources through public safety agency partnerships
- 6.2 Leverage technical interoperability, knowledge, and grant funding
- 6.3 Dedicate resources to prevent, detect, prepare, respond, and recover from natural or man-made disasters
- 6.4 Execute on a well-coordinated infrastructure maintenance program
- 6.5 Establish and maintain a culture of safety for employees and visitors
- 6.6 Enhance visible police presence on land and water to provide a safe and secure environment
- 6.7 Utilize technologies to improve District safety and security operations

7 Goal: A Port with an innovative and motivated workforce.

Strategies:

- 7.1 Invest in professional development and training
- 7.2 Implement innovative and cost-effective practices and technology for effective delivery services
- 7.3 Foster a workforce culture of wellness, safety, and innovation
- 7.4 Improve internal communications through systematic processes and teamwork
- 7.5 Build a competitive compensation and benefit structure for retention and recruitment

Strategic Plan

7.6 Enhance knowledge management practices to support long-term sustainability of the Port

8 Goal: A financially sustainable Port that drives regional job creation and regional economic vitality.

Strategies:

- 8.1 Generate and diversify revenue sources
- 8.2 Facilitate the strategic and innovative development and redevelopment of Port properties
- 8.3 Pursue new investment capital for project funding
- 8.4 Develop and maintain infrastructure for expansion of Port and business activities
- 8.5 Develop the Port into an attractive place for business and the community
- 8.6 Maximize external funding for Port projects and programs
- 8.7 Ensure cost containment
- 8.8 Partner with outside governmental agencies and the private sector
- 8.9 Implement decision-making that anticipates long-term global opportunities and threats
- 8.10 Identify practices that create regional jobs

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2 | READER'S GUIDE

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Organization

DISTRICT RE-ORGANIZATION

A sustainable future for the District will be highly dependent on the ability to drive continued growth in our available funds. The costs to continue to pursue the many initiatives to fulfill our mission and trust obligations are on the rise. The prudent way to cover these ever-increasing costs is to outpace them with revenue growth. With this in mind, a new organization structure will be implemented.

Goals of New Organizational Structure:

1. Revenue Growth: accelerate core businesses (Real Estate and Maritime) and enter new lines of business
2. Increase awareness of the District and our many contributions in the region
3. Develop and increase our ability across the District to innovate and lead
4. Focus and improve efforts to support our people, their development, and our corporate culture

At the Executive Leadership Group (ELG), titles were revised and business executive positions were added to align functions closer to the four goals, along with realigning department reporting responsibilities. The new positions added are Chief Marketing Officer/Vice President and Chief Operating Officer/Vice President both reporting to the President/CEO along with the Chief of Harbor Police/Vice President, the Chief Administrative Officer/Vice President, and the Chief Financial Officer/Treasurer Vice President.

Existing departments were redefined, along with new departments created, to achieve these four broad goals along with adding new competencies that support on-going and new Board initiatives such as the Climate Action Plan, Energy Management, Blue Technology, and others. A new position, Assistant Vice President, was needed in order to strategically execute the many opportunities that lay ahead.

The Assistant Vice President positions add the following value to the organization:

- Increase focus on high priority strategic initiatives within reporting departments
- Streamline decision making responsibilities to Assistant Vice President and shifts Vice President focus to strategic execution
- Increase executive support and involvement in the day-to-day operations
- Provide the organization additional development opportunities for leadership

The Assistant Vice Presidents along with additional Directors, lead the new and redefined departments/teams of Arts & Culture, People Strategies, Planning & Green Port, Energy, Aquaculture & Blue Technology, Real Estate Development-Portfolio Management, Real Estate Development-Development Services, Enterprise Strategy & Innovation, and Port as a Service-Parking.

We will strategically focus on areas that offer the organization the greatest opportunity for sustainable growth. Diversification of our revenue streams is one of the keys to sustained growth. It will be our goal to institutionalize a system for identifying, evaluating, and pursuing new business opportunities, **new lines of business**, in a cost effective and forward-looking way.

Lastly, we will put a renewed focus on our “People Strategy” to maintain our most important asset. To execute this vision it will require a motivated and engaged workforce. This new department will be led by a new Director position.

Organization

To realize the District's mission, the Board establishes policy. Three positions reporting directly to the Board carry out policy directives and advise the Board, including a President/Chief Executive Officer (President/CEO), General Counsel, and Port Auditor. A Personnel Advisory Board also reports directly to the Board.

HARBOR POLICE: Responsibility for the District's Harbor Police Department, initiatives, and programs that provide safety, protection, and law enforcement now also reports directly to the President/CEO. The Harbor Police Department provides police and fire protection to San Diego Bay, as well as police services to San Diego International Airport. Under the direction of the Chief of Harbor Police, Public Safety: homeland security, facility security, and law enforcement combine to protect and serve those who work, play, and visit the Port of San Diego.

MARKETING: Led by the Chief Marketing Officer/Vice President, this Division raises awareness of the District, its business lines, activities, and regional value while building and maintaining partnerships with external stakeholders and other government agencies. There is a need to increase the public's awareness of "who we are and what we do"; and for the District to be engaged with the broader community relative to issues of regional importance. This Division also manages the operations of maritime, government and civic relations, marketing, corporate communication, trade development, and public art. One area of particular focus is maritime cargo and cruise – where there is unattained capacity/potential.

Departments/Teams in the Marketing Division include:

- Marketing & Communications
- Government & Civic Relations
- Arts & Culture
- Maritime

ADMINISTRATION: Led by the Chief Administrative Officer/Vice President, this Division manages, directs, and integrates the functions, programs, and activities of District-wide Human Resources, including the new department of People Strategies, Office of the District Clerk, Equal Opportunity Management, General Services, and Engineering - Construction. The Chief Administrative Officer/Vice President is the District's lead negotiator for labor negotiations and provides strategic leadership and the delivery of centralized corporate, administrative, engineering, and maintenance support services.

Departments in the Administration Division include:

- Engineering – Construction
- General Services
- Office of the District Clerk
- People Strategies
- Human Resources

OPERATIONS: The Chief Operating Officer/Vice President leads this Division. Responsibilities include creating and supporting a well-planned and integrated waterfront through planning, real estate asset management and development, environmental and land use management, climate mitigation and adaptation planning, and diversification of revenue. The growth and diversification of revenue is a key responsibility for the Operations Group.

Departments/Teams in the Operations Division include:

- Planning & Green Port
- Energy

Organization

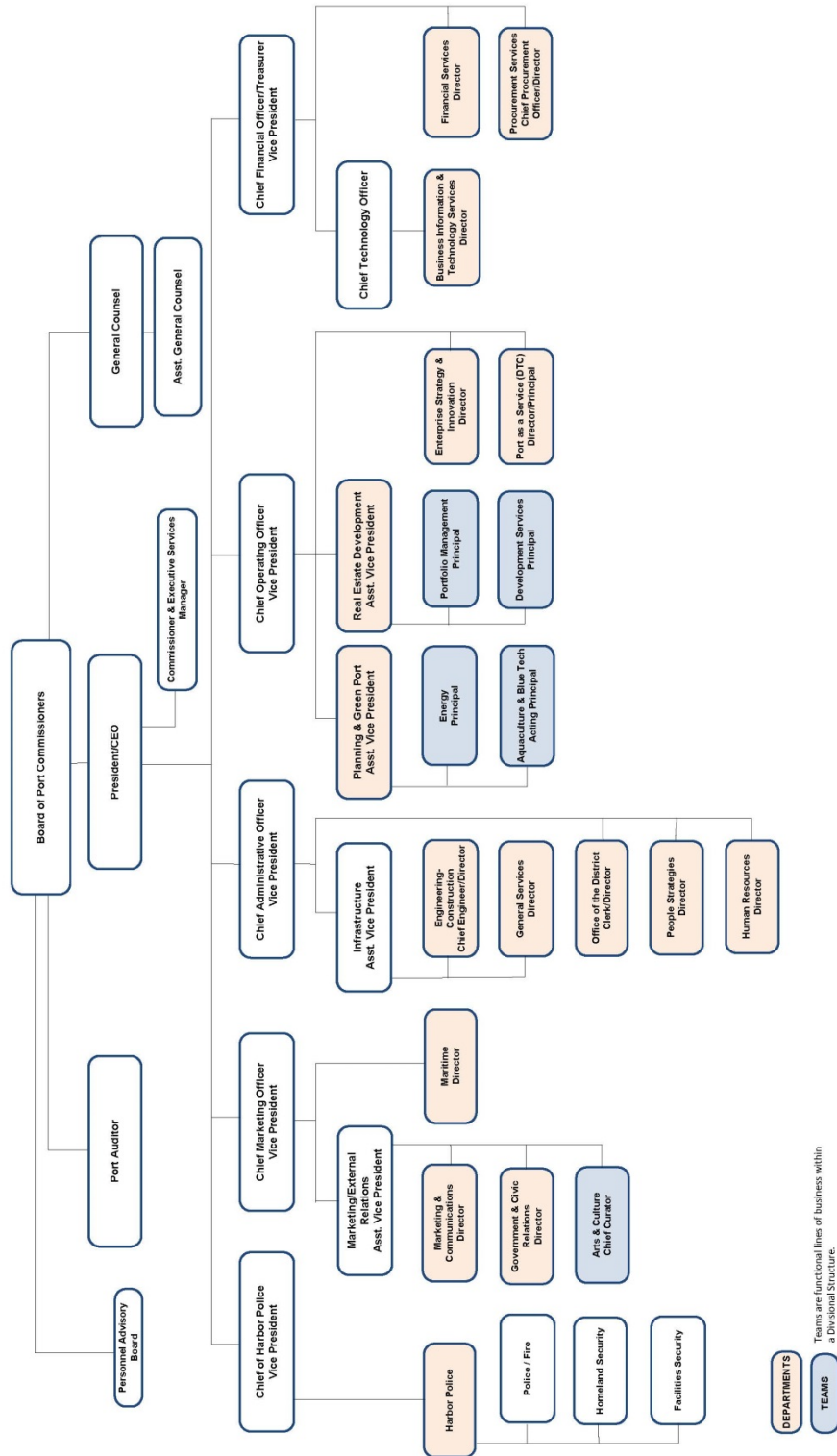
- Aquaculture & Blue Technology
- Real Estate Development-Portfolio Management
- Real Estate Development-Development Services
- Enterprise Strategy & Innovation
- Port as a Service-Parking

FINANCIAL SERVICES: Led by the Chief Financial Officer/Treasurer Vice President, this Division oversees the District's Financial Services, Procurement Services, and Business Information & Technology Services. The CFO/Treasurer provides professional assistance and support to the President/CEO on the District's financial planning, accounting, investing, procurement services, and business systems issues. Financial Services includes financial planning and reporting, budgeting, treasury services, risk management, and payroll services. Business Information & Technology Services department manages the implementation and maintenance of District technologies in ways that create value for the organization. This department drives operational effectiveness and process improvement by fully integrating technology-related decisions with the District's strategies and operating plans.

Departments in the Financial Services Division include:

- Financial Services
- Business Information & Technology Services
- Procurement Services

Organization Chart



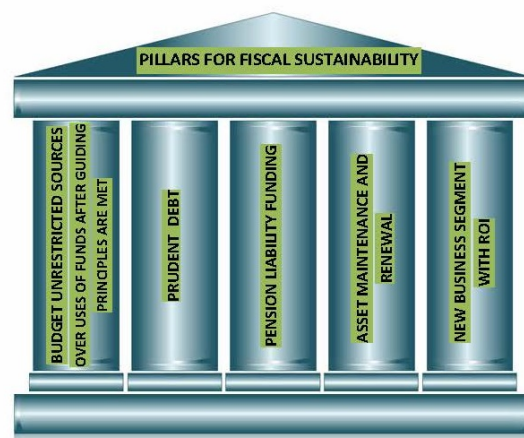
Overview of Financial Policies and Guidelines

The District operates as an enterprise fund and prepares its budget on the accrual basis of accounting. The District's annual audited financial statements are also prepared on the accrual basis. Under this method, revenues are recorded when earned and expenses are recorded when incurred. The San Diego Unified Port District Act directs the creation of only one fund with many revenue sources and operates as a separate, independent, and local government entity. Accordingly, unless specifically stated, all income and expenses flow through one fund.

The District's budget process actively incorporates various financial policies and guidelines articulated by the Board and Executive Staff. The budget process and outcome is performance-based and focused on strategies, initiatives, and key operating and financial indicators. The adopted budget gives the District the legal basis for which to expend funds.

Financial Strategy and Long-Range Policies

The District continues to proactively manage and grow its financial resources with the objective to balance its service requirements, its responsibility to make long-term investments in infrastructure, the environment, and public service. As such, the District outlined a framework to develop a long-term financial strategy which seeks to establish an overarching set of guiding principles that aligns financial best practices into the District's strategic plan. The framework consists of five key pillars as depicted below:



The annual operating budget is intended to establish efficient and effective methods for managing the District's financial resources. Accordingly, this section outlines the long-range and financial policies that guide the preparation of the budget:

Revenues and other sources of funds exceed expenses before depreciation and amortization and before capital expenditure and other uses of funds.

- The District activities authorized in the budget will help stimulate the economy in the San Diego region.
- Capital investment in the tidelands will provide significant, long-term economic benefits to the region and will provide public improvements and infrastructure that will stimulate private investment in the tidelands bringing new revenues to the District and creating new jobs and opportunities for the region. Financial policies will enable the District to maintain its sound financial condition, so that capital investment in the tidelands may continue.

Overview of Financial Policies and Guidelines

- Cash investments made by the District will conform to its Guidelines for Prudent Investments (see Section 5 Appendix). It is the policy of the District to invest public funds in a manner that will provide the highest rate of return with the maximum security while meeting the daily cash flow demands of the District. The investment policies and practices of the District are based upon prudent money management and conform to all state and local statutes governing the investment of public funds. In order of priority, investment objectives are:
 - Safety of principal
 - Liquidity
 - Return on investment
- The budget will be prepared in a manner that facilitates its understanding by the public as well as District officials. Presenting a clear, readable budget will effectively communicate overall District goals and plans, and contribute to the public's knowledge and appreciation of the District's positive impact on the region.
- The Five Year Capital Improvement Program (CIP) FY 2014-2018 has been previously approved and adopted by the Board in accordance with BPC Policy No. 120 - Capital Improvement Program (see Section 5 Appendix). The projects are funded from the CIP reserve (pre-approved/designated funding) and from other sources such as grants and contributions for specific projects. The remaining CIP FY 2014-2018 is reviewed and approved by the Board and is coordinated with the preparation of the operating budget.

Budget Development and Cost Management

The District will prepare a budget on an annual basis. The District's definition of a balanced budget is one in which revenues and other sources of funds equal or exceed expenditures and other uses of funds.

One of the key pillars for fiscal sustainability that the District adopted is budgeting for unrestricted sources of funds exceeding uses of funds or, a structural surplus now referred to as unrestricted resources. In support of this principle, the District has developed its annual budget with unrestricted resources. Staff deployed multiple strategies to attain this including revenue growth, project portfolio diversification, and cost management.

The budget is a result of a collaborative effort that includes extensive deliberations by the ELG on strategies and initiatives. The Board is briefed to solicit input and directions. As appropriate, throughout the year, presentations are provided by staff and Board directions are given on multi-year strategies such as: Integrated Planning, Climate Action Plan, Major Maintenance/Asset Management Program, Capital Improvement Program, Parking and Advertising Plan, etc.

During the budget process, District departments are provided with budget guidelines. The District employs a top down versus bottom up spending budget process in order to keep the expense budget within certain parameters. Departments start with the prior year as a baseline amount for Personnel and Non Personnel Expense (NPE) budget and anything above the baseline must have a strategic or regulatory requirement. The ELG conducts a detailed review of each department's submitted NPE budget, and any requests above baseline are analyzed using the strategic initiatives as criteria.

The ELG requires departments to justify any headcount growth to ensure it is in alignment with correlating revenue growth and/or a specific regulatory requirement. The departments are also expected to explore other alternatives to headcount growth by using service agreements. The District also adopted a new performance metric using Operating Revenue/Productivity per Employee to ensure the cost growth is reasonably benchmarked. The FY 16/17 budget will increase our Operating Revenue/Productivity metric to almost \$300 per employee.

Overview of Financial Policies and Guidelines

Additional cost management controls include providing the following reporting to the Board:

- February/March – Mid-Year Budget Review including year-end projections
- Monthly – Financial Management Reports (within 10 business days after month end)
 - Staff goes through a rigorous review of all expense items and provides budget variance explanations of not only overages but any significant underruns with an estimate of when those expenses will be incurred.
- Monthly – Financial Performance Metrics (within 10 business days after month end)
- Quarterly – Major Maintenance Update
- Quarterly – CIP Update
- Quarterly – Project Reports Update
- Annually – Finance team prepares a Five Year Cash Flow Forecast used for long-term financial planning

The District's prudent practices ensure long-term financial sustainability and the ability to deliver our public service commitment as follows:

- Activation programs that draw visitors and residence alike to the waterfront
- Maintenance of public parks and open spaces throughout the tidelands
- Ensuring safe and secure tidelands through land and waterside patrolling and response
- Protecting and enhancing our natural resources – land, water, air, and wildlife
- Ability to generate revenue and to manage costs allowed the District to provide excellent public service without the need to tax – the District is a self-sustaining public entity

Account Structure

The District's account structure is comprised of two main components: profit/cost center and general ledger account code. Budget amounts are entered and tracked at the profit/cost center and general ledger account codes. Within this budget book you will see general ledger account codes used for expenses.

A general ledger account is an account or record used to sort and store balance sheet and income statement transactions. Examples of general ledger accounts include the asset accounts such as Cash, Accounts Receivable, Land, and Equipment. Examples of the general ledger liability accounts include Notes Payable, Accounts Payable, Accrued Expenses Payable, and Tenant Deposits. Examples of income statement accounts found in the general ledger include Concession Revenues, Fixed Rents, Salaries Expense, Services – Professional & Other Expense, Insurance Expense, etc.

The District uses six digit general ledger account codes divided into four major categories as follows:

100100-399999	Balance Sheet
500100-599999	Revenue
600100-600330	Personnel
610100-680999	Non-Personnel Expense

Budget Timetable

The budget development process is integrated closely with strategic and project planning, where the entire management team conducts the review and the individual departments are given the control and accountability.

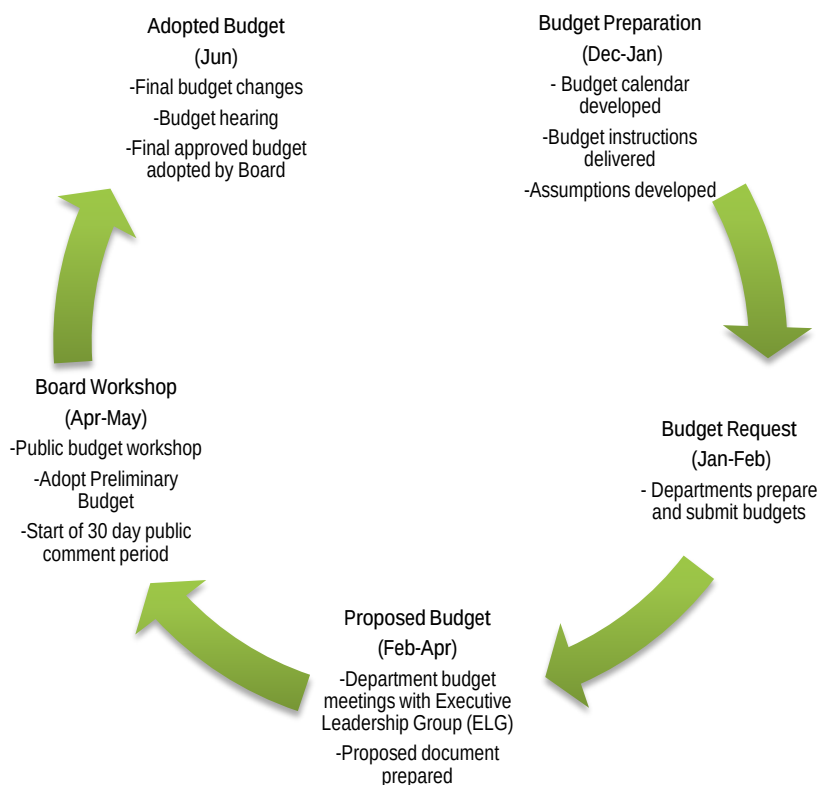
The Financial Analyst Team works with all department Directors and the Executive Leadership Group to ensure that budget proposals support the District's Strategic Plan and that appropriate funding is available.

Board workshop to discuss the preliminary budget is held in late April. The workshop is an opportunity for the Board and the public to ask questions and discuss alternatives to the proposed goals, objectives, programs, and activities included in the budget.

Preliminary budget adoption starts the public comment period. Adoption of the preliminary budget occurs in the May Board meeting. Under the provisions of the District Act the preliminary budget must be adopted by June 15th each year. Preliminary budget adoption begins the public comment period. Not less than 30 days later, the Board considers the final budget for adoption.

Final budget adoption follows the public comment period. At its first meeting following the comment period, but no later than August 1st, the Board adopts the final budget, along with amendments to the Salary Ordinance for personnel changes included in the final budget. Ideally, this happens in June, prior to the start of the new fiscal year.

Once the budget is adopted, it is input into the *SAP Funds Management Accounting System (SAP-FM)* and the funds availability function, which tracks expenses against the budget, is activated.



Budget Timetable

An appropriating ordinance may be required. If no final budget is adopted by July 1st, a special ordinance is required to appropriate funds for continuing operations.

The budget is based on estimates made by Departments four to five months before the end of the current fiscal year, and 16 to 17 months before the end of the budget year. Many events could occur after adoption that would make the actual results significantly different from the budget estimates.

Once adopted, the budget is not fixed. The budget can be amended at any time during the fiscal year by Board ordinance. Staff monitors budget results and programs throughout the fiscal year. Changes in plans, fluctuations in estimates, new programs for which no estimate was available, and other unexpected events may require a budget amendment.

Board of Port Commissioners (BPC) Policy No. 090 (see Section 5 Appendix) shall govern transfers between appropriated budget items.

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REVENUE HIGHLIGHTS

Total operating and non-operating revenue for the District are budgeted at \$176.4M, an increase of \$26.5M, or 17.7%, from the prior fiscal year.

Trends affecting revenue are described below by profit center.

Revenue by Profit Center

Revenues were projected by benchmarking major tenants and using industry analysis to predict trends in revenue. Assumptions concerning prospective revenue from new and renegotiated leases were included. Revenue for leases scheduled to terminate is reduced by the probability that they will not be renewed. For leases with an option to expand facilities, revenue is reduced by the probability that the option will not be exercised.

Since concession revenues vary with economic conditions, the revenue team performed a detailed analysis using recent data from multiple sources, published hotel industry forecasts, cruise ship activity projections, and convention bookings for 2016 and 2017. Actual year-to-date revenue, published hotel industry forecasts, cruise ship activity projections, and convention bookings were all reviewed and considered in developing the FY 16/17 forecast.

Real Estate Development – Portfolio Management

Real Estate Development – Portfolio Management anticipates an increase of approximately \$11.4M, or 13.9%. Differences from the FY15/16 revenue budget are projected in the following areas:

- Concession Revenue is budgeted at \$73.2M, an increase of \$11.6M, or 18.8%, attributable to an upward trend in concession revenue and double digit percentage increases forecasted for some major hotel, restaurant, and other concession tenants. Of the \$11.6M increase, \$3.6M is attributed to a tenant rent credit ending. Hotel percentage rent is approximately two thirds of all concession rent, followed by marinas, retail centers, and restaurants.
- Fixed Rent is budgeted at \$20.3M, a decrease of \$195k, or 1.0%, primarily due to a reduction in lease revenue from car rental tenants.

Parking and Parking Meter revenues that were previously reported under Real Estate Development – Portfolio Management are now represented in the newly created Port as a Service – Parking profit center.

Port as a Service – Parking

Port as a Service - Parking anticipates an increase of approximately \$5.1M, or 43.1%. Differences from the FY15/16 revenue budget are projected in the following areas:

- Parking is budgeted at \$12.6M, an increase of \$4.0M, or 46.9%, mainly due to a planned parking rate range increases at the Hilton garage, Convention Center garage, Navy Pier, and B Street Pier.
- Citations for parking is budgeted at \$1.2M, an increase of \$435k, or 59.2%, mainly due to the changes in the parking enforcement program which is projected to increase based on recent trends and changes in the citations rates which were approved in the prior fiscal year. In addition, two new enforcement Community Service Officers will be added in FY16/17 providing more coverage on tidelands, which should result in an increase in citation revenue.
- Parking Meters is budgeted at \$2.4M, an increase of \$397k, or 19.6%, mainly due to an increase in meter rates, installation of new smart meters with sensors along the Embarcadero, including Embarcadero Marina Park North and South, and changes to enforcement hours. Other factors that will contribute to the increase

are the addition of meters and pay stations in previously non-paid areas and lots and the ability to reset the meter rates during times of high parking demand.

- Fixed Rent is budgeted at \$786k, an increase of \$256k, or 48.3%, due to new lease agreements for temporary occupancy use permits at parking lot facilities.

Attractions & Advertising

Attractions & Advertising is a new line of business which is anticipated to generate approximately \$1.8M in the following area:

- Advertising is budgeted at \$1.8M from sales of billboard advertisements, building wraps and signage, and anticipated new advertising opportunities.

Maritime

Maritime anticipates an increase of approximately \$2.5M, or 7.1%. Differences from the FY 15/16 revenue budget are projected in the following areas:

- Wharfage is budgeted at \$13.1M, an increase of \$935k, or 7.7%, attributable to projected growth in Tenth Avenue Marine Terminal (TAMT) cargos including project and spot cargos, and in Pasha automobile throughput at the National City Marine Terminal (NCMT).
- Dockage is budgeted at \$2.2M, an increase of \$550k, or 33.3%, due to additional vessel calls associated with projected growth in cruise and cargo activities, and in miscellaneous dockage at maritime facilities.
- Cruise Ship Passenger Security Charges is budgeted at \$1.3M, an increase of \$431k, or 49.6%, due to anticipated increase in cruise vessel activities. Cruise ship security costs are invoiced to cruise lines with a 15% mark up.
- Concession Revenue is budgeted at \$2.1M, an increase of \$401k, or 23.2%, primarily due to a projected increase in harbor excursion operation sales.
- Cruise Ship Passenger Fees is budgeted at \$1.6M, an increase of \$320k, or 24.5%. The FY 16/17 budget projects 102 cruise vessel calls and 251,000 cruise passengers, up from 65 cruise vessel calls and 204,000 cruise passengers in the FY 15/16 budget. The increase is primarily due to additional cruise vessel calls from Holland America and Princess Cruises.
- Storage Space Rental is budgeted at \$2.7M, an increase of \$223k, or 8.9%, mainly due to a projected upward revenue trend from Pasha automobile storage at NCMT.
- Other Rental Revenue is budgeted at \$703k, an increase of \$203k, or 40.5%, due to a projected increase in special events rental at the Port Pavilion.
- Fixed Rent is budgeted at \$14.0M, a decrease of \$718k, or 4.9%, mainly due to an extended market rent review arbitration process for a major maritime industrial tenant. Another decrease includes a potential rent reduction for a lease agreement at the National Distribution Center in consideration of the tenant's plan to construct significant improvements at its leased premises.

Revenue for public parking that was previously reported under Maritime is now represented in the newly created Port as a Service – Parking profit center.

Harbor Police

The Harbor Police Department, in addition to serving the District, is the primary law enforcement agency at the San Diego County Regional Airport Authority (SDCRAA). The cost reimbursement for the direct police costs provided to the SDCRAA is \$14.2M while the General and Administrative cost (G&A) reimbursement reported under the Miscellaneous section below is \$2.2M, bringing the total reimbursement to \$16.4M, an increase of \$490k, or 3.1%. The FY 16/17 Public Services Provided revenue budget includes labor and burden based on actual individual officer's rate per pay period.

Projected other changes in revenue will occur primarily in the following area:

- Non-Operating Grant Revenue is budgeted at \$639k, a decrease of \$144k, or 18.3%, due to a decreased budget for federal grants (Operation Stonegarden and Port Security Grants).

Citation revenue from parking violations that was previously reported under Harbor Police is now represented in the newly created Port as a Service – Parking profit center.

Aquaculture & Blue Technology

Aquaculture & Blue Technology is a new line of business which is projected to generate approximately \$200k in the following area:

- Aquaculture is budgeted at \$200k based on anticipated income from an oyster nursery pilot project.

Miscellaneous

Projected other changes in revenue will occur primarily in the following areas:

- Grants – Capital Projects Reimbursement is budgeted at \$6.4M, an increase of \$5.0M, or 347.6% primarily due to a grant from the California Department of Boating and Waterways for improvements of the boating launch facilities at Shelter Island and an increase in Port Security Grant awards.
- Public Services Provided which represents reimbursements for G&A costs associated with the SDCRAA agreement for Harbor Police services, is budgeted at \$2.2M.

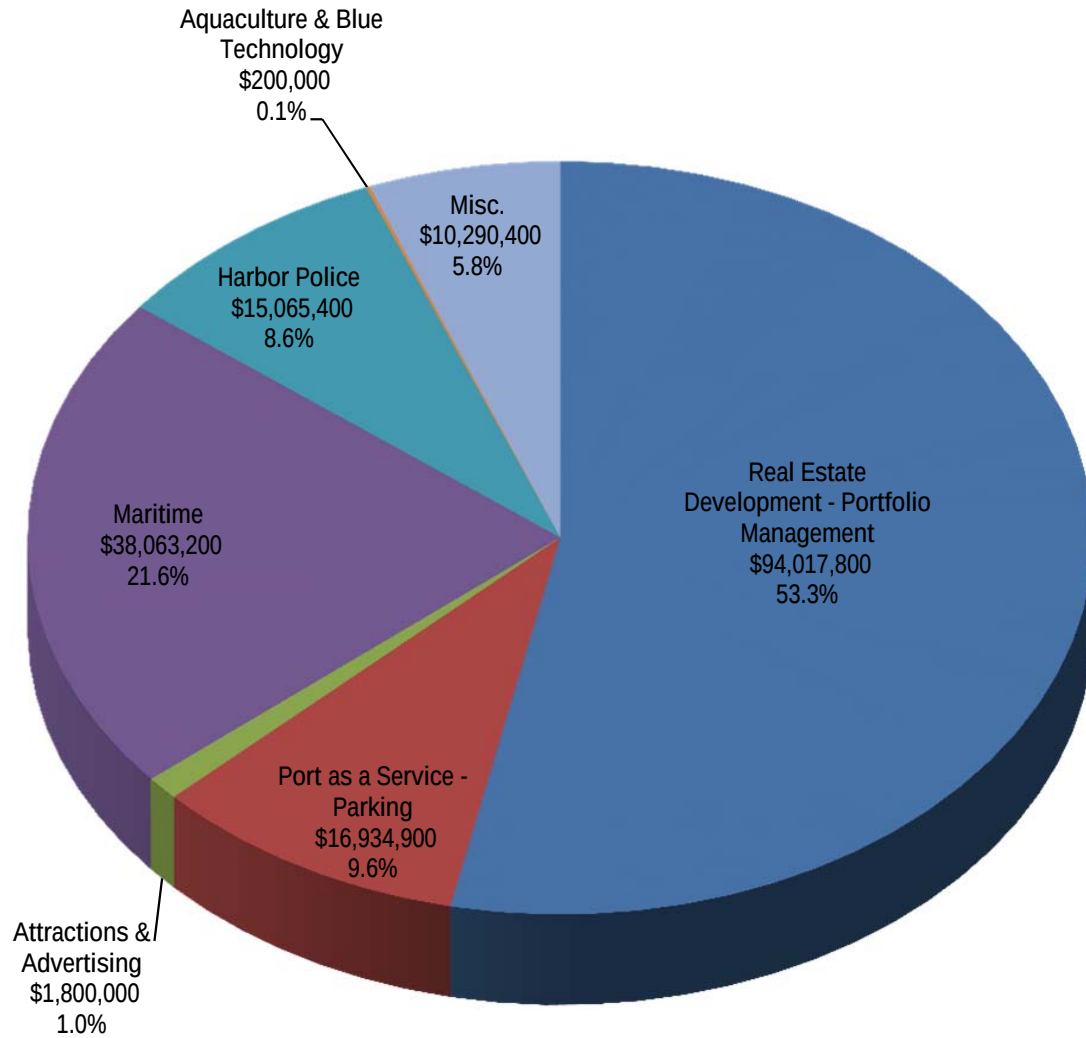
REVENUE BY OPERATING CENTER AND ACCOUNT

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	INC/(DEC) FY 16/17-15/16 BUDGET	% CHANGE
REAL ESTATE DEVELOPMENT - PORTFOLIO MANAGEMENT					
Fixed Rent	\$ 22,241,920	\$ 20,483,000	\$ 20,288,200	\$ (194,800)	-1.0%
Concession Revenue	61,090,533	61,660,500	73,247,100	11,586,600	18.8%
ACH Parking Facility Funding	215,002	218,800	222,500	3,700	1.7%
Other Rental Revenue	719,669	-	-	-	-
Waived Fees-Tidelands Activation Program	(406,660)	-	-	-	-
Rents	\$ 83,860,464	\$ 82,362,300	\$ 93,757,800	\$ 11,395,500	13.8%
Park Usage Fees	\$ 523,782	\$ 214,100	\$ 260,000	\$ 45,900	21.4%
Miscellaneous Other Operating Revenue	462	-	-	-	-
Fees & Service Charges	\$ 524,244	\$ 214,100	\$ 260,000	\$ 45,900	21.4%
Damages Recovered	\$ 9,290	\$ -	\$ -	\$ -	-
Gain/Loss from Disposal of Fixed Assets	4,536,604	-	-	-	-
Non-Operating Revenue	\$ 4,545,894	\$ -	\$ -	\$ -	-
TOTAL REAL ESTATE DEVELOPMENT - PORTFOLIO MANAGEMENT	\$ 88,930,602	\$ 82,576,400	\$ 94,017,800	\$ 11,441,400	13.9%
PORT AS A SERVICE - PARKING					
Fixed Rent	\$ 229,801	\$ 530,200	\$ 786,200	\$ 256,000	48.3%
Rents	\$ 229,801	\$ 530,200	\$ 786,200	\$ 256,000	48.3%
Citations	\$ 1,065,372	\$ 735,000	\$ 1,170,200	\$ 435,200	59.2%
Parking	9,609,492	8,549,900	12,559,700	4,009,800	46.9%
Parking Meters	1,898,019	2,021,900	2,418,800	396,900	19.6%
Fees & Service Charges	\$ 12,572,883	\$ 11,306,800	\$ 16,148,700	\$ 4,841,900	42.8%
TOTAL PORT AS A SERVICE - PARKING	\$ 12,802,684	\$ 11,837,000	\$ 16,934,900	\$ 5,097,900	43.1%
ATTRACTIONS & ADVERTISING					
Advertising	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000	-
Fees & Service Charges	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000	-
TOTAL ATTRACTIONS & ADVERTISING	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000	-
MARITIME					
Fixed Rent	\$ 13,767,537	\$ 14,702,900	\$ 13,985,000	\$ (717,900)	-4.9%
Concession Revenue	1,779,870	1,729,500	2,130,700	401,200	23.2%
Storage Space Rental	2,661,850	2,520,600	2,743,900	223,300	8.9%
Other Rental Revenue	470,242	500,000	702,700	202,700	40.5%
Waived Fees-Tidelands Activation Program	(52,150)	-	-	-	-
Rents	\$ 18,627,349	\$ 19,453,000	\$ 19,562,300	\$ 109,300	0.6%
Bunkering	\$ 17,815	\$ 10,300	\$ 55,500	\$ 45,200	438.8%
Cruise Ship Passenger Fees	1,166,753	1,303,100	1,623,000	319,900	24.5%
Cruise Ship Passenger Security Charges	1,006,072	870,100	1,301,500	431,400	49.6%
Demurrage	183	-	-	-	-
Dockage	2,083,234	1,651,300	2,201,200	549,900	33.3%
Environmental Surcharge	10,904	7,500	11,100	3,600	48.0%
Permit & License Fees	1,534	-	-	-	-
Parking	35,678	20,000	64,500	44,500	222.5%
Park Usage Fees	(28,200)	-	-	-	-
Wharfage	12,078,370	12,132,500	13,067,900	935,400	7.7%
Miscellaneous Other Operating Revenue	6,496	2,400	19,200	16,800	700.0%
Fees & Service Charges	\$ 16,378,839	\$ 15,997,200	\$ 18,343,900	\$ 2,346,700	14.7%
Utilities Furnished	\$ 76,911	\$ 68,400	\$ 131,000	\$ 62,600	91.5%
Services	\$ 76,911	\$ 68,400	\$ 131,000	\$ 62,600	91.5%
Damages Recovered	\$ 35,473	\$ -	\$ -	\$ -	-
Grant Revenue-Other	23,775	26,000	26,000	-	0.0%
Misc Other Non-Operating Revenue	8,433	-	-	-	-
Non-Operating Revenue	\$ 67,681	\$ 26,000	\$ 26,000	\$ -	0.0%
TOTAL MARITIME	\$ 35,150,780	\$ 35,544,600	\$ 38,063,200	\$ 2,518,600	7.1%

REVENUE BY OPERATING CENTER AND ACCOUNT

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	INC/(DEC) FY 16/17-15/16 BUDGET	% CHANGE
<u>HARBOR POLICE</u>					
Fixed Rent	\$ 7,020	\$ 7,000	\$ 7,000	\$ -	0.0%
Rents	\$ 7,020	\$ 7,000	\$ 7,000	\$ -	0.0%
Citations	\$ 78,590	\$ 60,000	\$ 65,000	\$ 5,000	8.3%
Piers & Floats	111,090	90,000	90,000	-	0.0%
Miscellaneous Other Operating Revenue	40,064	24,000	24,000	-	0.0%
Fees & Service Charges	\$ 229,744	\$ 174,000	\$ 179,000	\$ 5,000	2.9%
Public Services Provided	\$ 13,426,541	\$ 13,802,200	\$ 14,228,200	\$ 426,000	3.1%
Reimbursed Cost/Cost Recovery	-	12,000	12,000	-	0.0%
Services	\$ 13,426,541	\$ 13,814,200	\$ 14,240,200	\$ 426,000	3.1%
Damages Recovered	\$ 6,143	\$ -	\$ -	\$ -	-
Grant Revenue-Other	830,948	782,800	639,200	(143,600)	-18.3%
Misc Other Non-Operating Revenue	3,163	\$ -	-	-	-
Gain/Loss from Disposal of Fixed Assets	(11,926)	-	-	-	-
Asset Forfeiture Proceeds-Harbor Police	674,569	-	-	-	-
Non-Operating Revenue	\$ 1,502,897	\$ 782,800	\$ 639,200	\$ (143,600)	-18.3%
TOTAL HARBOR POLICE	\$ 15,166,202	\$ 14,778,000	\$ 15,065,400	\$ 287,400	1.9%
<u>AQUACULTURE & BLUE TECHNOLOGY</u>					
Aquaculture	\$ -	\$ -	\$ 200,000	\$ 200,000	-
Rents	\$ -	\$ -	\$ 200,000	\$ 200,000	-
TOTAL AQUACULTURE & BLUE TECHNOLOGY	\$ -	\$ -	\$ 200,000	\$ 200,000	-
<u>MISCELLANEOUS</u>					
Miscellaneous Other Operating Revenue	\$ 16,637	\$ -	\$ -	\$ -	-
Miscellaneous Other Operating Revenue	\$ 16,637	\$ -	\$ -	\$ -	-
Public Services Provided	\$ 2,313,876	\$ 2,108,000	\$ 2,171,800	\$ 63,800	3.0%
Reimbursed Cost/Cost Recovery	316,724	320,000	320,000	-	0.0%
Services	\$ 2,630,600	\$ 2,428,000	\$ 2,491,800	\$ 63,800	2.6%
Partnership/Cost Sharing Reimbursement	\$ 979,910	\$ 778,700	\$ 751,200	\$ (27,500)	-3.5%
Grants	\$ 979,910	\$ 778,700	\$ 751,200	\$ (27,500)	-3.5%
Damages Recovered	\$ 22,138	\$ -	\$ -	\$ -	-
Grants - Capital Project Reimbursement	1,632,356	1,426,500	6,385,400	4,958,900	347.6%
Grant Revenue-Other	88,328	36,500	-	(36,500)	-100.0%
Donated Revenue	43,696	30,000	22,000	(8,000)	-26.7%
Insurance Proceeds	1,440	-	-	-	-
Reimbursed Legal Fees	1,696,964	-	-	-	-
Legal Settlements	593,159	-	-	-	-
Misc Other Non-Operating Revenue	384,839	100,000	100,000	-	0.0%
Restitution	315	-	-	-	-
Sale of Surplus Items - Proceeds	69,923	60,000	60,000	-	0.0%
Gain/Loss from Disposal of Fixed Assets	(21,726)	-	-	-	-
NEVP Capital Project Contribution	3,104,747	-	-	-	-
Non-Operating Revenue	\$ 7,616,179	\$ 1,653,000	\$ 6,567,400	\$ 4,914,400	297.3%
Interest - Investments	\$ 643,620	\$ 300,000	\$ 480,000	\$ 180,000	60.0%
Interest - Unamortized Bond Premium	(33,434)	-	-	-	-
Unrealized Gain/Loss On Inv. (GASB 31)	(36,742)	-	-	-	-
Interest - Miscellaneous	89,608	-	-	-	-
Investment Revenue	\$ 663,052	\$ 300,000	\$ 480,000	\$ 180,000	60.0%
Discounts Earned	\$ 4,237	\$ -	\$ -	\$ -	-
Other Revenue	\$ 4,237	\$ -	\$ -	\$ -	-
TOTAL MISCELLANEOUS	\$ 11,910,615	\$ 5,159,700	\$ 10,290,400	\$ 5,130,700	99.4%
TOTAL REVENUE	\$ 163,960,883	\$ 149,895,700	\$ 176,371,700	\$ 26,476,000	17.7%

REVENUE BY OPERATING CENTER

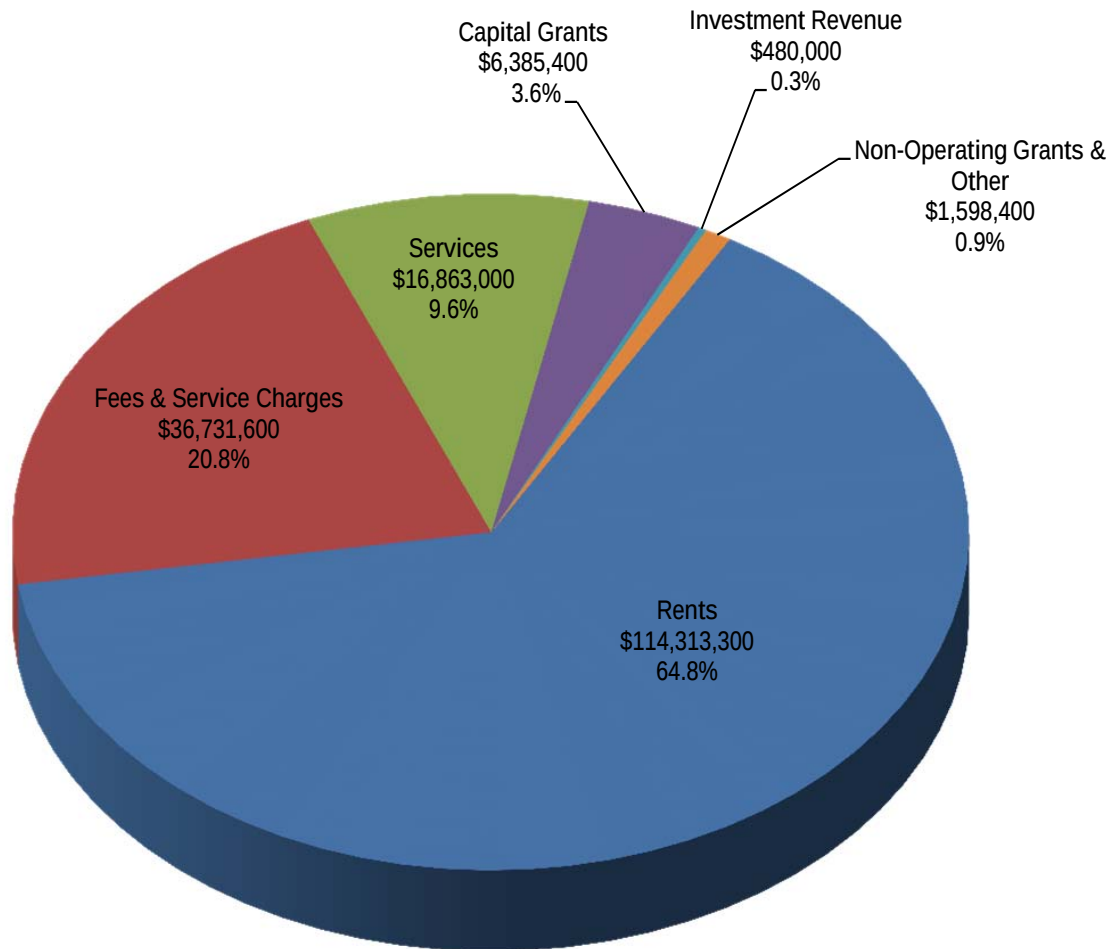


TOTAL REVENUE \$176,371,700

REVENUE BY ACCOUNT

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Fixed Rent	\$ 36,246,278	\$ 35,723,100	\$ 35,066,400	\$ (656,700)	-1.8%
Concession Revenue	62,870,403	63,390,000	75,377,800	11,987,800	18.9%
Storage Space Rental	2,661,850	2,520,600	2,743,900	223,300	8.9%
ACH Parking Facility Funding	215,002	218,800	222,500	3,700	1.7%
Aquaculture	-	-	200,000	200,000	-
Other Rental Revenue	1,189,912	500,000	702,700	202,700	40.5%
Waived Fees-Tidelands Activation Program	(458,811)	-	-	-	-
Rents	\$ 102,724,634	\$ 102,352,500	\$ 114,313,300	\$ 11,960,800	11.7%
Bunkering	\$ 17,815	\$ 10,300	\$ 55,500	\$ 45,200	438.8%
Advertising	-	-	1,800,000	1,800,000	-
Citations	1,143,962	795,000	1,235,200	440,200	55.4%
Cruise Ship Passenger Fees	1,166,753	1,303,100	1,623,000	319,900	24.5%
Cruise Ship Passenger Security Charges	1,006,072	870,100	1,301,500	431,400	49.6%
Demurrage	183	-	-	-	-
Dockage	2,083,234	1,651,300	2,201,200	549,900	33.3%
Environmental Surcharge	10,904	7,500	11,100	3,600	48.0%
Permit & License Fees	1,534	-	-	-	-
Parking	9,645,170	8,569,900	12,624,200	4,054,300	47.3%
Parking Meters	1,898,019	2,021,900	2,418,800	396,900	19.6%
Park Usage Fees	495,582	214,100	260,000	45,900	21.4%
Piers & Floats	111,090	90,000	90,000	-	0.0%
Wharfage	12,078,370	12,132,500	13,067,900	935,400	7.7%
Miscellaneous Other Operating Revenue	63,659	26,400	43,200	16,800	63.6%
Fees & Service Charges	\$ 29,722,347	\$ 27,692,100	\$ 36,731,600	\$ 9,039,500	32.6%
Public Services Provided	\$ 15,740,417	\$ 15,910,200	\$ 16,400,000	\$ 489,800	3.1%
Utilities Furnished	76,911	68,400	131,000	62,600	91.5%
Reimbursed Cost/Cost Recovery	316,724	332,000	332,000	-	0.0%
Services	\$ 16,134,052	\$ 16,310,600	\$ 16,863,000	\$ 552,400	3.4%
Partnership/Cost Sharing Reimbursement	\$ 979,910	\$ 778,700	\$ 751,200	\$ (27,500)	-3.5%
Other	\$ 979,910	\$ 778,700	\$ 751,200	\$ (27,500)	-3.5%
Damages Recovered	\$ 73,044	\$ -	\$ -	\$ -	-
Grants - Capital Project Reimbursement	1,632,356	1,426,500	6,385,400	4,958,900	347.6%
Grant Revenue-Other	943,051	845,300	665,200	(180,100)	-21.3%
Donated Revenue	43,696	30,000	22,000	(8,000)	-26.7%
Insurance Proceeds	1,440	-	-	-	-
Reimbursed Legal Fees	1,696,964	-	-	-	-
Legal Settlements	593,159	-	-	-	-
Misc Other Non-Operating Revenue	396,435	100,000	100,000	-	0.0%
Restitution	315	-	-	-	-
Sale of Surplus Items - Proceeds	69,923	60,000	60,000	-	0.0%
Gain/Loss from Disposal of Fixed Assets	4,502,952	-	-	-	-
Asset Forfeiture Proceeds-Harbor Police	674,569	-	-	-	-
NEVP Capital Project Contribution	3,104,747	-	-	-	-
Interest - Investments	643,620	300,000	480,000	180,000	60.0%
Interest - Unamortized Bond Premium	(33,434)	-	-	-	-
Unrealized Gain/Loss On Inv. (GASB 31)	(36,742)	-	-	-	-
Interest - Miscellaneous	89,608	-	-	-	-
Discounts Earned	4,237	-	-	-	-
Non-Operating Revenue	\$ 14,399,940	\$ 2,761,800	\$ 7,712,600	\$ 4,950,800	179.3%
TOTAL REVENUE	\$ 163,960,883	\$ 149,895,700	\$ 176,371,700	\$ 26,476,000	17.7%

REVENUE BY ACCOUNT



TOTAL REVENUE \$176,371,700

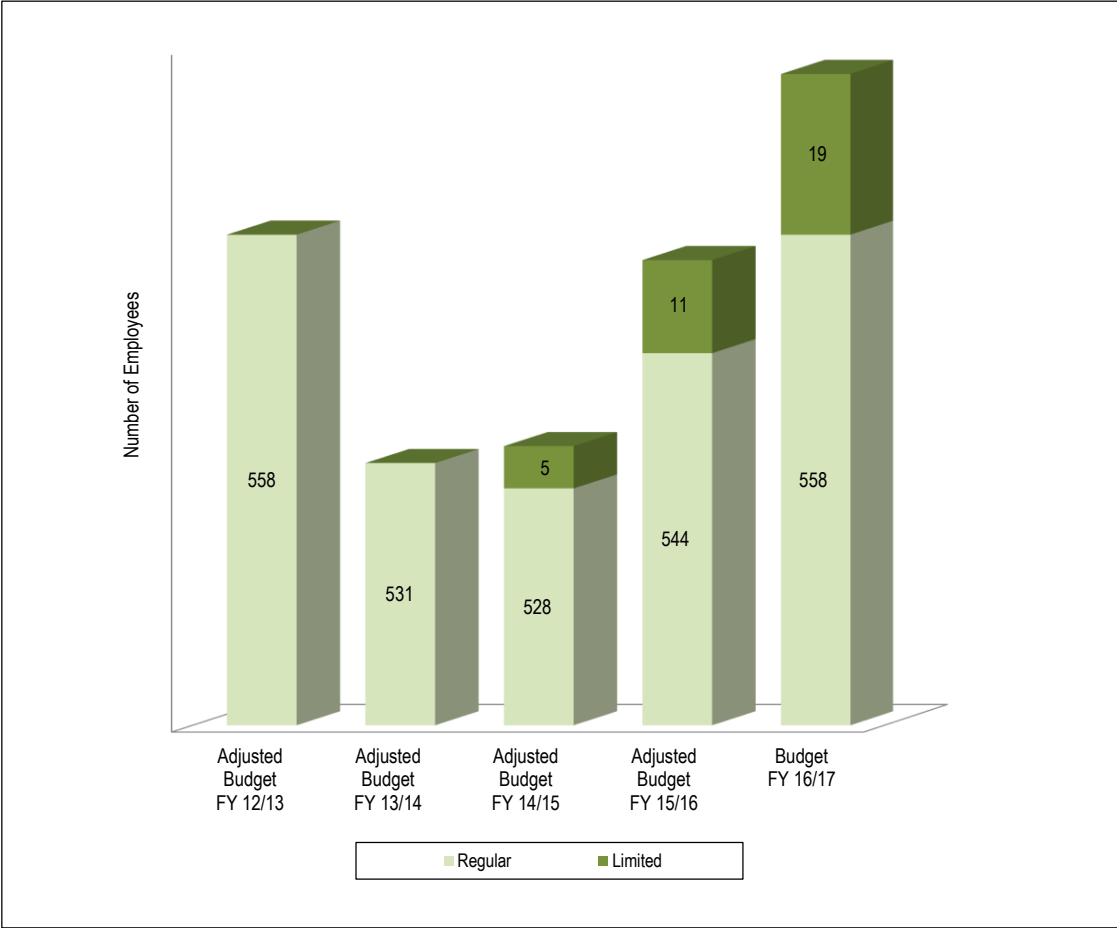
STAFFING OVERVIEW

REGULAR POSITIONS		ADJUSTED		CHANGE
DEPARTMENT		BUDGET FY 15/16	BUDGET FY 16/17	FY 16/17-15/16 BUDGET
Aquaculture & Blue Technology		1	1	0
Arts & Culture		4	4	0
Attractions & Advertising		1	1	0
Business Information & Technology Services		31	31	0
Energy		6	6	0
Engineering - Construction		35	36	1
Executive Offices		14	14	0
Financial Services		25	25	0
General Services		93	94	1
Government & Civic Relations		7	7	0
Harbor Police Department		162	166	4
Human Resources		11	11	0
Maritime		24	24	0
Marketing & Communications		17	17	0
Office of the District Clerk		14	14	0
Office of the General Counsel		13	13	0
Office of the Port Auditor		6	7	1
People Strategies		5	5	0
Planning & Green Port		20	22	2
Port as a Service - Parking		1	2	1
Procurement Services		17	18	1
Real Estate Development - Development Services		12	13	1
Real Estate Development - Performance & Reporting		4	4	0
Real Estate Development - Portfolio Management		21	23	2
TOTALS		544	558	14

LIMITED POSITIONS		ADJUSTED		CHANGE
DEPARTMENT	JOB TITLE	BUDGET FY 15/16	BUDGET FY 16/17	FY 16/17-15/16 BUDGET
Attractions & Advertising	Director, Port as a Service	1	1	0
Attractions & Advertising	Events & Attractions Manager	1	1	0
Energy	Program Manager, Energy & Sustainability	2	2	0
Engineering - Construction	Staff Assistant II	0	1	1
Enterprise Strategy & Innovation	Citizen & Customer Intelligence Manager	1	1	0
Enterprise Strategy & Innovation	Director, Enterprise Strategy & Innovation	1	1	0
Enterprise Strategy & Innovation	Innovation & User Experience Manager	1	1	0
Harbor Police Department	Community Service Officer	0	2	2
Harbor Police Department	Harbor Police Officer	1	1	0
Harbor Police Department	Police Background Investigator	0	1	1
Maritime	Principal, Maritime Business Development	1	1	0
Office of the District Clerk	Document Management Assistant	0	1	1
People Strategies	People Strategies Business Partner	1	1	0
Planning & Green Port	Senior Environmental Specialist	1	1	0
Port as a Service - Parking	Management Analyst	0	1	1
Real Estate - Development Services	Project Review Associate	0	1	1
Real Estate - Development Services	Staff Assistant II	0	1	1
TOTALS		11	19	8

INTERN / STUDENT WORKER POSITIONS		ADJUSTED		CHANGE
DEPARTMENT	JOB TITLE	BUDGET FY 15/16	BUDGET FY 16/17	FY 16/17-15/16 BUDGET
Aquaculture & Blue Technology	Intern	0	1	1
Business Information & Technology Services	Intern	5	3	(2)
Energy	Intern	1	2	1
Engineering - Construction	Intern	4	4	0
Financial Services	Intern	1	1	0
General Services	Intern	0	2	2
Harbor Police Department	Intern	0	1	1
Human Resources	Intern	3	1	(2)
Human Resources	Student Worker (Summer Program)	20	30	10
Marketing & Communications	Intern	1	1	0
People Strategies	Intern	0	2	2
Planning & Green Port	Intern	2	1	(1)
Procurement Services	Intern	1	1	0
TOTALS		38	50	12

CHANGE IN STAFFING



EXPENSE HIGHLIGHTS

Total operating and non-operating expense for the District are budgeted at \$161.0M, an increase of \$22.2M, or 16.0%, from the prior fiscal year. The increase is a result of pursuing several new initiatives and fulfilling the District's rising mission and trust obligations. The District re-organized its structure embarking on new strategies, pursuing new lines of business and opportunities, increasing public awareness of the District, renewing focus on people strategy to maintain an effective workforce, and adding new competencies that support progressive and innovative Board initiatives (e.g. energy management, aquaculture, blue technology, mitigation banking, etc.). All of these require an increase in staffing and in other expenses as detailed below.

Personnel Expense

Overall, FY 16/17 Personnel Expense is budgeted at \$91.0M, an increase of \$7.1M, or 8.5%, from the previous year's adjusted budget. This increase is primarily due to the 20 full-time positions (added to the FY 15/16 budget headcount) approved by the BPC during the FY 15/16 mid-year budget review with no budget amendment in FY15/16 personnel costs. The FY 16/17 budget increase includes an additional 14 permanent positions and eight limited positions being added in the FY 16/17 budget. Total staff for FY 16/17 is projected to be 558 permanent positions and 19 limited positions. The increase in staff will support the purpose and initiatives of the new organizational structure presented in Section 2 – Reader's Guide. Budgeted Personnel Expense consists of Salaries & Wages, Overtime, Temporary Personnel, and Burden.

Salaries & Wages (not including Overtime or Temporary Personnel) is budgeted at \$51.5M, an increase of \$5.0M, or 9.8%, primarily due to an increase in staffing as explained above.

Overtime is budgeted at \$1.7M, an increase of \$108k, or 6.9%, primarily due to an increase in law enforcement operation for the Harbor Police Department.

Burden is budgeted at \$32.5M, an increase of \$1.9M, or 6.2%, primarily due to increase in staffing and healthcare costs.

Non-Personnel Expense

Overall, Non-Personnel Expense (NPE) is budgeted at \$68.6M, an increase of \$15.6M, or 29.3%, from the prior fiscal year. This increase is primarily due to the costs associated with supporting and executing the strategies for pursuing new lines of business and new business opportunities, increasing public awareness, and focusing on people strategies. Large budget-to-budget variances are projected in the following NPE accounts:

Services – Professional & Other is budgeted at \$14.1M, an increase of \$4.1M, or 41.1%. Technology Management Program will increase by \$1.4M mainly due to multi-year on call consultant's fees to provide unique skills and project management for FY 16/17 projects, as-needed technology services, and Stormwater Database Management services. The remainder of budget increase is due to new business initiatives: Real Estate – Development Services will increase by \$560k due to California Environmental Quality Act requirements for projects and fireworks environmental review. Attractions & Advertising will increase by \$555k mainly due to consulting fees to develop and manage advertising assets and media opportunities for revenue optimization. Aquaculture & Blue Technology will increase by \$330k due to the Aquaculture program implementation and Marine Spatial planning to support the new Aquaculture business. Marketing & Communication will increase by \$208k for implementation costs related to the Marketing plan to research target audiences, incorporate plans for new lines of business, and develop a comprehensive creative suite that will resonate with users and validate the new and existing research with both current and prospective customers. Energy will increase by \$198k due to Climate Action Plan management for supporting long-range planning.

Climate Action Plan is budgeted at \$2.7M, an increase of \$2.7M, or 100.0%, mainly due to the \$2.6M implementation costs for Year One of the five-year Climate Action Plan (CAP) adopted in 2013. This is to ensure that the District is on track to meet the greenhouse gas emission reduction goals established in the CAP, including a 10%

reduction by the year 2020 and a 25% reduction by 2035 both relative to a 2006 baseline. A further \$0.1M will be used primarily for expenses related to the sustainable leasing program and utility reporting.

Facilities Management Services is budgeted at \$3.4M, an increase of \$1.3M, or 59.9%, mainly due to a projected increase in parking revenue. Facility management service fees are based on a percentage of parking revenues collected.

Equipment & Systems is budgeted at \$2.3M, an increase of \$1.2M, or 105.1%, primarily due to increases in technology license maintenance, cloud software services, information technology security program subscriptions, and situational awareness software for Harbor Police.

Equipment Maintenance-Outside Services is budgeted at \$2.0M, an increase of \$981k, or 96.5%, mainly due to comprehensive marine vessel maintenance and increases in printer, copier, and parking meter maintenance costs.

Major Maintenance Expense is budgeted at \$1.4M, an increase of \$1.1M, or 380.8%, mainly due to roadway pavement maintenance at various locations.

Seminars & Training is budgeted at \$897k, an increase of \$562k, or 168.0%. This increase is primarily due to the following: 1) Investing in Business information & Technology Services staff through training to keep skills current. 2) General Services budgeted for a comprehensive training program to improve operational efficiency, productivity, and employee morale. 3) Investigation and organization development training.

Eligible Environmental Fund Expenditures is budgeted at \$1.2M, an increase of \$436k, or 55.0%, mainly from costs associated with the new shoreline erosion – oyster reef project.

Services - Security is budgeted at \$1.8M, an increase of \$398k, or 27.5%, primarily due to an increase in cruise ship calls resulting in added required security cost.

Bank & Credit Card Fees is budgeted at \$449k, an increase of \$385k, or 601.6%, due to an increase in parking revenue. Credit card fees are based on estimated percentages of parking revenue.

Capitalized Labor

Capital labor is budgeted at \$2.7M, an increase of \$250k, or 10.4%, from the prior fiscal year. Capitalized labor is internal labor costs (personnel and overhead) that are directly incurred in the development or construction of approved capital projects. Generally Accepted Accounting Principles (GAAP) requires capitalization of these costs and since these costs are already included in the Salaries & Wages and the associated NPE for overhead, capital labor is considered a reduction in expense when capitalized. Capitalized labor for FY 16/17 is included in the CIP and Major Maintenance capital project budgets.

EXPENSE BY ACCOUNT

LINE ITEM	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries & Wages	\$ 43,583,453	\$ 46,483,400	\$ 51,521,700	\$ 5,038,300	9.8%
Overtime	2,642,447	1,561,200	1,669,000	107,800	6.9%
Temporary Personnel	434,765	90,000	59,000	(31,000)	-34.4%
Salaries & Wages	\$ 46,660,665	\$ 48,134,600	\$ 53,249,700	\$ 5,115,100	10.6%
Burden Expense ⁽¹⁾	\$ 28,573,066	\$ 30,572,600	\$ 32,473,900	\$ 1,901,300	6.2%
OPEB Annual Required Contribution (GASB)	5,306,725	5,219,600	5,306,700	87,100	1.7%
Subtotal Personnel	\$ 80,540,456	\$ 83,926,800	\$ 91,030,300	\$ 7,103,500	8.5%
Awards - Service	\$ -	\$ 3,600	\$ 5,000	\$ 1,400	38.9%
Books & Periodicals	45,670	48,300	61,000	12,700	26.3%
Employee Recognition	21,967	62,200	65,600	3,400	5.5%
Memberships & Dues	260,791	326,500	339,000	12,500	3.8%
Health & Wellness	5,762	1,500	1,500	-	0.0%
Recruiting	104,513	50,000	50,000	-	0.0%
Seminars & Training	274,237	334,500	896,600	562,100	168.0%
Tuition Reimbursement Program	50,167	60,000	60,600	600	1.0%
Staff Development	\$ 763,106	\$ 886,600	\$ 1,479,300	\$ 592,700	66.9%
Mileage Reimbursement	\$ 190,389	\$ 216,900	\$ 233,800	\$ 16,900	7.8%
Travel	338,924	512,900	710,600	197,700	38.5%
Travel	\$ 529,313	\$ 729,800	\$ 944,400	\$ 214,600	29.4%
Services - Professional & Other	\$ 10,736,460	\$ 9,989,300	\$ 14,096,900	\$ 4,107,600	41.1%
Services - Legal - Port Attorney	2,529,366	3,201,600	3,201,600	-	0.0%
Services - Security	-	1,450,900	1,849,300	398,400	27.5%
Services - Operator Retention	3,188,090	3,038,000	3,185,600	147,600	4.9%
Climate Action Plan	-	-	2,732,500	2,732,500	-
Aquaculture	-	-	375,000	375,000	-
Blue Technology	-	-	275,000	275,000	-
Contractual Services	\$ 16,453,916	\$ 17,679,800	\$ 25,715,900	\$ 8,036,100	45.5%
Breakage & Obsolescence	\$ 2,353	\$ -	\$ -	\$ -	-
Equipment & Systems	1,103,233	1,098,900	2,254,000	1,155,100	105.1%
Technology Strategic Plan - Projects	428,511	-	-	-	-
Equipment Rental/Leasing	158,455	252,400	220,900	(31,500)	-12.5%
Office & Operating Supplies	278,711	290,600	316,200	25,600	8.8%
Postage & Shipping	31,826	36,800	44,700	7,900	21.5%
Safety Equipment & Supplies	267,718	230,700	302,400	71,700	31.1%
Small Tools	36,935	37,500	40,500	3,000	8.0%
Fuel & Lubricants	632,900	802,000	697,500	(104,500)	-13.0%
Parking Meter Supplies	2,911	14,200	29,000	14,800	104.2%
Blueprints	4,214	700	700	-	0.0%
Uniforms	253,387	255,500	260,400	4,900	1.9%
Supplies & Equipment	\$ 3,201,153	\$ 3,019,300	\$ 4,166,300	\$ 1,147,000	38.0%
Space Rental	\$ 264,364	\$ 335,900	\$ 472,200	\$ 136,300	40.6%
Telephone & Communications	885,432	844,900	969,500	124,600	14.7%
Utilities - Gas & Electric	1,788,959	2,017,600	2,078,100	60,500	3.0%
Utilities - Water	1,173,584	1,309,700	1,466,700	157,000	12.0%
Facility Management Services	2,614,072	2,155,500	3,446,500	1,291,000	59.9%
Facilities	\$ 6,726,411	\$ 6,663,600	\$ 8,433,000	\$ 1,769,400	26.6%

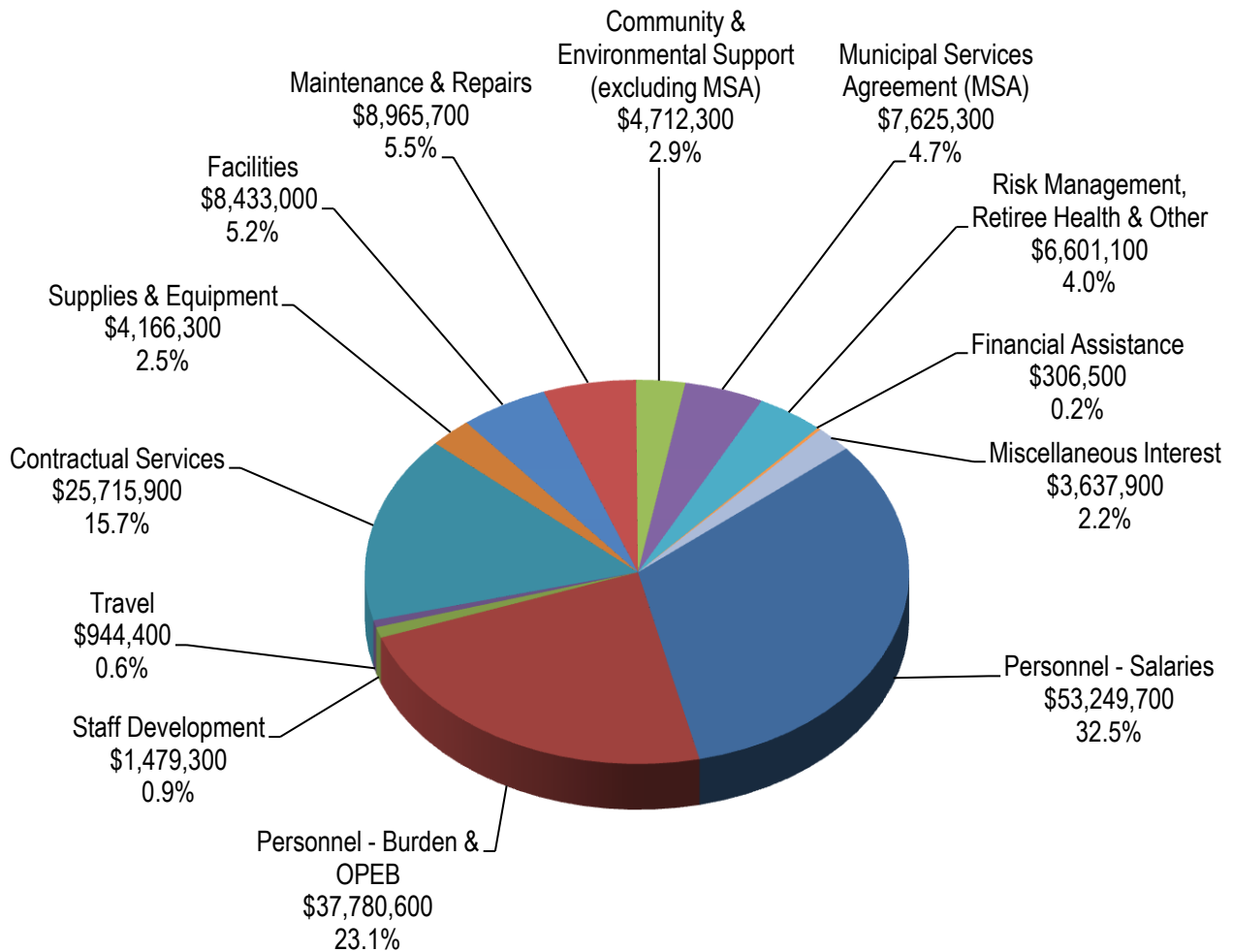
Note:

⁽¹⁾ Actual Results FY 14/15 excludes GASB 68 accounting adjustment of negative \$8.9M to be consistent with the FY16/17 and FY15/16 budgets. The budgets reflect the required annual funding for pension or Actuarially Determined Contribution (ADC).

EXPENSE BY ACCOUNT

LINE ITEM	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Facilities Maintenance - Supplies	\$ 570,908	\$ 494,300	\$ 699,300	\$ 205,000	41.5%
Facilities Maintenance - Outside Services	2,311,820	2,960,200	2,915,500	(44,700)	-1.5%
Major Maintenance Expense	1,034,736	281,200	1,352,000	1,070,800	380.8%
Equipment Maintenance - Supplies	351,787	233,300	211,300	(22,000)	-9.4%
Equipment Maintenance - Outside Services	841,756	1,016,400	1,997,700	981,300	96.5%
As - Needed Maintenance	339,679	592,900	712,400	119,500	20.2%
Software Maintenance	743,458	817,500	1,077,500	260,000	31.8%
Maintenance & Repairs	\$ 6,194,144	\$ 6,395,800	\$ 8,965,700	\$ 2,569,900	40.2%
Advertising	\$ 45,344	\$ 40,900	\$ 138,800	\$ 97,900	239.4%
Marketing/Outreach	1,215,154	1,175,000	1,336,200	161,200	13.7%
Promotional Services	263,561	257,700	405,100	147,400	57.2%
Promotional Materials	36,096	54,000	73,900	19,900	36.9%
Svcs - Fire, Police, Rescue, Emergency	7,398,798	7,446,600	7,625,300	178,700	2.4%
Eligible Environmental Fund Expenditures	342,813	792,000	1,227,500	435,500	55.0%
Grant Funded Expenditures	194,774	90,500	43,000	(47,500)	-52.5%
Remediation	86,886	75,000	-	(75,000)	-100.0%
Refuse & Hazardous Waste Disposal	100,560	75,000	110,500	35,500	47.3%
Joint Programs/Studies Assistance	541,489	1,028,500	1,223,300	194,800	18.9%
Public Art Program	117,395	317,000	154,000	(163,000)	-51.4%
Community & Environmental Support	\$ 10,342,869	\$ 11,352,200	\$ 12,337,600	\$ 985,400	8.7%
Bank & Credit Card Fees	\$ -	\$ 64,000	\$ 449,000	\$ 385,000	601.6%
Insurance	1,176,782	1,251,400	1,322,000	70,600	5.6%
Insurance Claims	922	10,000	10,000	-	0.0%
Permits/Certificates/License	37,478	86,200	93,200	7,000	8.1%
Legal Settlements	949,016	-	-	-	-
Retiree Health Benefits (Paid)	3,126,083	3,593,700	3,396,200	(197,500)	-5.5%
Preservation of Benefits Plan (POB)	250,000	285,000	270,000	(15,000)	-5.3%
Other Miscellaneous Operating Expenses	1,936,126	1,060,000	1,060,700	700	0.1%
Risk Management, Retiree Health & Other	\$ 7,476,407	\$ 6,350,300	\$ 6,601,100	\$ 250,800	3.9%
Subtotal Non-Personnel	\$ 51,687,318	\$ 53,077,400	\$ 68,643,300	\$ 15,565,900	29.3%
Capitalized Labor	\$ (3,989,435)	\$ (2,400,000)	\$ (2,650,000)	\$ (250,000)	10.4%
Subtotal Operating	\$ 128,238,339	\$ 134,604,200	\$ 157,023,600	\$ 22,419,400	16.7%
Financial Assistance/Grants/Contributions	\$ 151,543	\$ 250,000	\$ 306,500	\$ 56,500	22.6%
Financial Assistance	\$ 151,543	\$ 250,000	\$ 306,500	\$ 56,500	22.6%
Interest-SDCRAA, NEVP, & Other Misc	\$ 2,357,833	\$ 2,564,600	\$ 2,371,000	\$ (193,600)	-7.5%
Interest Expense - Series A 2004 Bonds	426,085	356,200	278,700	(77,500)	-21.8%
Interest Expense - Series A 2013 Bonds	1,032,103	983,800	988,200	4,400	0.4%
Miscellaneous Interest	\$ 3,816,021	\$ 3,904,600	\$ 3,637,900	\$ (266,700)	-6.8%
Seized Asset/Forfeitures-Harbor Police	\$ 213,048	\$ -	\$ -	\$ -	-
Non-Operating Legal Costs	9,395,337	-	-	-	-
Other Misc Non-Operating Expense	1,095	-	-	-	-
Other Miscellaneous	\$ 9,609,480	\$ -	\$ -	\$ -	-
Subtotal Non-Operating	\$ 13,577,044	\$ 4,154,600	\$ 3,944,400	\$ (210,200)	-5.1%
TOTAL	\$ 141,815,384	\$ 138,758,800	\$ 160,968,000	\$ 22,209,200	16.0%

EXPENSE BY ACCOUNT

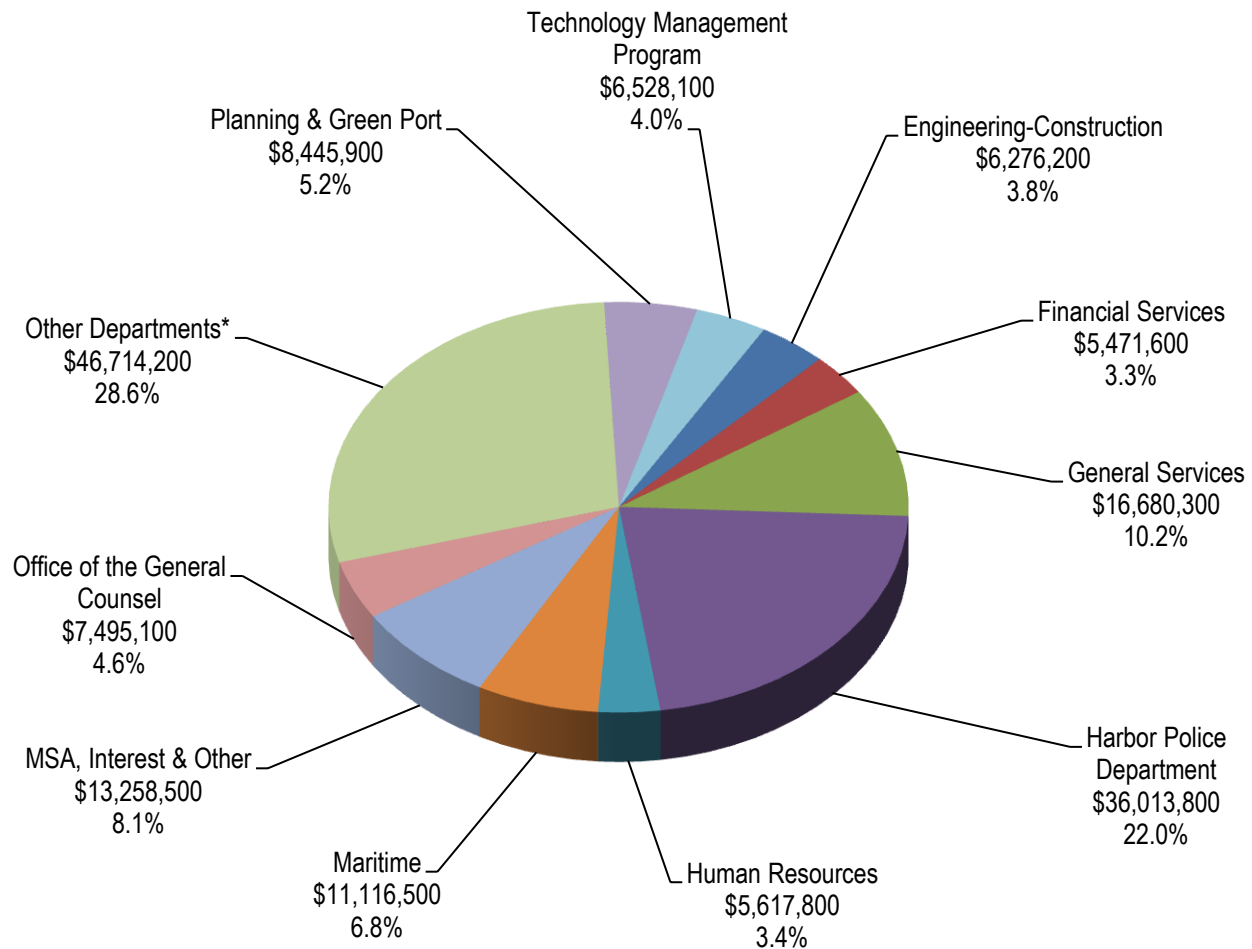


Expense	\$ 163,618,000
Capitalized Labor	<u>(2,650,000)</u>
Total Expense	\$ 160,968,000

EXPENSE BY DEPARTMENT/COST CENTER

DEPARTMENT/COST CENTER	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Aquaculture & Blue Technology	\$ -	\$ -	\$ 1,414,900	\$ 1,414,900	-
Arts & Culture	-	202,000	1,224,700	1,022,700	506.3%
Attractions & Advertising	-	-	1,145,100	1,145,100	-
Board of Port Commissioners	195,362	246,400	246,400	-	0.0%
Business Information & Technology Services	4,136,322	4,233,100	4,466,400	233,300	5.5%
Energy	-	-	4,542,400	4,542,400	-
Engineering - Construction	5,627,720	5,928,400	6,276,200	347,800	5.9%
Enterprise Strategy & Innovation	-	-	464,000	464,000	-
Executive Offices	-	-	3,541,600	3,541,600	-
Financial Assistance	10,836	250,000	306,500	56,500	22.6%
Financial Services	4,756,274	5,098,600	5,471,600	373,000	7.3%
General Services	15,379,176	16,062,000	16,680,300	618,300	3.8%
Government & Civic Relations	1,231,894	1,401,700	1,506,400	104,700	7.5%
Harbor Police Department	32,050,655	32,968,500	36,013,800	3,045,300	9.2%
Human Resources	6,345,007	6,973,500	5,617,800	(1,355,700)	-19.4%
Major Maintenance Expense	1,034,736	281,200	1,352,000	1,070,800	380.8%
Maritime	11,400,219	11,185,300	11,116,500	(68,800)	-0.6%
Marketing & Communications	3,962,384	4,060,200	4,253,900	193,700	4.8%
Miscellaneous Administration Building	170,820	170,900	170,900	-	0.0%
MSA, Interest & Other (before GASB 68) ⁽¹⁾	24,848,148	13,293,000	13,258,500	(34,500)	-0.3%
Office of the District Clerk	2,273,292	2,977,400	1,903,900	(1,073,500)	-36.1%
Office of the General Counsel	6,094,404	7,304,500	7,495,100	190,600	2.6%
Office of the Port Auditor	1,098,683	1,090,800	1,339,600	248,800	22.8%
People Strategies	-	-	1,052,700	1,052,700	-
Planning & Green Port	7,803,540	10,318,000	8,445,900	(1,872,100)	-18.1%
Port as a Service - Parking	-	-	4,362,900	4,362,900	-
Procurement Services	1,922,746	2,014,800	2,172,900	158,100	7.8%
Real Estate Development - Development Services	-	-	2,534,500	2,534,500	-
Real Estate Development - Performance & Reporting	-	-	553,100	553,100	-
Real Estate Development - Portfolio Management	7,830,056	7,997,700	4,615,600	(3,382,100)	-42.3%
Technology Management Program	4,242,867	3,774,500	6,528,100	2,753,600	73.0%
Technology Strategic Plan Expense	428,511	-	-	-	-
Utilities	2,961,168	3,326,300	3,543,800	217,500	6.5%
Subtotal	\$ 145,804,819	\$ 141,158,800	\$ 163,618,000	\$ 22,459,200	15.9%
Capitalized Labor	\$ (3,989,435)	\$ (2,400,000)	\$ (2,650,000)	\$ (250,000)	10.4%
TOTAL	\$ 141,815,384	\$ 138,758,800	\$ 160,968,000	\$ 22,209,200	16.0%

EXPENSE BY DEPARTMENT/COST CENTER



Expense	\$ 163,618,000
Capitalized Labor	<u>(2,650,000)</u>
Total Expense	\$ 160,968,000

*Includes Department/Cost Center with expenses less than \$5.0M (detail on prior page).

DEBT MANAGEMENT HIGHLIGHTS

Revenue Bonds. The District issued revenue bonds on October 28, 2004. The debt issuance consisted of \$23.0M Series A and \$26.5M Series B bonds for a total of \$49.5M. The bonds were issued to reimburse the District for previously incurred expenditures on Capital Improvement Program (CIP) projects approved by the Board of Port Commissioners.

On November 20, 2013, the District refunded its \$26.5M Series B 2004 Bonds which resulted in the issuance of \$25.5M Series A 2013 Revenue Bonds for a term of 16 years with interest rates ranging from 2.0% to 5.0% with maturity dates ranging from September 1, 2014 to September 1, 2029.

Promissory Note to the SDCRAA. As part of the January 2003 transfer of the airport, the District issued a \$50.0M promissory note to SDCRAA. In accordance with the May 20, 2004 settlement agreement, the note is being amortized over 25 years beginning in January 2006 at a fixed interest rate of 5.5% per annum.

Civic San Diego (formerly, Center City Development Corporation). In April 2007, the City of San Diego and the Redevelopment Agency of the City of San Diego, acting through Civic San Diego, executed a Joint Exercise of Power Agreement (JPA) to design and implement the NEVP Phase I project.

The first amendment to the JPA was executed on February 28, 2011. Project costs for the first phase are shared equally between the District and Civic San Diego at \$14.3M each. Project costs have subsequently increased to \$15.6M each. The first amendment provides for Civic San Diego to advance or loan the District its share of capital contribution up to approximately \$8.6M. The District commenced repaying Civic San Diego \$850,000 annually on July 1, 2013 at an interest rate of 4.77% per annum.

Debt Service Payments FY 16/17. Payments are estimated at \$7.9M (see table below).

Debt Limits. According to the Port Act, the District may not incur general obligation bonded debt that exceeds 15.0% of the assessed value of its real and personal property. There are also statutory debt limits that further constrain the District borrowing. At this time, the District does not have any general obligation bonds outstanding. The District has never failed to pay its principal and interest payments when due.

DEBT SERVICE PAYMENTS

	PRINCIPAL	INTEREST	BUDGET FY 16/17
SDCRAA Promissory Note	\$ 1,705,500	\$ 1,979,000	\$ 3,684,500
2004 Revenue Bonds (Series A)	1,795,000	346,700	2,141,700
2013 Revenue Bonds (Series A)	-	1,236,900	1,236,900
Civic San Diego	533,300	316,700	850,000
TOTAL	\$ 4,033,800	\$ 3,879,300	\$ 7,913,100

EQUIPMENT OUTLAY

DEPARTMENT	DESCRIPTION	QTY	BUDGET FY 16/17
Business Information & Technology Services	POLICE PATROL VEHICLE, SUV	1	\$ 38,000
General Services	AERIAL LIFT TRUCK	1	\$ 178,100
General Services	CABLE AND PIPE TRACER	1	5,000
General Services	COMPACT PICK-UP TRUCK (CNG)	2	75,600
General Services	DUMP TRUCK (CNG)	3	283,500
General Services	IN-WATER VESSEL LIFT ⁽¹⁾	1	142,000
General Services	ONE-TON CREW CAB STAKE TRUCK (CNG)	1	45,900
General Services	ONE-TON HEAVY DUTY TRUCK (CNG)	2	97,200
General Services	ONE-TON HEAVY DUTY UTIL TRUCK (CNG)	1	47,300
General Services	PORTABLE GENERATOR SET	1	210,000
General Services	RIDE-ON REEL MOWER	2	60,000
General Services	SEWER PIPE JETTER	1	40,000
General Services	WORK BOAT DIESEL ENGINE	2	180,000
		18	\$ 1,364,600
Government & Civic Relations	GRANT MATCHING FUND	1	\$ 150,000
Harbor Police	CAMERA MESH NODE SYSTEM	1	\$ 30,000
Harbor Police	BUILDOUT FOR CSO PICKUP TRUCK	2	22,800
Harbor Police	CANINE KENNEL	1	6,800
Harbor Police	DIVE EQUIPMENT TRAILER BUILDOUT	1	10,000
Harbor Police	ELECTRONIC BOW MONITORS	5	58,000
Harbor Police	FULL SIZED PICKUP TRUCK	3	87,000
Harbor Police	IN-CAR VIDEO SYSTEM	6	55,200
Harbor Police	K9 SUV BUILDOUT	1	30,000
Harbor Police	K9 VEHICLE TOUGHBOOK COMPUTER	1	5,500
Harbor Police	LRAD LONG RANGE COMMUNICATION DEVICE ⁽²⁾	1	31,000
Harbor Police	ORTEC GERMANIUM RAD/NUC DETECTOR ⁽¹⁾	1	100,000
Harbor Police	POLICE COMMAND PACKAGE FULL SIZE SUV	3	117,000
Harbor Police	POLICE COMMAND VEHICLE BUILDOUT	2	76,000
Harbor Police	POLICE PATROL SUV BUILDOUT	4	144,000
Harbor Police	POLICE PATROL VEHICLE, SUV	4	152,000
Harbor Police	REMOTE LIGHTING SYSTEM WITH GENERATOR ⁽²⁾	1	6,000
Harbor Police	RSA SECURID AUTHENTICATION SYSTEM	1	60,000
Harbor Police	RSI RAD/NUC MOBILE DETECTOR ⁽¹⁾	1	150,000
Harbor Police	SATELLITE COMMUNICATIONS DISH	1	8,000
Harbor Police	SCOTT 5.5 AIRPAK UNIT	8	52,000
Harbor Police	TOUGHBOOK COMPUTERS (COMMAND VAN)	5	27,500
Harbor Police	UTILITY TERRAIN VEHICLE AND OUTFITTING ⁽²⁾	2	40,000
		55	\$ 1,268,800
Maritime	6' X 20' YOKOHAMA FENDERS	10	\$ 210,000
Maritime	YODOCKS FOR CRUISE SHIP TERMINAL	1	108,300
		11	\$ 318,300
Technology Management Program	UPGRADES TO OPEN PORT PUBLIC WIFI	1	\$ 50,000
TOTAL EQUIPMENT OUTLAY			\$ 3,189,700

Notes:

⁽¹⁾ Partially grant funded.

⁽²⁾ Per the Municipal Services Agreement with the City of Imperial Beach, the District provides equipment for lifeguard services.

PUBLIC ART FUND HIGHLIGHTS

In 1982, the Public Art Fund was established in BPC Policy No. 609 (see Section 5 Appendix) for the purpose of accumulating funding for the inclusion of innovative artworks throughout the District's five member cities to help create a vibrant waterfront destination. Since that time, over 70 artworks have been installed on the waterfront and are part of the District's "Tidelands Collection." Originally funded through an annual District budget set-aside, for FY 16/17 the Public Art Fund will now serve as a depository for outside funds received, such as tenant percent for art in-lieu contributions, sales of licensed artwork reproductions, public art-related grants and/or grant-matching funds, monetary bequests, and donations received from the public or other agencies for public artworks. The Public Art Fund contains funds received from past annual budget set-asides and serves as a designated District fund for the purpose of accumulating funds from outside sources for use on expenditures for special public art acquisitions or exhibitions, such as those of exceptional merit, quality, and significance for the tidelands and greater San Diego region.

The District's vision for the waterfront includes the incorporation of world-class arts and cultural experiences on tidelands that enrich the lives of residents and visitors, and contribute to the economic vitality of the region. Arts & Culture staff provides leadership, advocacy, and support arts and cultural programming that enhances the cultural richness of the waterfront. A 13-member Public Art Committee serves in an advisory capacity and makes recommendations to Arts & Culture staff and the Board on matters relating to the development and stewardship of artworks on tidelands.

SUMMARY OF PUBLIC ART FUND

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Beginning Balance	\$ 956,858	\$ 1,011,100	\$ 1,016,700
<u>Income Sources</u>			
Public Art Set-Aside ⁽¹⁾	\$ 1,200,000	\$ 1,200,000	-
Public Art Set-Aside Reduction ⁽²⁾	(850,000)	(850,000)	-
Interest Income ⁽³⁾	6,100	5,600	6,100
Tenant Contribution	-	-	-
Total Income:	\$ 356,100	\$ 355,600	6,100
<u>Expenditures</u>			
Public Art	\$ 275,179	\$ 317,000	\$ -
Transfer Cost ⁽⁴⁾	21,032	28,700	-
Depreciation ⁽⁵⁾	5,602	4,300	-
Total Expenditures:	\$ 301,813	\$ 350,000	\$ -
Ending Balance	\$ 1,011,145	\$ 1,016,700	\$ 1,022,800

Notes:

- ⁽¹⁾ In May 2008, BPC Policy No. 609 was amended to establish an annual appropriation of \$1.2M for the Public Art Fund (see Section 5 Appendix). At the May 2016 BPC meeting, BPC Policy No. 609 was amended to permanently remove the annual appropriation of \$1.2M into the Fund.
- ⁽²⁾ The BPC waived BPC Policy No. 609 and authorized a reduction in the FY 14/15 annual appropriation for the Public Art Fund from \$1.2M to \$350k, and a reduction in the FY 15/16 annual appropriation from \$1.2M to \$350k.
- ⁽³⁾ Monies placed in the Fund shall be accounted for separately from other District funds and any earnings thereon shall accrue to the Fund.
- ⁽⁴⁾ Primarily include support services from General Services and Engineering-Construction. At the May 2016 BPC meeting, BPC Policy No. 609 was amended and transfer costs will no longer be expensed to the Fund.
- ⁽⁵⁾ Depreciation is for the Bob Hope Tribute audio & control system and office equipment (fully depreciated in FY 15/16), and renovation of the Arts & Culture conference room. At the May 2016 BPC meeting, BPC Policy No. 609 was amended and depreciation will no longer be expensed to the Fund.

ENVIRONMENTAL FUND HIGHLIGHTS

The mission of the District's Environmental Policy, BPC Policy No. 730 (see Section 5 Appendix) is to provide the funding and decision-making direction that is necessary to select and execute projects aimed at improving the condition of the bay and surrounding tidelands. In approving the policy, the Board of Port Commissioners created both the Environmental Advisory Committee (Committee) and the Environmental Fund (Fund). A key component of the Committee and Fund is to support a variety of projects that are beneficial to the bay and meet the District's goal of being an environmental steward. Projects of the Fund specifically address habitat restoration, environmental education, research and monitoring, air quality and conservation, water and sediment quality, and endangered species.

The Environmental Fund is funded in accordance with BPC Policy No. 730, which sets aside one-half of one percent (1/2 of 1%) of the District's projected gross revenues for that year. The gross revenue shall not include anticipated grants from any source or any other restricted revenue source.

Since the inception of the Fund in June 2006, 75 projects have been funded, of which 63 have been completed.

ELIGIBLE ENVIRONMENTAL FUND PROJECTS	BUDGET FY 16/17
Baywide Bird Surveys	\$ 60,000
Clapper Rail Propagation Program	25,000
Copper Reduction - Innovative Technologies	87,500
Chula Vista School District Education Program	7,000
Eelgrass Surveys	15,000
Electric Vehicles	8,000
Environmental Education	75,000
Fish Survey - Baywide	25,000
Living Coast Discovery Center	75,000
Mitigation Banking	300,000
New Environmental Projects	50,000
Shoreline Erosion - Oyster Reef	500,000
TOTAL ELIGIBLE ENVIRONMENTAL FUND PROJECTS	\$ 1,227,500

SUMMARY OF ENVIRONMENTAL FUND

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Beginning Balance	\$ 2,275,460	\$ 4,575,300	\$ 3,957,600
<u>Income Sources</u>			
Port Revenues for Environmental Fund ⁽¹⁾	\$ 124,684,100	\$ 130,573,000	\$ 151,815,900
Set-Aside Percentage	0.5%	0.5%	0.5%
Total Set-Aside	\$ 623,400	\$ 652,900	\$ 759,100
Funding from FY 13/14 Unrestricted Resources ⁽²⁾	2,000,000	-	-
Interest Income ⁽³⁾	19,279	21,400	24,500
Total Income:	\$ 2,642,679	\$ 674,300	\$ 783,600
<u>Expenditures</u>			
Non-Capital Project Costs ⁽⁴⁾	\$ 342,813	\$ 792,000	\$ 1,227,500
Capital Project Costs ⁽⁵⁾	-	500,000	-
Total Expenditures:	\$ 342,813	\$ 1,292,000	\$ 1,227,500
Ending Balance	\$ 4,575,326	\$ 3,957,600	\$ 3,513,700

Notes:

- ⁽¹⁾ According to BPC Policy No. 730, for the purpose of the Environmental Fund gross revenue calculation, gross revenue shall be based upon projected revenues, and shall not include anticipated grants from any source or any other restricted revenue source.
- ⁽²⁾ On December 9, 2014, the Board approved Ordinance No. 2792 to increase funding for the Environmental Fund by \$2.0M from FY 13/14 Unrestricted Resources.
- ⁽³⁾ Monies placed in the Fund shall be accounted for separately from other District funds and any earnings thereon shall accrue to the Fund.
- ⁽⁴⁾ Refer to Section 4, Page 140 for Planning & Green Port's Expense Budget Breakdown account "660135 Eligible Environmental Fund Expenditures" for details.
- ⁽⁵⁾ Includes a Major Maintenance capital project in FY 15/16.

MARITIME INDUSTRIAL IMPACT FUND HIGHLIGHTS

In July 2010, the Board established a Marine Terminal Impact Fund. The purpose of the fund is to invest in projects that will help offset the negative marine industrial impacts on neighboring communities.

The Board established an initial set-aside of \$500,000 with additional funds to be set aside annually starting in FY 10/11. The annual set-aside is calculated at one-half of one percent (1/2 of 1%) of the actual gross revenues earned from the Tenth Avenue Marine Terminal (TAMT) and the National City Marine Terminal (NCMT).

In March 2015, BPC Policy No. 773 was adopted, and the Marine Terminal Impact Fund was renamed the Maritime Industrial Impact Fund (MIIF). In June 2015, BPC Policy No. 773 was revised to change the way the annual set-aside is calculated. The annual set-aside is now calculated at one-half of one percent (1/2 of 1%) of the actual gross revenues earned from TAMT and NCMT as well as revenues from maritime industrial tenants located between the two terminals (see Section 5 Appendix). The actual amount of the funding will be posted after the end of the each fiscal year when the gross revenues from each terminal are known.

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Beginning Balance	\$ 872,587	\$ 1,451,800	\$ 1,351,800
<u>Income Sources</u>			
Revenues ⁽¹⁾	\$ 18,000,000	\$ 18,000,000	\$ 33,500,000
Set-Aside Percentage	0.5%	0.5%	0.5%
Total Set-Aside	\$ 90,000	\$ 90,000	\$ 167,500
Estimated Set-Aside ⁽²⁾	-	60,000	-
Funding from FY 13/14 Unrestricted Resources ⁽³⁾	500,000	-	-
Total Income:	<u>\$ 590,000</u>	<u>\$ 150,000</u>	<u>\$ 167,500</u>
<u>Expenditures</u>			
Project Costs	\$ 10,836	\$ 250,000	\$ 306,500
Total Expenditures:	<u>\$ 10,836</u>	<u>\$ 250,000</u>	<u>\$ 306,500</u>
Ending Balance	<u>\$ 1,451,751</u>	<u>\$ 1,351,800</u>	<u>\$ 1,212,800</u>

Notes:

⁽¹⁾ FY 14/15 and FY 15/16 Revenues refers only to revenues from TAMT and NCMT. In accordance with BPC Policy No. 773 amendment, FY 16/17 Revenues refers to revenues from TAMT, NCMT and maritime industrial tenants between the two terminals.

⁽²⁾ At the FY 15/16 budget workshop on April 27, 2015, the Board directed that \$60k be set-aside in anticipation of an increase in annual set-asides due to a revision in BPC Policy No. 773 in June 2015.

⁽³⁾ On December 9, 2014, the Board approved Ordinance No. 2792 to increase funding for the MIIF by \$500k from FY 13/14 Unrestricted Resources.

CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The Five Year Capital Improvement Program (CIP) FY 2014-2018 has been previously approved and adopted by the Board in accordance with BPC Policy 120. The projects are funded from the CIP reserve (pre-approved/designated funding) and other sources such as grants and contributions for specific projects.

Projects for the 2014-2018 CIP are shown below. Refer to the District's CIP book (available from the Office of the District Clerk) for a complete list and description of each project. The amounts shown totaling \$22.4M represent the estimated remaining program budget including capital labor. An estimated \$8.1M will be spent in FY 16/17 to execute these projects.

PROJECT NAME	REMAINING 2014-2018 PROGRAM BUDGET
Shelter Island Boat Launch Facility Improvements ⁽¹⁾	\$ 9,285,800
Chula Vista Bayfront - Triangle Parcel Acquisition or Marina Parkway Realignment	2,900,000
Chula Vista Bayfront - South Campus Pavement & Foundation Demolition	1,256,300
Setback Park/Plaza	1,055,000
Infrastructure Pre-Design/Design at Chula Vista Bayfront	977,500
B Street Mooring Dolphin	936,800
B Street Passenger Efficiency Improvements	870,000
NEVP Phase I	829,500
Coronado Boat Launch & Self-Cleaning Station	470,000
National City Marina District Preliminary Planning	394,900
TAMT Phase II Demolition - Transit Shed #1, Bay A, B, C Design	263,700
Cruise Ship Terminal - Shore Power	250,000
CNG Fueling Station Market Analysis	125,000
Chula Vista Bayfront - South Campus Off-Site Drainage	48,500
Imperial Beach Remaining Street End Improvements	39,000
South Seacoast Restroom Feasibility Study	19,500
Cesar Chavez Park - Water Access Concept Study	7,300
CIP Contingency ⁽²⁾	731,700
TOTAL CAPITAL IMPROVEMENT PROJECTS	\$ 20,460,500
Proposed Capitalized Labor funding through FY 17/18 ^{(2) (3)}	1,907,700
TOTAL CAPITAL IMPROVEMENT PROGRAM	\$ 22,368,200

Note:

⁽¹⁾ External costs are fully grant funded.

⁽²⁾ A transfer of \$1,907,700 from CIP Contingency to fund Capitalized Labor is included.

⁽³⁾ Upon Board adoption of the budget, the Capitalized Labor costs will be incorporated into the project budgets.

MAJOR MAINTENANCE PROGRAM HIGHLIGHTS

The following list of Major Maintenance projects for FY 16/17 will be implemented in accordance with BPC Policy No. 130 (see Section 5 Appendix). This list represents a major milestone for the Major Maintenance Program because the projects are the initial ones that were generated through the Asset Management Program (AMP) which uses a scientifically based methodology to determine repairs or replacements of high risk assets before they fail.

PROJECT NAME	FY16/17 PROPOSED PHASE	BUDGET FY16/17
Major Maintenance Capital Projects		
NCMT Berth 24-10 Structural & Mooring Repair (Carryover from FY 15/16)	Construction	\$ 3,800,000
Structural Repairs to Navy Pier	Design & Construction	1,900,000
Storage Tanks (2) Repairs at T AMT's Bulk Handling Facility	Design & Construction	1,400,000
Deck Replacement and Repairs to Grape Street Pier No. 1 and 2	Design & Construction	1,300,000
Structural Repairs to B Street Pier	Design & Construction	1,200,000
Structural Repairs to Broadway Pier	Design & Construction	520,000
Roadway Pavement Repairs at Various Locations	Construction	440,000
T AMT Entry Gate Security Improvements (Carryover from FY 15/16) ⁽¹⁾	Construction	347,500
Cruise Ship Terminal Security Entrancements (Carryover from FY 15/16) ⁽¹⁾	Construction	220,000
Transformer Replacement at T AMT	Design & Construction	88,000
Major Maintenance Capital Contingency	N/A	400,000
Capitalized Labor	N/A	1,500,000
TOTAL MAJOR MAINTENANCE CAPITAL		\$ 13,115,500

Note:

⁽¹⁾ Partially grant funded project.

MAJOR MAINTENANCE PROGRAM HIGHLIGHTS

PROJECT NAME	FY16/17 PROPOSED PHASE	BUDGET FY16/17
Major Maintenance Expense Projects		
Roadway Pavement Maintenance at Various Locations	Construction	\$ 660,000
Playground Structures and ADA Ramp Repairs at Eight Parks	Design & Construction	440,000
Various Facility Repairs at Harbor Police Administration Building	Design & Construction	102,000
Various Facility Repairs at the Port Administration Building	General Services	50,000
Major Maintenance Expense Contingency	N/A	100,000
TOTAL MAJOR MAINTENANCE EXPENSE		\$ 1,352,000

TOTAL MAJOR MAINTENANCE PROGRAM	\$ 14,467,500
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TECHNOLOGY STRATEGIC PLAN

FY 16/17 marks the fifth year of the five-year Technology Strategic Plan (TSP). Below are the projects that have been completed to date and the proposed projects for FY 16/17.

1st Year Completed Projects:

- BITS Project Management Office
- Desktops upgraded to Windows 7
- GroupWise email replaced with Microsoft Exchange in the cloud
- Information Technology Governance

2nd Year Completed Projects:

- Automated Board Agenda Application - Phase I
- Board Room Equipment Replacement
- Enterprise Content Management System (ECMS) - Document Management
- Maritime Operations Information System (MOIS) Replacement

3rd Year Completed Projects:

- Automated Board Agenda Application - Phase II
- Audit Management Software
- Customer Relationship Management (CRM) Requirements
- Disaster Recovery Plan
- IT Security Program Services
- Lease Management Solution - Requirements
- Reporting and Data Warehouse

4th Year Completed Projects:

- Disaster Recovery Year 2
- Electronic Discovery
- SAP Enhancements

PROJECT NAME	BUDGET FY 16/17
TSP Capital Projects	
Fuel Management System	\$ 40,000
Closed Circuit Television (CCTV) Security Strategy	100,000
SAP Reporting	105,000
Modify SAP Payroll Process	150,000
Lease Management	200,000
Disaster Recovery Mirrored Site	320,000
CRM Application (Transient Vessel Application, Activity Control Technology, Events, Parks, Contacts)	375,000
Enterprise Asset Management	1,000,000
Total TSP Capital Projects	\$ 2,290,000
Total TSP Non-Capital Projects	-
Total	\$ 2,290,000

TECHNOLOGY MANAGEMENT PROGRAM

The Technology Management Program (TMP) is a strategic, operationally responsive, and fiscally responsible approach to manage District technologies. It allows the District to standardize systems and leverage cost saving opportunities through economies of scale. Additionally, it facilitates coordinated implementation schedules of planned technology refresh strategies that will keep the District up-to-date. It uses a cost-benefit analysis method and governance model to make technology investment decisions, ensuring the highest likelihood of a return on investment.

DESCRIPTION	BUDGET FY 16/17
Non-Personnel Expense	
Services - Professional & Other	\$ 2,608,300
Equipment & Systems	1,527,500
Telephone & Communications	622,600
Equipment Maintenance - Outside Services	757,500
Software Maintenance	1,012,200
Total Non-Personnel Expense	\$ 6,528,100
Equipment Outlay	
Upgrades to Open Port Public WiFi	\$ 50,000
Total Equipment Outlay	\$ 50,000
TMP Capital Projects	
Computer Aided Dispatch ⁽¹⁾	\$ 1,200,000
San Diego Bay Regional Fiber Optic Infrastructure - Phase 9 ⁽¹⁾	525,000
Maritime Area Sensor Program ⁽¹⁾	510,000
Distribution Switch Replacement	400,000
San Diego North Bay Wide Area View Cameras ⁽¹⁾	320,000
Dell compellent Storage Area Network upgrade	150,000
Migrate Novell to Windows	150,000
Cruise Ship Terminal CCTV refresh ⁽¹⁾	50,000
Business Object Upgrade and Enhancement	34,200
Total TMP Capital Projects	\$ 3,339,200
Total	\$ 9,917,300

Note:

⁽¹⁾ Partially grant funded projects.

SPONSORSHIPS & GRANTS

Sponsorships from the Tidelands Activation Program

The District's Tidelands Activation Program (TAP) is designed to increase activation and recreation along the waterfront. Through the TAP, the District sponsors community and signature events that support the District's mission of providing economic vitality and community benefit through maritime, tourism, water and land recreation, environmental stewardship, and public safety.

Community events promote one or more of the District's mission areas, with an emphasis on attracting the public to the District tidelands waterfront for recreation and on educating the public in regards to the District and its mission.

Signature events accord title sponsorship or similarly valuable consideration to the District, attract large numbers of people to the District tidelands, and generate significant, documented levels of financial and/or promotional return to the District.

Event sponsorships through the TAP are approved on an annual basis by the Board of Port Commissioners. The program includes direct funding and/or the waiving of all or portions of District facility fees and costs of District provided services.

For FY 16/17, the Marketing & Communications department has budgeted a total of \$739k for event sponsorships, and \$925k in waived fees for parks and facilities plus in-kind services like the use of the District stage.

Grants from Other Agencies to the District

Grant Revenue is included in the revenue budget. The District may pursue grants from other agencies where the District may be qualified and the grant would provide for a strategic service. Some grants are omitted from the budget because the grant application is pending and receipt of the grant is uncertain.

ANTICIPATED GRANTS	BUDGET FY 16/17
Capital Grants – Recreational	\$ 3,932,300
Capital Grants – Information Technology	1,783,800
Capital Grants – Maritime	425,600
Capital Grants – Harbor Police	187,500
Capital Grants – General Services	56,200
Non-Operating Grants – Harbor Police	639,200
Non-Operating Grants – Maritime	26,000
TOTAL	\$ 7,050,600

Grants that are expected to be received in FY 16/17 include the following:

Grants for Recreational Project. The District will receive grant funds from the Department of Parks and Recreation Division of Boating and Waterways for the Shelter Island Boat Launching Facility project.

Grants for Information Technology Project. The District will receive grant funds from the Department of Homeland Security for the Computer Aided Dispatch project, Maritime Area Sensor Program project, San Diego Bay Regional Fiber Optic Infrastructure project, and San Diego North Bay Wide Area View Cameras project.

Grants for Maritime. The District will receive grant funds from the Department of Homeland Security for security enhancements at the marine terminals and from the Department of Fish and Game for the Harbor Safety Committee Secretariat program.

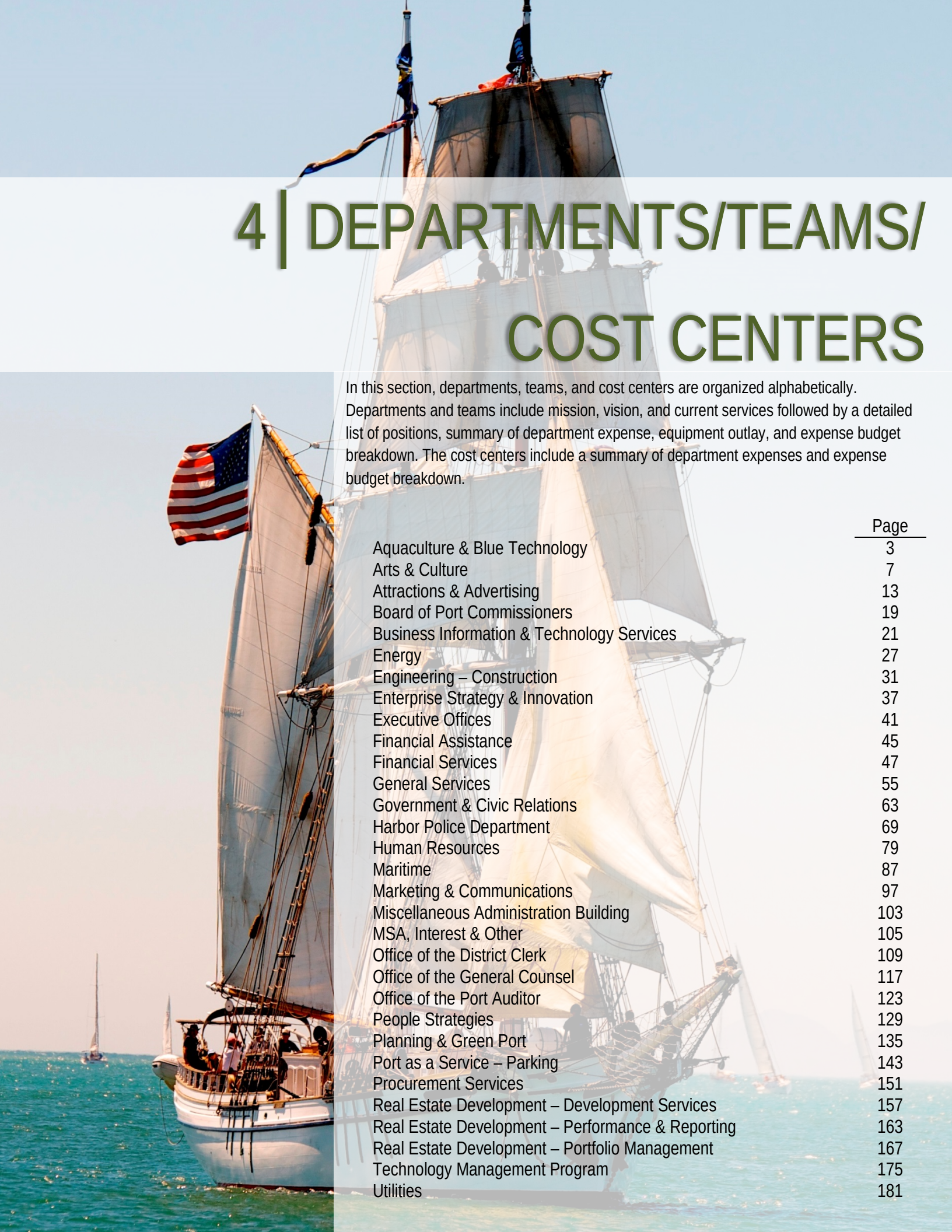
Sponsorships & Grants

Grants for Harbor Police. The District will receive grants from the following sources: 1) High Intensity Drug Trafficking reimbursement for overtime, 2) Transportation Safety Administration K-9 grant, 3) Marine Task Force Officer reimbursement, 4) Joint Terrorism Task Force grant, 5) San Diego County Operation Stonegarden program, and 6) Department of Homeland Security for Preventative Radiological Nuclear Detection equipment.

Grants for General Services. The District will receive grant funds from the Department of Homeland Security for a Patrol Vessel In-Water Lift System project.

Partnership/Cost Sharing Reimbursement for Environmental Projects. The District will receive reimbursements from: SDG&E for Efficiency Partnership Program to enhance the District's capacity to incorporate energy efficiency throughout the District, and from Regional Harbor Monitoring Program for a coordinated monitoring program among San Diego region.

PARTNERSHIP/COST SHARING REIMBURSEMENT	BUDGET FY 16/17
SDG&E	\$ 690,000
Regional Harbor Monitoring Program	61,200
TOTAL	\$ 751,200



4 | DEPARTMENTS/TEAMS/ COST CENTERS

In this section, departments, teams, and cost centers are organized alphabetically. Departments and teams include mission, vision, and current services followed by a detailed list of positions, summary of department expense, equipment outlay, and expense budget breakdown. The cost centers include a summary of department expenses and expense budget breakdown.

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Aquaculture & Blue Technology

Mission Statement

Aquaculture & Blue Technology is a growth opportunity for new District business driven by global demand for seafood that additionally offers multiple co-benefits including fisheries enhancement, ecosystem restoration, bio-fuels/medical purposes, bioremediation, and education and outreach. This team will work to meet this demand and support the other co-benefit opportunities through a high performing team that creates and supports a well-planned, sustainable approach, which protects and enhances natural resources for aquaculture and blue technology businesses on tidelands.

Vision Statement

Develop best in class sustainable fisheries and blue technology businesses.

Objectives

- ELG Strategic Goal – Critical Success Factor #8 is to develop aquaculture as a new line of business with new sources of revenue and multiple co-benefits that improve the regional economy, the marine and coastal environment, and surrounding communities
- Develop aquaculture and blue technology incubator concepts
- Create and sustain positive relationships with stakeholders and the community on the sustainable uses of the tidelands
- Foster environmentally responsible behavior among District staff, tenants, and the public to minimize environmental impacts
- Meet regulatory requirements

Current Services

To achieve the Team's Mission and Vision statements, staff is committed to providing the following services:

- Develop joint ventures and partnerships
- Marine spatial planning
- Develop business plan for aquaculture and blue technology
- Aquaculture pilot project
- Fisheries enhancement
- Feasibility study for aquaculture and blue technology incubator
- Pilot bioremediation study
- Community outreach and stakeholder collaboration
- Provide environmental education and outreach

The Aquaculture & Blue Technology team currently has one regular position.

Aquaculture & Blue Technology

Retitle: 1 Program Manager, Real Estate to Program Manager, Aquaculture & Blue Tech

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Program Manager, Aquaculture & Blue Tech	0	1
Program Manager, Real Estate	1	0
TOTAL	1	1

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	0	1
TOTAL	0	1

Aquaculture & Blue Technology

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 196,900	\$ 196,900	-
Non-Personnel Expense	-	-	1,218,000	1,218,000	-
Total Direct Expense	\$ -	\$ -	\$ 1,414,900	\$ 1,414,900	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 1,414,900	\$ 1,414,900	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 109,900	\$ 109,900	-
Overtime	-	-	-	-	-
Burden	-	-	77,800	77,800	-
OPEB Annual Expense	-	-	9,200	9,200	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 196,900	\$ 196,900	-

Aquaculture & Blue Technology

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
620100 Services - Professional & Other						
AQUACULTURE PILOT PLANNING & PRE-DEV	\$ -	\$ -	\$ -	\$ 218,000		
AQUACULTURE PROGRAM IMPLEMENTATION				160,000		
BLUE TECH PROGRAM IMPLEMENTATION				70,000		
MARINE SPATIAL PLANNING - BAY & OCEAN				100,000		
Total:	\$ -	\$ -	\$ -	\$ 548,000	\$ 548,000	N/A
620150 Aquaculture						
PARTNERSHIPS & JOINT VENTURE INVEST			\$ -	375,000		
Total:	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	N/A
620160 Blue Technology						
PARTNERSHIPS & JOINT VENTURE INVEST	\$ -	\$ -	\$ -	\$ 275,000		
Total:	\$ -	\$ -	\$ -	\$ 275,000	\$ 275,000	N/A
660170 Joint Programs/Studies Assistance						
AQUACULTURE PILOT PROJECT	\$ -	\$ -	\$ -	\$ 20,000		
Total:	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 1,218,000	\$ 1,218,000	N/A
GRAND TOTAL:	\$ -	\$ -	\$ -	\$ 1,218,000	\$ 1,218,000	N/A

Arts & Culture

Mission Statement

To create a vibrant waterfront destination with innovative artworks, cultural programming, and activation opportunities that enhances the visual excitement and cultural richness of District tidelands.

Vision Statement

To establish District tidelands as a world-class arts and cultural destination that enriches the lives of present and future generations.

Objectives

- Build awareness of the economic benefits of investing in the creative economy and creative place making as a means to attract businesses, skilled workers, tourists, and residents to the region
- Expand opportunities for residents and visitors to experience arts, cultural, and recreational activities on District tidelands
- Implement creative place making principles by incorporating arts and cultural activities into District tidelands public spaces, capital improvement programs, and tenant development projects
- Foster relationships with stakeholders, tenants, cultural institutions, arts organizations, member cities, and the community-at-large in support of arts, culture, and the creative economy on District tidelands
- Develop pop-up art exhibitions and activities that activate public spaces and attract audiences of all ages and cultures
- Exhibit critically-acclaimed contemporary artworks through the member city tidelands that embody the essence of the District's maritime, environmental, and civic character
- Utilize best practices in the field of arts administration and continuously strive for improvement in managing public art programs and projects
- Provide on-going stewardship of the "Tidelands Collection" of public artworks through professional conservation, maintenance, and collections management programs
- Sponsor artist "working sessions" to engage stakeholders in the development of public art projects
- Increase the diversity of arts and cultural programming in the District to better serve our community
- Integrate artwork and involve artists into the earliest stages of conceptualization for the District's capital improvement projects and tenant development projects

Current Services

To achieve the Team's Mission and Vision statements, staff is committed to providing the following services:

- Responsible fiscal management of the Public Art Fund
- Administer the Public Art Master Plan
- Implement the Curatorial Strategy that outlines the temporary public art projects that will be commissioned
- Administer BPC Policy No. 608 – Tenant Percent for Art (see Section 5 Appendix)
- Administer BPC Policy No. 609 – Public Art (see Section 5 Appendix)
- Administer BPC Policy No. 611 – Receipt of Donations and Loans (see Section 5 Appendix)
- Maintain the "Tidelands Collection" as a regional cultural asset
- Provide project management expertise for the acquisition and installation of permanent artworks and temporary exhibitions on tidelands
- Develop programs, initiatives, and collateral materials to educate and engage audiences about arts and culture

Arts & Culture

- Oversee the work of the Public Art Committee and selection panels
- Curate the display of historic objects and cultural gifts
- Oversee sponsor requests to donate or exhibit artworks or other objects on tidelands

The Arts & Culture team currently has four regular positions.

Arts & Culture

Retitle: 1 Principal, Special Projects to Chief Curator

Reclass: 1 Staff Assistant II to Office Manager

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Chief Curator	0	1
Office Manager	0	1
Principal, Special Projects	1	0
Program Manager	1	1
Project Manager, Public Art	1	1
Staff Assistant II	1	0
TOTAL	4	4

Arts & Culture

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 629,700	\$ 629,700	-
Non-Personnel Expense	-	202,000	595,000	393,000	194.6%
Total Direct Expense	\$ -	\$ 202,000	\$ 1,224,700	\$ 1,022,700	506.3%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ 202,000	\$ 1,224,700	\$ 1,022,700	506.3%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 366,900	\$ 366,900	-
Overtime	-	-	-	-	-
Burden	-	-	226,000	226,000	-
OPEB Annual Expense	-	-	36,800	36,800	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 629,700	\$ 629,700	-

Arts & Culture
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals PROFESSIONAL PUBLICATIONS		\$ -		\$ 100		
Total:	\$ -	\$ -	\$ -	\$ 100	\$ 100	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ -		\$ 200		
Total:	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A
610120 Memberships & Dues MEMBERSHIPS		\$ -		\$ 300		
Total:	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ -		\$ 600		
Total:	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
615110 Travel ART CONFERENCES		\$ -		\$ 7,500		
Total:	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	N/A
620100 Services - Professional & Other ART CONSULTANTS		\$ -		\$ 175,000		
Total:	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000	N/A
630110 Equipment & Systems EQUIPMENT & SYSTEMS		\$ -		\$ 15,000		
Total:	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	N/A
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ -		\$ 4,500		
Total:	\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500	N/A
630140 Postage & Shipping POSTAGE & SHIPPING		\$ -		\$ 500		
Total:	\$ -	\$ -	\$ -	\$ 500	\$ 500	N/A
630150 Safety Equipment & Supplies SAFETY		\$ -		\$ 100		
Total:	\$ -	\$ -	\$ -	\$ 100	\$ 100	N/A

Arts & Culture
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
650110 Facilities Maintenance - Outside Service						
ARTWORK CLEANING/HANDLING		\$ -		\$ 30,000		
ARTWORK CONSERVATION		-		120,000		
ARTWORK RESTORATION		-		45,000		
Total:	\$ -	\$ -	\$ -	\$ 195,000	\$ 195,000	N/A
650130 Equipment Maintenance - Outside Services						
EQUIPMENT MAINTENANCE		\$ -		\$ 1,200		
Total:	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200	N/A
660100 Advertising						
ADVERTISING		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
660110 Promotional Services						
PROMOTIONAL SERVICES		\$ -		\$ 18,000		
Total:	\$ -	\$ -	\$ -	\$ 18,000	\$ 18,000	N/A
660120 Promotional Materials						
PROMOTIONAL MATERIALS		\$ -		\$ 21,000		
Total:	\$ -	\$ -	\$ -	\$ 21,000	\$ 21,000	N/A
660190 Public Art Program						
EXHIBITIONS		\$ -		\$ 154,000		
Total:	\$ -	\$ -	\$ 202,000	\$ 154,000	\$ (48,000)	-23.8%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ 202,000	\$ 595,000	\$ 393,000	194.6%
GRAND TOTAL:	\$ -	\$ -	\$ 202,000	\$ 595,000	\$ 393,000	194.6%

Attractions & Advertising

Mission Statement

To fully engage the 1.6 million citizens of the District's five member cities and the over 35 million guests to San Diego with rich and entertaining experiences that also work to enhance annual operating revenues. Within the District's planning and regulatory framework; we will design, develop, manage, and optimize new attractions and advertising assets (traditional, digital, and apps) that will help us create a Smart Port environment. Over the next five years, we seek to utilize advertising revenues to help subsidize the required infrastructure investments needed to build a Smart Port.

Vision Statement

To enhance America's Finest Waterfront with "new and dynamic attractions, events, and public access," supported with the latest media and technology that create a world class experience for visitors, tenants, their employees, and customers.

Objectives

- ELG Strategic Goal - Critical Success Factor #7 is to develop Advertising as a Business and create a new, sustainable revenue stream for the District
- ELG Strategic Goal - Critical Success Factor #9 is to develop Attractions as a Business and create a new, sustainable revenue stream for the District
- Maintain the District's financial stability by launching the Attractions & Advertising team as a core-business to help fund increasing public service needs and costs
- Build a multi-faceted media program as part of the District's Smart City Strategy to optimize media and messaging needs on the waterfront
- Attract San Diegans and visitors by promoting maritime and commercial interests of businesses both on and off tidelands for recreation and enjoyment of the waterfront
- Capitalize on the untapped revenue potential from underleveraged assets
- Facilitate new advertising or media assets where feasible to generate incremental revenue
- Convert existing advertising space to new technology
- Recruit and retain a highly skilled, diverse workforce to support the Attractions & Advertising team
- Continuously evaluate and improve business systems and processes related to advertising
- Promote vision for underutilized tidelands and assess advertising market and revenue growth potential

Current Services

To achieve the Attractions & Advertising team's Mission and Vision statements, staff is committed to providing the following services:

Attractions

Designing and developing attractions is a new competency at the District. There are no current services available until we start outlining some potential attractions and related business models. As we develop these plans, we will begin the work of defining and delivering the specific services of this new team based on achieving the objectives outlined above.

Attractions & Advertising

Advertising Management and Development

- Planning and development for advertising assets
- Feasibility studies for new advertising assets
- Market research/financial analysis
- Customer service for the public and visitors to tidelands
- Request for Proposals (RFP) – solicitations for new operators
- New development project monitoring and reporting
- Interdepartmental and interagency coordination
- Appraisals of media value
- Consultant management
- Marketing of available advertising or media opportunities
- Project management for media installations
- New contract and agreement negotiations

The Attractions & Advertising team currently has one regular position.

Attractions & Advertising

Reclass: 1 Department Manager, Real Estate to Department Manager, Advertising

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Department Manager, Advertising	0	1
Department Manager, Real Estate	1	0
TOTAL	1	1

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Director, Port as a Service	1	1
Events & Attractions Manager	1	1
TOTAL	2	2

Attractions & Advertising

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 571,700	\$ 571,700	-
Non-Personnel Expense	-	-	573,400	573,400	-
Total Direct Expense	\$ -	\$ -	\$ 1,145,100	\$ 1,145,100	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 1,145,100	\$ 1,145,100	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 358,400	\$ 358,400	-
Overtime	-	-	-	-	-
Burden	-	-	185,700	185,700	-
OPEB Annual Expense	-	-	27,600	27,600	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 571,700	\$ 571,700	-

Attractions & Advertising

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals						
BOOKS & PERIODICALS	\$ -	\$ -	\$ -	\$ 300		
Total: \$	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ -	\$ -	\$ -	\$ 300		
Total: \$	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
610120 Memberships & Dues						
ASSOCIATIONS	\$ -	\$ -	\$ -	\$ 500		
OUTDOOR ADV ASSN OF AMERICA				500		
SUBSCRIPTIONS - SRDS				500		
Total: \$	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	N/A
610140 Seminars & Training						
ADVERTISING CONFERENCE	\$ -	\$ -	\$ -	\$ 1,000		
COURSES & SEMINARS				2,000		
MICROSOFT OFFICE SUITE TRAINING				500		
Total: \$	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	N/A
610150 Tuition Reimbursement Program						
MILEAGE & PARKING	\$ -	\$ -	\$ -	\$ 600		
Total: \$	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
615110 Travel						
BUSINESS TRAVEL	\$ -	\$ -	\$ -	\$ 2,400		
Total: \$	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400	N/A
620100 Services - Professional & Other						
AS-NEEDED PEER DESIGN REVIEW		-		5,000		
DEV CONSULTING - COMIC-CON VENUE		-		100,000		
DEV CONSULTING - PACIFIC HWY		-		100,000		
DEV CONSULTING - SHELTER ISLAND		-		100,000		
DEV CONSULTING - SYMPHONY VENUE		-		100,000		
FEASIBILITY - CONCEPT DEVELOPMENT		-		100,000		
MKT STUDY - NEW ADVERTISING VENUE		-		20,000		
ON-CALL ARCHITECT		-		20,000		
VALUATION OF ADVERTISING SITES		-		10,000		
Total: \$	\$ -	\$ -	\$ -	\$ 555,000	\$ 555,000	N/A
630110 Equipment & Systems						
MISC EQUIPMENT & FURNITURE	\$ -	\$ -	\$ -	\$ 3,000		
Total: \$	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	N/A

Attractions & Advertising

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630120 Equipment Rental/Leasing						
WATER COOLERS & COFFEE MAKER	\$ -	\$ -	\$ -	\$ 300		
Total: \$	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES	\$ -	\$ -	\$ -	\$ 2,000		
Total: \$	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	N/A
630140 Postage & Shipping						
POSTAGE & SHIPPING	\$ -	\$ -	\$ -	\$ 400		
Total: \$	\$ -	\$ -	\$ -	\$ 400	\$ 400	N/A
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES	\$ -	\$ -	\$ -	\$ 100		
Total: \$	\$ -	\$ -	\$ -	\$ 100	\$ 100	N/A
650130 Equipment Maintenance - Outside Services						
OFFICE EQUIPMENT MAINTENANCE	\$ -	\$ -	\$ -	\$ 1,000		
Total: \$	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
660110 Promotional Services						
TENANT & PUBLIC OUTREACH	\$ -	\$ -	\$ -	\$ 3,000		
Total: \$	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 573,400	\$ 573,400	N/A
GRAND TOTAL: \$	\$ -	\$ -	\$ -	\$ 573,400	\$ 573,400	N/A

Board of Port Commissioners

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	195,362	246,400	246,400	-	0.0%
Total Direct Expense	\$ 195,362	\$ 246,400	\$ 246,400	\$ -	0.0%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 195,362	\$ 246,400	\$ 246,400	\$ -	0.0%

Board of Port Commissioners

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ 20,000		\$ 20,000		
Total: \$	3,948	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 84,000		\$ 84,000		
Total: \$	76,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ -	0.0%
615110 Travel TRAVEL		\$ 60,000		\$ 60,000		
Total: \$	59,013	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHE		\$ 40,000		\$ 40,000		
Total: \$	6,828	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
630110 Equipment & Systems						
Total: \$	699	\$ -	\$ -	\$ -	\$ -	N/A
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 1,000		\$ 1,000		
Total: \$	1,231	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 500		\$ 500		
Total: \$	304	\$ 500	\$ 500	\$ 500	\$ -	0.0%
640110 Telephone & Communications TELEPHONE & COMMUNICATIONS		\$ 8,900		\$ 8,900		
Total: \$	7,600	\$ 8,900	\$ 8,900	\$ 8,900	\$ -	0.0%
660110 Promotional Services PROMOTIONAL SERVICES		\$ 30,000		\$ 30,000		
Total: \$	38,774	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
660120 Promotional Materials PROMOTIONAL MATERIALS		\$ 2,000		\$ 2,000		
Total: \$	965	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 195,362	\$ 246,400	\$ 246,400	\$ 246,400	\$ -	0.0%
GRAND TOTAL: \$	195,362	\$ 246,400	\$ 246,400	\$ 246,400	\$ -	0.0%

Business Information & Technology Services

Mission Statement

Partner with stakeholders to improve business processes by planning and implementing the best information technology solutions available.

Vision Statement

Strategic partners with our customers; providing innovative and sustainable solutions.

Objectives

- ELG Strategic Goal - Critical Success Factor #11 is to develop Business Information & Technology Services into a leader in customer satisfaction by providing the users with the latest technology and unparalleled support to improve productivity and data security
- Create and sustain positive relationships with District staff and external stakeholders
- Deliver customer-focused services in an effective, timely, and courteous manner
- Serve as internal consultants to adapt business systems to meet changing service needs
- Function as a strategic arm of our customers by leveraging technologies to support District strategic goals and business objectives
- Manage District project priorities to match business goals with appropriate technology solutions and provide increased resource utilization across the organization by matching skills to project needs
- Support departments to enhance their operations through technology
- Provide a reliable and secure information technology environment for all users
- Identify and provide guidance on technology risk management and business system continuity
- Budget, plan, and maintain sustainable and effective technology solutions and services
- Provide effective communication and change management throughout all processes and projects
- Effectively operate all business and security systems including data, voice, video, security, and wireless services

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Design, implement, and manage enterprise technology solutions and services throughout the District
- Connect strategy and operational requirements with sound business processes and the use of enterprise information systems
- Maximize and leverage the use of business systems in order to optimize the organization's performance
- Project management of technology projects
- Provide cost effective technology equipment, systems, and solutions
- Responsibly manage grant-funded technology solutions
- Implement a performance-driven, reliable, secure, and stable computing infrastructure
- Develop business requirements and process maps to drive process improvements and utilize technologies that enhance productivity

The Business Information & Technology Services department currently has 31 regular positions.

Business Information & Technology Services

REGULAR POSITIONS

Replace: 1 Network Systems Analyst with Infrastructure Engineer IV

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Business Intelligence Supervisor	1	1
Business Systems Analyst	3	3
Business Systems Supervisor	1	1
Chief Technology Officer	1	1
Director, Business Information & Technology Services	1	1
Executive Assistant I (Unclassified)	1	1
GIS Analyst	1	1
Information Systems Supervisor	1	1
Information Technology Security Analyst	1	1
Infrastructure Engineer IV	0	1
Infrastructure Supervisor	1	1
Lead Support Services	1	1
Management Analyst	1	1
Network Systems Analyst	2	1
Senior Applications Developer	1	1
Senior Business Intelligence Analyst	1	1
Senior Business Systems Analyst	2	2
Senior Management Analyst	1	1
Senior Systems Administrator	1	1
Systems Administration Supervisor	1	1
Systems Administrator	1	1
Systems Support Analyst I	3	3
Systems Support Analyst II	2	2
Technical Training Specialist	1	1
Technology Security Supervisor	1	1
TOTAL	31	31

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	5	3
TOTAL	5	3

Business Information & Technology Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 4,083,366	\$ 4,188,000	\$ 4,271,600	\$ 83,600	2.0%
Non-Personnel Expense	52,956	45,100	194,800	149,700	331.9%
Total Direct Expense	\$ 4,136,322	\$ 4,233,100	\$ 4,466,400	\$ 233,300	5.5%
Less: Capitalized Expense	(97,477)	(14,800)	(18,200)	(3,400)	23.0%
Equipment Outlay	35,256	-	38,000	38,000	-
TOTAL DEPARTMENTAL EXPENSE	\$ 4,074,101	\$ 4,218,300	\$ 4,486,200	\$ 267,900	6.4%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 2,261,859	\$ 2,542,800	\$ 2,762,100	\$ 219,300	8.6%
Overtime	541	-	-	-	-
Burden	1,384,182	1,362,800	1,219,400	(143,400)	-10.5%
OPEB Annual Expense	308,573	282,400	290,100	7,700	2.7%
Temporary Personnel	128,211	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 4,083,366	\$ 4,188,000	\$ 4,271,600	\$ 83,600	2.0%

Business Information & Technology Services

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
POLICE PATROL VEHICLE, SUV	1	38,000	\$ 38,000
TOTAL	1		\$ 38,000

Business Information & Technology Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET dollars	pct
600110 Overtime						
Total: \$	541	\$ -	\$ -	\$ -	\$ -	N/A
600120 Temporary Personnel						
Total: \$	128,211	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 128,752	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals						
Total: \$	29	\$ -	\$ -	\$ -	\$ -	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 900		\$ 900		
Total: \$	1,130	\$ 900	\$ 900	\$ 900	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 10,000		\$ 11,200		
Total: \$	10,611	\$ 10,000	\$ 10,000	\$ 11,200	\$ 1,200	12.0%
610140 Seminars & Training BA ESSENTIALS AND PROCESS ANALYSIS INFRASTRUCTURE IT LEADERSHIP PROJECT MANAGEMENT SEMINARS & TRAINING SYSTEM DEVELOPMENT LIFE CYCLE		\$ - - - - 18,200 -		\$ 64,900 20,000 28,500 15,000 18,200 20,000		
Total: \$	25,647	\$ 18,200	\$ 18,200	\$ 166,600	\$ 148,400	815.4%
615100 Mileage Reimbursement MILEAGE AND PARKING		\$ 3,900		\$ 3,900		
Total: \$	3,419	\$ 3,900	\$ 3,900	\$ 3,900	\$ -	0.0%
615110 Travel TRAVEL		\$ 4,400		\$ 4,400		
Total: \$	3,369	\$ 4,400	\$ 4,400	\$ 4,400	\$ -	0.0%
620100 Services - Professional & Other						
Total: \$	20	\$ -	\$ -	\$ -	\$ -	N/A
630110 Equipment & Systems						
Total: \$	457	\$ -	\$ -	\$ -	\$ -	N/A

Business Information & Technology Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET dollars pct	
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES		\$ 7,400		\$ 7,400		
Total: \$	7,184	\$ 7,400	\$ 7,400	\$ 7,400	\$ -	0.0%
630140 Postage & Shipping						
POSTAGE & SHIPPING		\$ 300		\$ 400		
Total: \$	1,059	\$ 300	\$ 300	\$ 400	\$ 100	33.3%
660110 Promotional Services						
Total: \$	30	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 52,956	\$ 45,100	\$ 45,100	\$ 194,800	\$ 149,700	331.9%
GRAND TOTAL: \$	181,708	\$ 45,100	\$ 45,100	\$ 194,800	\$ 149,700	331.9%

Energy

Mission Statement

The Energy team is a high performing entrepreneurial team that creates and supports a sustainable, well-planned, and integrated waterfront through the identification and integration of advanced energy technologies, facilitation of sustainable development, and proactive climate planning.

Vision Statement

To advance a thriving and sustainable District through energy innovation, proactive long-range climate planning, community outreach, and employee collaboration.

Objectives

- ELG Strategic Goal – Critical Success Factor #10 is to implement Year One of the Climate Action Plan (CAP) that was adopted in 2013, to ensure that the District is on track to meet the greenhouse gas emission reduction goals established in the CAP, including a 10% reduction by the year 2020 and a 25% reduction by 2035 both relative to a 2006 baseline
- Reduce the environmental footprint of District tidelands through energy conservation and the deployment of advanced energy technologies
- Facilitate sustainable new development and redevelopment opportunities for District and tenant projects
- Provide for the environmental protection and improvement of San Diego Bay and District tidelands
- Create and sustain positive relationships with stakeholders and the community at large on energy and climate planning matters
- Foster environmentally responsible behaviors among District staff, tenants, and the public to minimize environmental impacts
- Maximize funding opportunities to advance energy conservation and innovative energy technologies on District tidelands

Current Services

To achieve the Team's Mission and Vision statements, staff is committed to providing the following services:

- Energy master planning
- Sustainable transportation planning
- CAP implementation and monitoring
- Climate adaptation planning
- Sustainable Leasing Program facilitation and monitoring
- Green Business Network implementation and monitoring
- Community outreach and stakeholder collaboration

The Energy team currently has six regular positions.

Energy

Reclass: 1 Assistant Environmental Specialist with Associate Environmental Specialist

Retitle: 1 Department Manager, ELUM with Principal, Planning & Green Port

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Assistant Environmental Specialist	1	0
Associate Environmental Specialist	0	1
Department Manager, ELUM	1	0
Principal, Planning & Green Port	0	1
Senior Environmental Specialist	3	3
Staff Assistant II	1	1
TOTAL	6	6

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Program Manager, Energy & Sustainability	2	2
TOTAL	2	2

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	1	2
TOTAL	1	2

Energy

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 1,087,400	\$ 1,087,400	-
Non-Personnel Expense	-	-	3,455,000	3,455,000	-
Total Direct Expense	\$ -	\$ -	\$ 4,542,400	\$ 4,542,400	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 4,542,400	\$ 4,542,400	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 713,000	\$ 713,000	-
Overtime	-	-	-	-	-
Burden	-	-	300,800	300,800	-
OPEB Annual Expense	-	-	73,600	73,600	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 1,087,400	\$ 1,087,400	-

Energy

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
620100 Services - Professional & Other						
CLIMATE ACTION PLAN MANAGEMENT	\$ -	\$ -	\$ -	\$ 130,000		
CLIMATE RESILIENCY				68,000		
Total:	\$ -	\$ -	\$ -	\$ 198,000	\$ 198,000	N/A
620140 Climate Action Plan						
ALTERNATIVE ENERGY GENERATION	\$ -	\$ -	\$ -	\$ 2,078,000		
ENERGY EFFICIENCY RETROFITS				154,500		
SUSTAINABLE LEASING PROGRAM				500,000		
Total:	\$ -	\$ -	\$ -	\$ 2,732,500	\$ 2,732,500	N/A
660170 Joint Programs/Studies Assistance						
REGIONAL CLIMATE INITIATIVES	\$ -	\$ -	\$ -	\$ 5,500		
SDG&E LOCAL ENERGY PARTNERSHIP				519,000		
Total:	\$ -	\$ -	\$ -	\$ 524,500	\$ 524,500	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 3,455,000	\$ 3,455,000	N/A
GRAND TOTAL:	\$ -	\$ -	\$ -	\$ 3,455,000	\$ 3,455,000	N/A

Engineering – Construction

Mission Statement

To serve a diverse and dynamic community, we plan, design, implement, and monitor engineering solutions through excellence.

Vision Statement

Building and supporting the World's Finest Port.

Objectives

- ELG Strategic Goal – Critical Success Factor #1 is to continuously support the Chula Vista Bayfront development with engineering services
- ELG Strategic Goal – Critical Success Factor #12 is to develop the next phase of the Asset Management Program (AMP)
- Effectively manage project scope, schedule, and budget for all Capital Improvement Program (CIP) and Major Maintenance (MM) projects
- Create and sustain positive relationships with stakeholders and the community at large
- Control costs
- Maintain the District's infrastructure to prolong asset lifespan, reduce lifecycle costs, maintain public safety, and keep facilities operational
- Deliver customer-focused services in an effective, timely, and courteous manner
- Support other departments with engineering related matters
- Develop Geographic Information System (GIS) reporting for CIP and MM projects and mapping of utilities
- Design and administer consulting agreements and public works contracts
- Conduct engineering studies and investigations
- Continuously evaluate and improve business systems and processes
- Retain the intellectual assets and corporate knowledge of the District
- Encourage an organizational culture of development, learning, and growth

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Provide program oversight and monitoring for the CIP and MM programs
- Administer the AMP
- Conduct infrastructure asset inventories, condition assessments, and project development
- Manage and deliver public works projects (cradle to grave)
- Develop public works plans and specifications
- Administer and inspect construction contracts
- Conduct engineering studies and investigations
- Provide cost estimating and scheduling for projects
- Provide mapping services of sites and utilities
- Provide engineering support for development projects
- CIP and MM program and project reporting
- Maintain record drawings and project documentation
- Support Americans with Disabilities Act (ADA) improvement program

The Engineering - Construction department currently has 36 regular positions.

Engineering - Construction

Add: 1 Land Surveyor
1 Staff Assistant II (Limited)

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Assistant Engineer	3	3
Associate Engineer	5	5
Capital Project Manager I	2	2
Capital Project Manager II	3	3
Chief Engineer/Engineering-Construction	1	1
Civil Designer	2	2
Construction Inspector	2	2
Executive Assistant I (Classified)	1	1
GIS Analyst	1	1
Land Surveyor	0	1
Manager, Engineering-Construction	5	5
Project Scheduler	1	1
Senior Administrative Asst (Classified)	1	1
Senior Construction Inspector	2	2
Senior Engineer	1	1
Senior Management Analyst	3	3
Staff Assistant II	1	1
Survey Technician II	1	1
TOTAL	35	36

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Staff Assistant II	0	1
TOTAL	0	1

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	4	4
TOTAL	4	4

Engineering - Construction

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 5,137,023	\$ 5,359,800	\$ 5,790,400	\$ 430,600	8.0%
Non-Personnel Expense	490,697	568,600	485,800	(82,800)	-14.6%
Total Direct Expense	\$ 5,627,720	\$ 5,928,400	\$ 6,276,200	\$ 347,800	5.9%
Less: Capitalized Expense	(2,622,475)	(2,095,400)	(2,313,700)	(218,300)	10.4%
Major Maintenance	1,034,736	281,200	1,352,000	1,070,800	380.8%
Equipment Outlay	22,563	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 4,062,544	\$ 4,114,200	\$ 5,314,500	\$ 1,200,300	29.2%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 2,900,182	\$ 3,200,300	\$ 3,431,000	\$ 230,700	7.2%
Overtime	74,850	52,000	52,000	-	0.0%
Burden	1,688,094	1,696,700	1,967,100	270,400	15.9%
OPEB Annual Expense	403,525	340,800	340,300	(500)	-0.1%
Temporary Personnel	70,372	70,000	-	(70,000)	-100.0%
TOTAL PERSONNEL EXPENSE	\$ 5,137,023	\$ 5,359,800	\$ 5,790,400	\$ 430,600	8.0%

Engineering - Construction

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 52,000		\$ 52,000		
Total:	\$ 74,850	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
600120 Temporary Personnel RECORDS RETENTION		\$ 70,000		\$ -		
Total:	\$ 70,372	\$ 70,000	\$ 70,000	\$ -	\$ (70,000)	-100.0%
SUBTOTAL: OVERTIME & TEMPS	\$ 145,222	\$ 122,000	\$ 122,000	\$ 52,000	\$ (70,000)	-57.4%
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 500		\$ 1,000		
Total:	\$ 1,641	\$ 500	\$ 500	\$ 1,000	\$ 500	100.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 1,100		\$ 1,100		
Total:	\$ 1,242	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 9,400		\$ 9,400		
Total:	\$ 4,633	\$ 9,400	\$ 9,400	\$ 9,400	\$ -	0.0%
610140 Seminars & Training COMPUTER TRAINING		\$ 400		\$ 400		
PROF DEVELOPMENT/REGULATORY		1,700		1,700		
PROFESSIONAL DEVELOPMENT		21,700		10,700		
PROJECT MANAGEMENT		1,000		27,000		
Total:	\$ 15,254	\$ 24,800	\$ 24,800	\$ 39,800	\$ 15,000	60.5%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 23,000		\$ 23,000		
Total:	\$ 22,717	\$ 23,000	\$ 23,000	\$ 23,000	\$ -	0.0%
615110 Travel TRAVEL		\$ 2,000		\$ 10,000		
Total:	\$ 2,105	\$ 2,000	\$ 2,000	\$ 10,000	\$ 8,000	400.0%
620100 Services - Professional & Other CIP WORKSHOP - PROJECT ASSESSMENTS		\$ 120,000		\$ 45,000		
CIP WORKSHOP CONSULTANTS		25,000		25,000		
INTERDEPARTMENT PLANNING SUP		-		5,000		
MAJOR MAINT ASSET MANAGEMENT		322,300		-		

Engineering - Construction

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SURVEYING (NON-PROJECT AND RE)		14,000		-		
SURVEYING (NON-PROJECT)		-		300,000		
Total:	\$ 370,445	\$ 481,300	\$ 481,300	\$ 375,000	\$ (106,300)	-22.1%
630110 Equipment & Systems						
Total:	\$ 932	\$ -	\$ -	\$ -	\$ -	N/A
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES		\$ 22,000		\$ 21,000		
TWIC CARDS		300		400		
Total:	\$ 59,698	\$ 22,300	\$ 22,300	\$ 21,400	\$ (900)	-4.0%
630140 Postage & Shipping						
POSTAGE & SHIPPING		\$ 500		\$ 400		
Total:	\$ 130	\$ 500	\$ 500	\$ 400	\$ (100)	-20.0%
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES		\$ 1,600		\$ 2,500		
Total:	\$ 1,362	\$ 1,600	\$ 1,600	\$ 2,500	\$ 900	56.3%
630160 Small Tools						
SMALL TOOLS		\$ 300		\$ 300		
Total:	\$ 4,869	\$ 300	\$ 300	\$ 300	\$ -	0.0%
630190 Blueprints						
BLUEPRINTS		\$ 700		\$ 700		
Total:	\$ 4,214	\$ 700	\$ 700	\$ 700	\$ -	0.0%
660110 Promotional Services						
ASSOCIATION GENERAL CONTRACTORS		\$ 200		\$ 300		
Total:	\$ 578	\$ 200	\$ 200	\$ 300	\$ 100	50.0%
670130 Permits/Certificates/License						
PERMITS CERTIFICATES LICENSE		\$ 900		\$ 900		
Total:	\$ 878	\$ 900	\$ 900	\$ 900	\$ -	0.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 490,697	\$ 568,600	\$ 568,600	\$ 485,800	\$ (82,800)	-14.6%
GRAND TOTAL:	\$ 635,919	\$ 690,600	\$ 690,600	\$ 537,800	\$ (152,800)	-22.1%

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Enterprise Strategy & Innovation

Mission Statement

To know with rich quantitative and qualitative data the District's "customers" (citizens, guests, business customers, etc.), understand what they value, and design and deliver engaging experiences for them that demonstrate business innovation and better public service. There are currently over 1.6 million citizens living in the District's five member cities, over 35 million guests to San Diego and the Port District, and over 800 direct/indirect District business customers. All of these customers share common and unique experiences at the District: "live, work, play, and visit."

Vision Statement

To be the most customer-centric and innovative public service agency in the world and in doing so enhance San Diego's reputation as America's Finest City.

Objectives

- To become a center of excellence for customer intelligence and insights, data aggregation and management, predictive analytics, and user experience (UX) design
- To be data-driven in developing, managing, and accounting for the District's consumer and customer businesses as well as all of our public service activities
- To quantify various customer sub-segments to gain rich, relevant, and meaningful insights among our: over 1.6 million citizens, 35 million guests, and 800 direct/indirect business customers
- To provide engagement metrics and accountability based on the general categories of: time spent, % participation, and dollars spent in various District related business and public service activities
- Discover, design, develop, and deliver insights to improve and innovate the District's many business and public service experiences
- Design, develop, and deliver a world class Smart Port experience

Current Services

The Enterprise Strategy & Innovation (ES&I) department is new to the District this year. There are no current services available until we start on-boarding the ES&I team. Once the team is in place we will begin the work of defining and delivering the specific services of this new department based on achieving the objectives outlined above.

The Enterprise Strategy & Innovation department currently has no regular positions although three limited positions are budgeted.

Enterprise Strategy & Innovation

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Innovation & User Experience Manager	1	1
Citizen & Customer Intelligence Manager	1	1
Director, Enterprise Strategy & Innovation	1	1
TOTAL	3	3

Enterprise Strategy & Innovation

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 464,000	\$ 464,000	-
Non-Personnel Expense	-	-	-	-	-
Total Direct Expense	\$ -	\$ -	\$ 464,000	\$ 464,000	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 464,000	\$ 464,000	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 336,300	\$ 336,300	-
Overtime	-	-	-	-	-
Burden	-	-	100,100	100,100	-
OPEB Annual Expense	-	-	27,600	27,600	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 464,000	\$ 464,000	-

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Executive Offices

Reclass: 1 Executive Assistant I (Classified) to Executive Assistant II (Classified)

Retitle: 1 Executive Vice President to Chief Administrative Officer/Vice President

1 Executive Vice President to Chief Marketing Officer/Vice President

1 Vice President, Strategy & Business Development to Chief Operating Officer/Vice President

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Assistant to President/CEO	1	1
Assistant to Vice President	3	3
Assistant Vice President	3	3
Chief Administrative Officer/Vice President	0	1
Chief Financial Officer/Treasurer	1	1
Chief Marketing Officer/Vice President	0	1
Chief Operating Officer/Vice President	0	1
Executive Assistant I (Classified)	1	0
Executive Assistant II (Classified)	1	2
Executive Director	1	1
Executive Vice President	2	0
Vice President, Strategy & Business Development	1	0
TOTAL	14	14

Executive Offices

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 3,120,200	\$ 3,120,200	-
Non-Personnel Expense	-	-	421,400	421,400	-
Total Direct Expense	\$ -	\$ -	\$ 3,541,600	\$ 3,541,600	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 3,541,600	\$ 3,541,600	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 1,900,000	\$ 1,900,000	-
Overtime	-	-	5,000	5,000	-
Burden	-	-	1,095,500	1,095,500	-
OPEB Annual Expense	-	-	119,700	119,700	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 3,120,200	\$ 3,120,200	-

Executive Offices
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME	\$ -	\$ -	\$ -	\$ 5,000		
Total:	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A
610110 Books & Periodicals BOOKS & PERIODICALS	\$ -	\$ -	\$ -	\$ 2,300		
Total:	\$ -	\$ -	\$ -	\$ 2,300	\$ 2,300	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION	\$ -	\$ -	\$ -	\$ 4,400		
Total:	\$ -	\$ -	\$ -	\$ 4,400	\$ 4,400	N/A
610120 Memberships & Dues MEMBERSHIP & DUES	\$ -	\$ -	\$ -	\$ 4,900		
Total:	\$ -	\$ -	\$ -	\$ 4,900	\$ 4,900	N/A
610140 Seminars & Training SEMINARS & TRAINING	\$ -	\$ -	\$ -	\$ 64,400		
Total:	\$ -	\$ -	\$ -	\$ 64,400	\$ 64,400	N/A
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT	\$ -	\$ -	\$ -	\$ 20,700		
Total:	\$ -	\$ -	\$ -	\$ 20,700	\$ 20,700	N/A
615110 Travel TRAVEL	\$ -	\$ -	\$ -	\$ 141,800		
Total:	\$ -	\$ -	\$ -	\$ 141,800	\$ 141,800	N/A
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHER	\$ -	\$ -	\$ -	\$ 50,000		
Total:	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	N/A
630130 Office & Operating Supplies OFFICE SUPPLIES	\$ -	\$ -	\$ -	\$ 10,000		
Total:	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	N/A
630140 Postage & Shipping POSTAGE	\$ -	\$ -	\$ -	\$ 300		
Total:	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
660110 Promotional Services PROMOTIONAL SERVICES	\$ -	\$ -	\$ -	\$ 62,300		
Total:	\$ -	\$ -	\$ -	\$ 62,300	\$ 62,300	N/A

Executive Offices
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE	\$ -	\$ -	\$ -	\$ 300		
Total:	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
670190 Other Miscellaneous Operating Expenses						
CONTINGENCY	\$ -	\$ -	\$ -	\$ 60,000		
Total:	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 421,400	\$ 421,400	N/A
GRAND TOTAL:	\$ -	\$ -	\$ -	\$ 426,400	\$ 426,400	N/A

Financial Assistance

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	10,836	250,000	306,500	56,500	22.6%
Total Direct Expense	\$ 10,836	\$ 250,000	\$ 306,500	\$ 56,500	22.6%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 10,836	\$ 250,000	\$ 306,500	\$ 56,500	22.6%

Financial Assistance

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
620100 Services - Professional & Other						
Total:	\$ 10,836	\$ -	\$ -	\$ -	\$ -	N/A
660160 Financial Assistance/Grants/Contribution MARITIME INDUSTRIAL IMPACT FUND		\$ 250,000		\$ 306,500		
Total:	\$ -	\$ 250,000	\$ 250,000	\$ 306,500	\$ 56,500	22.6%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 10,836	\$ 250,000	\$ 250,000	\$ 306,500	\$ 56,500	22.6%
GRAND TOTAL:	\$ 10,836	\$ 250,000	\$ 250,000	\$ 306,500	\$ 56,500	22.6%

Financial Services

Mission Statement

To safeguard the District's financial assets, provide liquidity to fund its operations and capital requirements, and facilitate the District's business by providing expert financial planning and analysis, financial reporting, risk management and proper functioning of safe work practices, efficient processes that support our customers' needs, and excellent services to our customers and business partners.

Vision Statement

To provide and facilitate optimal financial management, treasury, and risk management and safety services for the District.

Objectives

- Issue timely invoicing of monies due to the District and timely payment of District obligations
- Prudently invest the District's funds
- Provide funds for the District's operations and capital requirements
- Build and maintain collaborative stakeholder relationships
- Deliver timely and accurate financial results
- Improve and document key processes and cross-train staff to reduce single points of failure
- Safeguard District assets, including the employees
- Reinforce a safe, open, and secure work environment for District employees
- Remain current on industry trends and accounting standards
- Recruit and retain a highly skilled and diverse workforce
- Reinforce District's safety program for all employees

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

Financial Services

- General accounting that properly records financial transactions in compliance with applicable Government Accounting Standards Board (GASB) statements, and generally accepted accounting principles (GAAP)
- Timely and accurate processing of payments to vendors in compliance with IRS, State regulations, and District policies
- Timely and accurate invoicing and recording of District revenues
- Issuance of the Comprehensive Annual Financial Report, including the annual audited financial statements, Management Discussion and Analysis (MD&A) and note disclosures
- Financial planning, reporting, and analysis for cash flow forecasting, Series 2004 and 2013 Revenue Bonds continuing disclosure requirement, and other ad-hoc reports
- Administration of the District's annual budget
- Monthly financial reports
- Grants accounting, including billing, cost collection, and financial reporting in compliance with federal and non-federal grant requirements, including the single audit
- Manage District's fixed-income investment portfolio, banking relationships, and debt administration functions
- Perform daily cash management functions, including cash receipts and wire transfers
- Direct the investment of bond proceeds and administer debt activities
- Provide support for audits performed by the District's independent external auditor as well as audits performed by other agencies

Financial Services

Payroll

- Timely and accurate processing of employee payroll in compliance with IRS, state regulations, and District policies

Risk Management & Safety

(Included in the Department for budgetary purposes)

- Management of the workers' compensation program
- Purchase and maintenance of the District's insurance policies
- Recovery of claim costs
- Project and contract review for safety and insurance requirements
- Tracking proof of insurance from District tenants and contractors
- Establishment of safety policies/procedures
- Tracking Occupational Safety and Health Administration regulations and determining their impact on the District
- Safety training
- Investigations of accidents and injuries

The Financial Services department currently has 25 regular positions, including the Deputy Treasurer and four Risk Management & Safety positions.

Financial Services

Replace: 1 Human Resources Assistant (Classified) with Payroll Technician

Reclass: 1 Financial Technician to Lead Accounting Technician

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Accounting Supervisor	1	1
Department Manager, Financial Services	3	3
Deputy Treasurer	1	1
Director, Financial Services	1	1
Executive Assistant I (Unclassified)	1	1
Financial Analyst	1	1
Financial Technician	4	3
Human Resources Assistant (Classified)	1	0
Lead Accounting Technician	1	2
Payroll Specialist	1	1
Payroll Technician	0	1
Risk and Safety Manager	1	1
Risk Management Analyst	1	1
Safety Specialist II	2	2
Senior Accountant	2	2
Senior Financial Analyst	3	3
Senior Management Analyst	1	1
TOTAL	25	25

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	1	1
TOTAL	1	1

Financial Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 3,344,742	\$ 3,411,500	\$ 3,475,700	\$ 64,200	1.9%
Non-Personnel Expense	1,411,532	1,687,100	1,995,900	308,800	18.3%
Total Direct Expense	\$ 4,756,274	\$ 5,098,600	\$ 5,471,600	\$ 373,000	7.3%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 4,756,274	\$ 5,098,600	\$ 5,471,600	\$ 373,000	7.3%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,840,779	\$ 1,892,100	\$ 1,986,200	\$ 94,100	5.0%
Overtime	2,753	-	-	-	-
Burden	1,238,530	1,295,400	1,259,600	(35,800)	-2.8%
OPEB Annual Expense	229,295	224,000	229,900	5,900	2.6%
Temporary Personnel	33,384	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 3,344,742	\$ 3,411,500	\$ 3,475,700	\$ 64,200	1.9%

Financial Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime						
Total:	\$ 2,753	\$ -	\$ -	\$ -	\$ -	N/A
600120 Temporary Personnel						
Total:	\$ 33,384	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 36,137	\$ -	\$ -	\$ -	\$ -	N/A
610100 Awards - Service						
RISK - SAFETY AWARDS	\$ 2,500	\$ 2,500		\$ 2,500		
Total:	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
610110 Books & Periodicals						
PROFESSIONAL PUBLICATIONS	\$ 1,000	\$ 1,000		\$ 1,000		
RISK - PUBLICATIONS	1,200	1,200		1,200		
Total:	\$ 1,354	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ 1,200	\$ 1,200		\$ 1,200		
Total:	\$ 565	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
610120 Memberships & Dues						
AMER INST OF CPA'S	\$ 700			\$ 300		
ASSN FOR FINANCIAL PROF'LS	500			500		
CA MUNI TREASURERS ASSN	200			200		
CA SOC OF CPA'S	900			900		
CA SOC OF MUNI FINANCE OFFICER	400			300		
GOVT FINANCE OFFICERS ASSN	600			500		
MEMBERSHIPS & DUES	900			900		
RISK - RELATED	1,000			1,000		
SAN DIEGO CREDIT ASSOCIATION	400			300		
Total:	\$ 4,008	\$ 5,600	\$ 5,600	\$ 4,900	\$ (700)	-12.5%
610140 Seminars & Training						
ANNUAL GOVT GAAP UPDATE	\$ 2,000			\$ 1,800		
AP/1099/SALES TAX TRAINING	600			1,000		
ASSN FOR FINANCIAL PROF'LS	1,400			1,500		
CA MUNI TREASURER'S ASSN	400			400		
CA SOC OF CPA'S	500			800		
CA SOC OF MUNI FINANCE OFFICER	2,500			1,500		
CFO TRAINING (GFOA, AAPA)	7,500			-		
GOVT FINANCE OFFICERS ASSN	3,000			3,500		
REGULATORY TRAINING	3,200			53,200		
RISK - RELATED	3,000			3,000		
Total:	\$ 10,673	\$ 24,100	\$ 24,100	\$ 66,700	\$ 42,600	176.8%

Financial Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT		\$ 4,500		\$ 4,500		
RISK - RELATED		300		1,500		
Total:	\$ 5,785	\$ 4,800	\$ 4,800	\$ 6,000	\$ 1,200	25.0%
615110 Travel						
APA CONFERENCE		\$ -		\$ 2,000		
ASSN FOR FINANCIAL PROF'LS		1,500		1,500		
CA SOC OF MUNI FINANCE OFFICER		1,800		1,800		
CFO TRAVEL		12,500		-		
GOVT FINANCE OFFICERS ASSN		3,000		5,000		
RISK - RELATED		-		1,500		
Total:	\$ 9	\$ 18,800	\$ 18,800	\$ 11,800	\$ (7,000)	-37.2%
620100 Services - Professional & Other						
ACTUARIAL VALUATION SERVICES		\$ 14,000		\$ 46,000		
ARBITRAGE FEES - BONDS		2,000		2,000		
BLOOMBERG FINANCE LP		30,000		32,000		
FINANCIAL ADVISOR		80,000		110,800		
INTERACTIVE DATA(PORTFOLIO PR)		1,700		-		
INVESTMENT PORTFOLIO FEE		-		1,800		
PROCESS ENHANCEMENT/IMPROVE		50,000		189,000		
RATING AGENCY SURVEILLANCES		15,000		15,000		
REVENUE BONDS TRUSTEE		1,400		1,400		
RISK - ACCIDENT INVESTIGATIONS		5,000		3,000		
RISK - AED PROGRAM		600		600		
RISK - HEARING CONSERVATION		2,500		2,500		
RISK - INSURANCE CERT TRACKING		12,000		12,000		
RISK - MARINE SURVEYS		1,000		1,000		
RISK - PHYSICALS		16,000		16,000		
UNION BANK OF CA TRUST ACCT		10,500		10,500		
US BANK (ESCROW AGNT DEP FEE)		1,400		1,400		
Total:	\$ 121,591	\$ 243,100	\$ 243,100	\$ 445,000	\$ 201,900	83.1%
630110 Equipment & Systems						
EQUIPMENT & SYSTEMS		\$ 4,500		\$ 4,500		
RISK - RELATED		12,000		18,500		
Total:	\$ 11,281	\$ 16,500	\$ 16,500	\$ 23,000	\$ 6,500	39.4%
630130 Office & Operating Supplies						
OFFICE SUPPLIES		\$ 16,200		\$ 16,200		
Total:	\$ 13,229	\$ 16,200	\$ 16,200	\$ 16,200	\$ -	0.0%

Financial Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 5,700		\$ 6,000		
Total:	\$ 4,661	\$ 5,700	\$ 5,700	\$ 6,000	\$ 300	5.3%
630150 Safety Equipment & Supplies RISK - RELATED		\$ 5,500		\$ 4,500		
Total:	\$ 3,016	\$ 5,500	\$ 5,500	\$ 4,500	\$ (1,000)	-18.2%
650120 Equipment Maintenance - Supplies RISK - RELATED		\$ 1,200		\$ 1,200		
Total:	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
650130 Equipment Maintenance - Outside Services RISK - RELATED		\$ 2,000		\$ 2,000		
Total:	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
660110 Promotional Services CFO PROMOTIONAL SERVICES PROMOTIONAL SERVICES RISK - RELATED		\$ 6,500 1,000 1,500		\$ - 1,000 1,500		
Total:	\$ 450	\$ 9,000	\$ 9,000	\$ 2,500	\$ (6,500)	-72.2%
670105 Bank & Credit Card Fees BANK FEES CREDIT CARD FEES		\$ 47,000 17,000		\$ 47,000 18,000		
Total:	\$ -	\$ 64,000	\$ 64,000	\$ 65,000	\$ 1,000	1.6%
670110 Insurance RISK - BROKER FEES RISK - INSURANCE PREMIUMS		\$ 41,000 1,210,400		\$ 41,000 1,281,000		
Total:	\$ 1,176,782	\$ 1,251,400	\$ 1,251,400	\$ 1,322,000	\$ 70,600	5.6%
670120 Insurance Claims RISK - RELATED		\$ 10,000		\$ 10,000		
Total:	\$ 922	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
670130 Permits/Certificates/License PERMITS/CERTIFICATES/LICENSE RISK - RELATED		\$ 300 3,000		\$ 200 3,000		
Total:	\$ 3,006	\$ 3,300	\$ 3,300	\$ 3,200	\$ (100)	-3.0%

Financial Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
670190 Other Miscellaneous Operating Expenses						
Total:	\$ 54,199	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 1,411,532	\$ 1,687,100	\$ 1,687,100	\$ 1,995,900	\$ 308,800	18.3%
GRAND TOTAL:	\$ 1,447,669	\$ 1,687,100	\$ 1,687,100	\$ 1,995,900	\$ 308,800	18.3%

General Services

Mission Statement

Protect the Tidelands Trust by providing cost-effective, reliable, and responsive support services through efficient and sustainable operation and maintenance of the District's assets, equipment, facilities, grounds, and infrastructure.

Vision Statement

Excellence, innovation, and leadership in maintenance and support services.

Objectives

- Develop and maintain District infrastructure to support business and economic goals
- Optimize infrastructure investments; provide top quality facility and fleet management
- Provide responsive, cost-effective support and services to internal and external customers
- Control costs through systematic approaches to maintenance and repairs
- Be an innovative leader in facilities management; a partner in solving customers' problems; and the provider of choice
- Foster an environment of continuous and measurable improvement across all business lines, systems, and processes
- Promote an atmosphere of trust that encourages creativity and innovation
- Maintain a culture of safety for employees, visitors, and the general public
- Reduce and prevent safety mishaps/accidents
- Cultivate a collaborative, diverse work force, where all employees are treated equitably and honestly; empowered and supported to reach their full potential
- Invest in the professional development and training of all employees

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Preventive maintenance of District assets
- Corrective maintenance of District assets
- Landscaping and grounds maintenance
- Centralized fleet maintenance program (vehicles and vessels)
- Waste collection, debris removal, and recycling
- Support services for cruise ship and maritime terminal operations
- Special events support services
- Other support services, including: custodial, parking meters, locksmith, pest control, and furniture and equipment moves
- New construction (limited to \$45,000 and below by law)
- Maintenance services agreement management
- Utilities management support
- Project management support

The General Services department currently has 94 regular positions, and provides support from three locations: Maintenance Facility located in National City, Vessel Maintenance Shop located on Shelter Island, and the Administration Building located on Pacific Highway.

General Services

Add: 1 HVAC Technician

Reclass: 1 Maintenance Worker I to Tool Room Technician

1 Maintenance Worker II to Senior Tool Room Technician

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	2	2
Assistant Director, General Services	1	1
Carpenter	1	1
Department Business Manager	2	2
Director, General Services	1	1
Electrician	4	4
Equipment Operator	4	4
Executive Assistant I (Classified)	1	1
Financial Technician	1	1
Fleet Maintenance Technician	3	3
Gardener	10	10
HVAC Technician	0	1
Lead Carpenter	1	1
Lead Custodian	1	1
Lead Electrician	1	1
Lead Equipment Operator	1	1
Lead Fleet Maintenance Technician	1	1
Lead Gardener	4	4
Lead Maintenance Mechanic	1	1
Lead Maintenance Worker	3	3
Lead Marine Mechanic	1	1
Lead Painter	1	1
Lead Plumber	1	1
Lighting Technician	1	1
Locksmith	1	1
Maintenance Mechanic	1	1
Maintenance Planner/Inspector	3	3
Maintenance Planning Supervisor	1	1
Maintenance Supervisor	3	3
Maintenance Worker I	15	14
Maintenance Worker II	13	12
Manager, Maintenance Systems	1	1
Marine Mechanic	2	2
Painter	2	2
Parking Meter Repair/Collector	2	2
Plumber	2	2
Senior Tool Room Technician	0	1
Tool Room Technician	0	1
TOTAL	93	94

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	0	2
TOTAL	0	2

General Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 11,696,867	\$ 11,570,000	\$ 11,503,900	\$ (66,100)	-0.6%
Non-Personnel Expense	3,682,309	4,492,000	5,176,400	684,400	15.2%
Total Direct Expense	\$ 15,379,176	\$ 16,062,000	\$ 16,680,300	\$ 618,300	3.8%
Less: Capitalized Expense	(144,170)	(201,900)	(248,700)	(46,800)	23.2%
Equipment Outlay	519,186	961,100	1,364,600	403,500	42.0%
TOTAL DEPARTMENTAL EXPENSE	\$ 15,754,193	\$ 16,821,200	\$ 17,796,200	\$ 975,000	5.8%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 6,047,975	\$ 6,326,900	\$ 6,433,200	\$ 106,300	1.7%
Overtime	193,725	125,000	125,000	-	0.0%
Burden	4,530,149	4,212,500	4,057,200	(155,300)	-3.7%
OPEB Annual Expense	925,018	905,600	864,500	(41,100)	-4.5%
Temporary Personnel	-	-	24,000	24,000	-
TOTAL PERSONNEL EXPENSE	\$ 11,696,867	\$ 11,570,000	\$ 11,503,900	\$ (66,100)	-0.6%

General Services

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
AERIAL LIFT TRUCK	1	178,100	\$ 178,100
CABLE AND PIPE TRACER	1	5,000	5,000
COMPACT PICK-UP TRUCK (CNG)	2	37,800	75,600
DUMP TRUCK (CNG)	3	94,500	283,500
IN-WATER VESSEL LIFT ⁽¹⁾	1	142,000	142,000
ONE-TON CREW CAB STAKE TRUCK (CNG)	1	45,900	45,900
ONE-TON HEAVY DUTY TRUCK (CNG)	2	48,600	97,200
ONE-TON HEAVY DUTY UTIL TRUCK (CNG)	1	47,300	47,300
PORTABLE GENERATOR SET	1	210,000	210,000
RIDE-ON REEL MOWER	2	30,000	60,000
SEWER PIPE JETTER	1	40,000	40,000
WORK BOAT DIESEL ENGINE	2	90,000	180,000
TOTAL	18		\$ 1,364,600

Note:

⁽¹⁾ Partially grant funded.

General Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 125,000		\$ 125,000		
Total:	\$ 193,725	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	0.0%
600120 Temporary Personnel TEMPORARY PERSONNEL		\$ -		\$ 24,000		
Total:	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 193,725	\$ 125,000	\$ 125,000	\$ 149,000	\$ 24,000	19.2%
610110 Books & Periodicals TRADE RELATED		\$ 2,200		\$ 2,500		
Total:	\$ 1,995	\$ 2,200	\$ 2,200	\$ 2,500	\$ 300	13.6%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 2,800		\$ 2,800		
Total:	\$ 853	\$ 2,800	\$ 2,800	\$ 2,800	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 1,900		\$ 1,900		
Total:	\$ 1,505	\$ 1,900	\$ 1,900	\$ 1,900	\$ -	0.0%
610140 Seminars & Training COMPREHENSIVE DEPT TRAINING PROG IFMA CERTIFICATION SKILLS TRAINING		\$ - 2,000 20,000		\$ 124,000 - 43,400		
Total:	\$ 37,266	\$ 22,000	\$ 22,000	\$ 167,400	\$ 145,400	660.9%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 3,200		\$ 3,200		
Total:	\$ 1,720	\$ 3,200	\$ 3,200	\$ 3,200	\$ -	0.0%
615110 Travel CUMMINS ENGINE TRAINING TRAVEL		\$ - -		\$ 26,000 3,600		
Total:	\$ 1,697	\$ -	\$ -	\$ 29,600	\$ 29,600	N/A
630120 Equipment Rental/Leasing CRANE RENTAL EMISSION ANALYZER HEAVY EQUIPMENT PORTABLE TOILET RENTAL		\$ 10,000 - 60,000 30,000		\$ - 6,000 40,000 30,000		
Total:	\$ 63,678	\$ 100,000	\$ 100,000	\$ 76,000	\$ (24,000)	-24.0%

General Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630130 Office & Operating Supplies						
SUPPLIES		\$ 16,700		\$ 16,700		
TWIC-TRANSPORTATION WORKER ID		1,100		1,300		
Total:	\$ 20,142	\$ 17,800	\$ 17,800	\$ 18,000	\$ 200	1.1%
630140 Postage & Shipping						
POSTAGE & SHIPPING		\$ 300		\$ 400		
Total:	\$ 384	\$ 300	\$ 300	\$ 400	\$ 100	33.3%
630150 Safety Equipment & Supplies						
FIRE EXTINGUISHERS		\$ 5,000		\$ 7,500		
SAFETY INCENTIVE		8,800		8,800		
SAFETY SHOES		13,200		13,200		
SAFETY SUPPLIES & EQUIPMENT		14,000		18,000		
Total:	\$ 44,261	\$ 41,000	\$ 41,000	\$ 47,500	\$ 6,500	15.9%
630160 Small Tools						
SMALL TOOLS FOR MAINT OPERS		\$ 37,200		\$ 40,200		
Total:	\$ 32,066	\$ 37,200	\$ 37,200	\$ 40,200	\$ 3,000	8.1%
630170 Fuel & Lubricants						
CNG/PROPANE		\$ 5,000		\$ 5,000		
GAS/DIESEL		789,500		685,000		
MOTOR OIL		7,500		7,500		
Total:	\$ 632,606	\$ 802,000	\$ 802,000	\$ 697,500	\$ (104,500)	-13.0%
630180 Parking Meter Supplies						
BATTERIES		\$ 2,400		\$ 3,000		
METER REPAIR PARTS		10,000		10,500		
METER REPLACEMENT		-		12,000		
STICKERS		1,800		3,500		
Total:	\$ 2,911	\$ 14,200	\$ 14,200	\$ 29,000	\$ 14,800	104%
630200 Uniforms						
UNIFORM JACKET		\$ 2,100		\$ 1,000		
UNIFORM SERVICE		33,600		38,000		
Total:	\$ 35,607	\$ 35,700	\$ 35,700	\$ 39,000	\$ 3,300	9.2%
650100 Facilities Maintenance-Supplies						
ALL CREWS		\$ 450,000		\$ 500,000		
PARK RECYCLING CANS		-		180,000		
RUOCCO PARK FIXTURE CONTINGENCY		14,300		14,300		
TAMT BACKFLOW REPLACE		25,000		-		
Total:	\$ 569,256	\$ 489,300	\$ 489,300	\$ 694,300	\$ 205,000	41.9%

General Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
650110 Facilities Maintenance-Outside Services						
ANIMAL AND PEST CONTROL		\$ 31,800		\$ 31,800		
CARPET AND CHAIR CLEANING		8,600		-		
COLD IRONING & HIGH VOLTAGE MAINT		-		20,000		
CUSTODIAL SERVICES		389,000		382,000		
DUMPSTER SERVICE		115,000		-		
ELEVATOR MAINT		55,000		55,600		
FIRE ALARMS MONITORING		35,500		35,500		
GRAFFITI REMOVAL		66,200		70,000		
HARBOR DRIVE LANDSCAPE		160,600		160,600		
HVAC OTHER LOCATIONS		143,800		115,000		
LANE FIELD PARK/PLAZA MAINTENANCE		50,000		-		
NEVP MAINTENANCE CONTRACT		450,000		329,400		
PILOT PARK RECYCLING PROGRAM		-		20,000		
PLAYGROUND INSPECTIONS		-		4,300		
POINT LOMA MEDIAN MAINTENANCE		125,000		-		
RUOCCO PARK MAINTENANCE		187,500		90,800		
SPRINKLER HEAD REPLACE/CERT		35,000		13,000		
STREET LIGHTING		15,000		5,000		
WASTE MANAGEMENT PROGRAM		-		142,500		
WINDOW CLEANING		25,000		30,800		
WINDOW COVERINGS		-		90,000		
Total:	\$ 1,347,302	\$ 1,893,000	\$ 1,893,000	\$ 1,596,300	\$ (296,700)	-15.7%
650120 Equipment Maintenance-Supplies						
AUTOMOTIVE EQ/BOATS		\$ 165,000		\$ 170,000		
FORD PARTS		15,300		15,300		
GRANT RND 14 - HPD		30,000		-		
TIRES		20,000		23,000		
Total:	\$ 351,223	\$ 230,300	\$ 230,300	\$ 208,300	\$ (22,000)	-9.6%
650130 Equipment Maintenance-Outside Services						
BOAT HULL MAINTENANCE		\$ 30,000		\$ 30,000		
COMPREHENSIVE MARINE VESSEL MAINT		-		507,500		
EMISSION ANALYZER MAINT		3,600		-		
EQUIPMENT CERTIFICATION AND INSPECT		3,500		3,500		
FIRE EXTINGUISHER HYDROTEST		5,000		500		
GOTTWALD TOWER PAINTING		-		70,000		
HPD AUTO BODY REPAIRS		9,000		9,000		
METER PAINTING		5,000		5,000		
MOWER REEL MAINTENANCE		-		30,000		
OTHER EQUIPMENT SERVICE/MAINT		60,000		60,000		
PARTS CLEANER		2,000		2,500		
TANK FUEL STATIONS, LIFTS & CRANES		-		15,000		
TRANSFORMER TESTING		40,000		30,000		
VEHICLE DETAILING		3,500		2,000		

General Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
VEHICLE PAINTING		30,000		30,000		
VESSEL FIRE SUPPRESSION SYS		4,600		4,600		
Total:	\$ 181,057	\$ 196,200	\$ 196,200	\$ 799,600	\$ 603,400	307.5%
650131 As - Needed Maintenance						
ABANDONED & DERELICT VESSEL		\$ 180,000		\$ 150,100		
ADMIN BLDG TRAINING ROOM CHAIRS		-		7,600		
BROADWAY PAVILION LIGHTING		2,500		2,500		
BRUSH AND WEED REMOVAL		20,000		40,000		
CARPET PROJECT INSTALLATION		-		40,000		
CARPET/FLOOR COVERING REPAIR		15,000		-		
CST SPRUNG STRUCTURE/WINDOW CL		31,600		22,000		
DOORS (ROLL UP) MAINTENANCE		18,500		18,500		
DOORS AND GATES, ELECTRIC		3,700		8,700		
DROUGHT TOLERANT LANDSCAPES		-		20,000		
DUMPSTER SERVICE TRANSFER		45,600		45,000		
FENCE AND GATE MAINTENANCE		10,000		20,000		
HARBOR POLICE CARPET REPLACEMENT		10,000		-		
HOLIDAY LITTER PICKUP		5,000		5,000		
IRRIGATION SYSTEM REPLACEMENT		40,000		20,000		
MISC SMALL OUTSIDE SERVICES		70,000		70,000		
PLANT MAINTENANCE		3,000		-		
ROOF MAINTENANCE		-		30,000		
STREET SWEEPING MAINT		-		10,000		
TRASH & LITTER REMOVAL		-		65,000		
TREE TRIMMING		125,000		125,000		
UNDERGROUND SERVICE ALERT		2,000		2,000		
UTILITY LEAK DETECTION		5,000		5,000		
VESSEL SURVEYING		6,000		6,000		
Total:	\$ 339,679	\$ 592,900	\$ 592,900	\$ 712,400	\$ 119,500	20.2%
660150 Refuse & Hazardous Waste Disposal						
REFUSE & HAZ WASTE		\$ -		\$ 500		
Total:	\$ 105	\$ -	\$ -	\$ 500	\$ 500	N/A
670130 Permits/Certificates/License						
PERMIT/CERT/LICENSE		\$ 10,000		\$ 10,000		
Total:	\$ 16,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
670190 Other Miscellaneous Operating Expenses						
Total:	\$ 607	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 3,682,309	\$ 4,492,000	\$ 4,492,000	\$ 5,176,400	\$ 684,400	15.2%
GRAND TOTAL:	\$ 3,876,034	\$ 4,617,000	\$ 4,617,000	\$ 5,325,400	\$ 708,400	15.3%

Government & Civic Relations

Mission Statement

Identify solutions that lead to the implementation of District policies and projects by successfully engaging with local, state, national, and international governments, as well as civic groups and other parties.

Vision Statement

To be a center of excellence in government and civic relations and to support the District's goals by promoting communication, relationship building, and policy development.

Objectives

- Advise and advocate on District public policy issues, including maritime, public safety, and transportation
- Cultivate relationships and build partnerships with elected officials, agencies, and stakeholders to advance the District's mission
- Develop a legislative platform and strategies aligned with District goals
- Secure grant funded opportunities to implement District priorities, projects, and programs
- Manage BPC Policy No. 773 - Maritime Industrial Impact Fund (MIIF) (see Section 5 Appendix)
- Craft policy messaging for external decision makers

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Develop and communicate messaging with outside stakeholders, agencies, and communities
- Track, monitor, and communicate external issues, legislation, and events that may impact the District, such as regular meetings of local, state, and federal agencies, as well as other key organizations
- Advocate for District initiatives at the local, state, and federal levels
- Work with internal District staff, the General Counsel's office, and the Board on priorities and projects, including policy design, analysis, and implementation, as well as legislation
- Advance the District's legislative and policy priorities through the District's legislative consultants in Sacramento and Washington, D.C.
- Provide consultation and insight regarding present and future regulatory issues
- Management of the District's grants efforts

The Government & Civic Relations department currently has seven regular positions.

Government & Civic Relations

Replace: 1 Senior Manager, Public Policy with Manager, Grants & Policy

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Director, Government Relations	1	1
Executive Assistant I (Classified)	1	1
Legislative Policy Administrator	1	1
Management Analyst	2	2
Manager, Grants & Policy	0	1
Program Manager	1	1
Senior Manager, Public Policy	1	0
TOTAL	7	7

Government & Civic Relations

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 762,662	\$ 980,400	\$ 961,000	\$ (19,400)	-2.0%
Non-Personnel Expense	469,233	421,300	545,400	124,100	29.5%
Total Direct Expense	\$ 1,231,894	\$ 1,401,700	\$ 1,506,400	\$ 104,700	7.5%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	150,000	150,000	-
TOTAL DEPARTMENTAL EXPENSE	\$ 1,231,894	\$ 1,401,700	\$ 1,656,400	\$ 254,700	18.2%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 491,960	\$ 606,700	\$ 622,100	\$ 15,400	2.5%
Overtime	-	-	-	-	-
Burden	200,926	305,500	274,500	(31,000)	-10.1%
OPEB Annual Expense	60,926	68,200	64,400	(3,800)	-5.6%
Temporary Personnel	8,849	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 762,662	\$ 980,400	\$ 961,000	\$ (19,400)	-2.0%

Government & Civic Relations

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
GRANT MATCHING FUND	1	150,000	\$ 150,000
TOTAL			\$ 150,000

Government & Civic Relations
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600120 Temporary Personnel						
Total: \$	8,849	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 8,849	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals GOV/PROFESSIONAL PUBLICATIONS		\$ 2,000		\$ 4,000		
Total: \$	2,394	\$ 2,000	\$ 2,000	\$ 4,000	\$ 2,000	100.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 200		\$ 200		
Total: \$	199	\$ 200	\$ 200	\$ 200	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 204,300		\$ 208,400		
Total: \$	104,634	\$ 204,300	\$ 204,300	\$ 208,400	\$ 4,100	2.0%
610140 Seminars & Training PORT-RELATED CONFERENCES		\$ 5,500		\$ 5,500		
Total: \$	16,083	\$ 5,500	\$ 5,500	\$ 5,500	\$ -	0.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 500		\$ 500		
Total: \$	178	\$ 500	\$ 500	\$ 500	\$ -	0.0%
615110 Travel OTHER TRIPS SACRAMENTO WASHINGTON DC		\$ 12,200 12,000 15,000		\$ 12,200 12,000 15,000		
Total: \$	22,404	\$ 39,200	\$ 39,200	\$ 39,200	\$ -	0.0%
620100 Services - Professional & Other LEGISLATIVE SERVICES - SACRAMENTO LEGISLATIVE SERVICES - WASHINGTON SANDAG GOODS MOVEMENT POLICY		\$ 105,000 - 55,000		\$ 105,000 120,000 55,000		
Total: \$	314,975	\$ 160,000	\$ 160,000	\$ 280,000	\$ 120,000	75.0%
630130 Office & Operating Supplies OFFICE SUPPLIES TWIC CARDS		\$ 5,000 -		\$ 3,400 1,000		
Total: \$	3,730	\$ 5,000	\$ 5,000	\$ 4,400	\$ (600)	-12.0%
630140 Postage & Shipping POSTAGE		\$ 200		\$ 200		
Total: \$	68	\$ 200	\$ 200	\$ 200	\$ -	0.0%

Government & Civic Relations
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
660110 Promotional Services						
COMMUNITY AND STAKEHOLDER OUTREACH	\$	4,000		\$ 3,000		
Total:	\$ 2,424	\$ 4,000	\$ 4,000	\$ 3,000	\$ (1,000)	-25.0%
660120 Promotional Materials						
Total:	\$ 2,142	\$ -	\$ -	\$ -	\$ -	N/A
670130 Permits/Certificates/License						
PROF. CERT & LICENSES	\$	400		\$ -		
Total:	\$ -	\$ 400	\$ 400	\$ -	\$ (400)	-100.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 469,233	\$ 421,300	\$ 421,300	\$ 545,400	\$ 124,100	29.5%
GRAND TOTAL:	\$ 478,082	\$ 421,300	\$ 421,300	\$ 545,400	\$ 124,100	29.5%

Harbor Police Department

Mission Statement

To provide the highest standard of public safety and homeland security through a dedicated team of highly trained professionals. Over the next five years, the Harbor Police Department will make strategic investments in public safety by maximizing grant revenue, deploying technology enhancements, and developing a culture of leadership within the department.

Vision Statement

The Harbor Police Department is a dynamic public service organization and national leader in public safety and homeland security.

Objectives

- ELG Strategic Goal – Critical Success Factors #6 and #9 are to maintain and create a safe environment for commerce, new business development, and visitor serving amenities throughout District Tidelands
- ELG Strategic Goal – Critical Success Factors #1 and #5 are to provide development guidance from the perspective of Public Safety in new planning and development areas to maximize safety to the public
- Implement and coordinate public safety and homeland security measures on District Tidelands, San Diego Bay, and the San Diego International Airport
- Provide all aspects of community oriented policing, vehicle and vessel patrol, marine firefighting, airport law enforcement, and homeland security operations
- Foster a culture of service through collaboration, integrity, and professionalism
- In alignment with ELG People and Culture development, achieve a high performance department by maximizing the potential of all personnel
- Provide multi-disciplined, highly effective and efficient public safety and homeland security services as a regional asset
- Strengthen the Harbor Police Department's financial performance
- To assess, pursue, and implement functional technology for the current and future needs of the Department
- Develop and maintain an appropriate level of resources and infrastructure

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Port/Seaport law enforcement and maritime security
- Community outreach
- Homeless services coordinated with Alpha Project
- Tidelands patrol and law enforcement services
- Marine firefighting
- Maritime firefighting training facility
- Airport law enforcement services
- 911 capable public safety dispatching
- Investigations and intelligence
- Police records management
- Explosive detection canine unit
- Narcotics detection canine unit
- Retired Senior Volunteer Program (RSVP)
- Dive team/water rescue
- Rifle team
- Bike team

Harbor Police Department

- Honor guard team
- Emergency Medical Services (EMS)
- Permitting
- Mutual aid
- Contract services
- Fast response vessel operations
- Enhanced Regional Communications System Interoperability (RCS)
- Partner with the United States Coast Guard, Customs and Border Protection, and Homeland Security Investigations, in the multi-agency, maritime Regional Coordinating Mechanism (RECOM)
- Maintain a strong partnership with the Joint Harbor Operations Center (JHOC)
- Participation in the Federal and State Port Security Grant Programs
- Participation in four task forces: the FBI Joint Terrorism Task Force (JTTF), San Diego Air and Marine Task Force, Money Laundering Task Force, and the Drug Enforcement Administration Narcotic Task Force (DEA-NTF)

The Harbor Police Department currently has 166 regular positions.

Harbor Police Department

Add: 3 Harbor Police Officers
 1 Public Safety Dispatcher
 2 Community Service Officers (Limited)
 1 Police Background Investigator (Limited)
 Reclass: 1 Human Resources Technician to Staff Assistant II
 1 Police Records Assistant to Crime Intelligence Analyst
 Retitle: 1 Vice President, Public Safety/Chief of HP to Chief of Harbor Police / Vice President

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	1	1
Assistant Chief of Harbor Police	1	1
Assistant to Vice President	1	1
Chief of Harbor Police / Vice President	0	1
Community Service Officer	4	4
Community Service Officer Supervisor	1	1
Crime Intelligence Analyst	0	1
Facility Security Coordinator	1	1
Harbor Police Captain	2	2
Harbor Police Corporal	15	15
Harbor Police Lieutenant	6	6
Harbor Police Officer	89	92
Harbor Police Sergeant	16	16
Homeland Security Intelligence Coordinator	1	1
Human Resources Technician	1	0
Lead Public Safety Dispatcher	4	4
Office Assistant (Classified)	1	1
Police Records Assistant	4	3
Police Records Supervisor	1	1
Public Safety Dispatch Supervisor	2	2
Public Safety Dispatcher	8	9
Senior Police Records Assistant	1	1
Staff Assistant II	1	2
Vice President, Public Safety/Chief of HP	1	0
TOTAL	162	166

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Community Service Officer	0	2
Harbor Police Officer	1	1
Police Background Investigator	0	1
TOTAL	1	4

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	0	1
TOTAL	0	1

Harbor Police Department

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 30,040,442	\$ 31,160,600	\$ 33,724,700	\$ 2,564,100	8.2%
Non-Personnel Expense	2,010,213	1,807,900	2,289,100	481,200	26.6%
Total Direct Expense	\$ 32,050,655	\$ 32,968,500	\$ 36,013,800	\$ 3,045,300	9.2%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	1,952,271	935,800	1,268,800	333,000	35.6%
TOTAL DEPARTMENTAL EXPENSE	\$ 34,002,927	\$ 33,904,300	\$ 37,282,600	\$ 3,378,300	10.0%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 15,380,224	\$ 15,766,500	\$ 17,125,600	\$ 1,359,100	8.6%
Overtime	2,327,648	1,330,900	1,430,900	100,000	7.5%
Burden	10,801,094	12,495,300	13,604,900	1,109,600	8.9%
OPEB Annual Expense	1,531,476	1,567,900	1,563,300	(4,600)	-0.3%
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 30,040,442	\$ 31,160,600	\$ 33,724,700	\$ 2,564,100	8.2%

Harbor Police Department

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
CAMERA MESH NODE SYSTEM	1	30,000	\$ 30,000
BUILDOUT FOR CSO PICKUP TRUCK	2	11,400	22,800
CANINE KENNEL	1	6,800	6,800
DIVE EQUIPMENT TRAILER BUILDOUT	1	10,000	10,000
ELECTRONIC BOW MONITORS	5	11,600	58,000
FULL SIZED PICKUP TRUCK	3	29,000	87,000
IN-CAR VIDEO SYSTEM	6	9,200	55,200
K9 SUV BUILDOUT	1	30,000	30,000
K9 VEHICLE TOUGHBOOK COMPUTER	1	5,500	5,500
LRAD LONG RANGE COMMUNICATION DEVICE ⁽¹⁾	1	31,000	31,000
ORTEC GERMANIUM RAD/NUC DETECTOR ⁽²⁾	1	100,000	100,000
POLICE COMMAND PACKAGE FULL SIZE SUV	3	39,000	117,000
POLICE COMMAND VEHICLE BUILDOUT	2	38,000	76,000
POLICE PATROL SUV BUILDOUT	4	36,000	144,000
POLICE PATROL VEHICLE, SUV	4	38,000	152,000
REMOTE LIGHTING SYSTEM WITH GENERATOR ⁽¹⁾	1	6,000	6,000
RSA SECURID AUTHENTICATION SYSTEM	1	60,000	60,000
RSI RAD/NUC MOBILE DETECTOR ⁽²⁾	1	150,000	150,000
SATELLITE COMMUNICATIONS DISH	1	8,000	8,000
SCOTT 5.5 AIRPAK UNIT	8	6,500	52,000
TOUGHBOOK COMPUTERS (COMMAND VAN)	5	5,500	27,500
UTILITY TERRAIN VEHICLE AND OUTFITTING ⁽¹⁾	2	20,000	40,000
TOTAL	55		\$ 1,268,800

Notes:

⁽¹⁾ Per the Municipal Services Agreement with the City of Imperial Beach, the District provides equipment for lifeguard services.

⁽²⁾ Partially grant funded.

Harbor Police Department

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime						
ADMINISTRATIVE SUPPORT		\$ 5,000		\$ 5,000		
DISPATCH		33,000		33,000		
DIVE TEAM		125,000		125,000		
LAW ENFORCEMENT OPERATIONS		200,000		200,000		
RECRUITING		7,500		7,500		
REIMBURSED EVENTS		73,400		73,400		
SPECIAL EVENTS		92,000		92,000		
SWORN MANDATORY STAFFING		300,000		400,000		
TRAINING DISPATCH		10,000		10,000		
TRAINING SWORN		485,000		485,000		
Total:	\$ 2,327,648	\$ 1,330,900	\$ 1,330,900	\$ 1,430,900	\$ 100,000	7.5%
SUBTOTAL: OVERTIME & TEMPS	\$ 2,327,648	\$ 1,330,900	\$ 1,330,900	\$ 1,430,900	\$ 100,000	7.5%
610100 Awards - Service						
AWARDS - SERVICE		\$ -		\$ 1,400		
Total:	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	N/A
610110 Books & Periodicals						
LEGAL MANUALS		\$ 1,400		\$ -		
POST ACADEMY TRAINING BOOKS		700		700		
STATE & FEDERAL CODE		4,000		6,500		
Total:	\$ 6,412	\$ 6,100	\$ 6,100	\$ 7,200	\$ 1,100	18.0%
610115 Employee Recognition						
EMPLOYEE RECOGNITION		\$ 6,100		\$ 6,100		
Total:	\$ 6,607	\$ 6,100	\$ 6,100	\$ 6,100	\$ -	0.0%
610120 Memberships & Dues						
MEMBERSHIPS & DUES		\$ 3,000		\$ 3,000		
Total:	\$ 3,229	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
610140 Seminars & Training						
ACADEMY (ENTRY LEVEL OFFICER)		\$ -		\$ 3,500		
CLERICAL SUPPORT TRAINING		-		2,500		
DISPATCH TRAINING COURSES		-		3,600		
DIVE TRAINING		-		2,500		
FIREARMS ARMORER & INSTRUCTOR		-		1,900		
RANGE USE FEES		6,000		7,000		
SEMINARS AND TRAINING		53,000		35,500		
TACTICAL TRAINING		-		2,500		
Total:	\$ 49,356	\$ 59,000	\$ 59,000	\$ 59,000	\$ -	0.0%

Harbor Police Department

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
610150 Tuition Reimbursement Program						
Total: \$	795	\$ -	\$ -	\$ -	\$ -	N/A
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT		\$ 18,000		\$ 18,000		
Total: \$	16,202	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	0.0%
615110 Travel						
COMMAND STAFF TRAVEL		\$ -		\$ 10,000		
DISPATCH TRAINING COURSES		-		2,000		
TRAINING RELATED TRAVEL		60,000		60,000		
Total: \$	81,920	\$ 60,000	\$ 60,000	\$ 72,000	\$ 12,000	20.0%
620100 Services - Professional & Other						
ALPHA PROJECT - HOMELESS OUTREACH		\$ 110,000		\$ 92,000		
COMPUTER SVCS-SUN, ARJIS, ETC		56,300		61,800		
DIVE PHYSICALS		11,300		11,300		
EXTERIOR PAINT FOR HPD HQ BUILDING		-		50,000		
FINGERPRINT CHECKS-EMPLOYMENT		2,000		5,000		
HEARING CONSERVATION		3,100		3,100		
HPD HQ ANNEX BUILDING IMPROVEMENTS		-		50,000		
MEDICAL EXAMS (SART)		3,000		3,000		
NEVP SECURITY		175,000		165,000		
PROFESSIONAL SERVICES		27,000		31,000		
RECRUITING		-		20,000		
RESPIRATOR PHYSICALS		7,200		7,200		
SHERIFF'S DEPT. PROPERTY RETEN		3,000		3,000		
TB SCREENING		5,700		5,700		
VESSEL TOWING SERVICES		20,000		20,000		
VETERINARIAN SERVICES		5,000		5,000		
Total: \$	311,253	\$ 428,600	\$ 428,600	\$ 533,100	\$ 104,500	24.4%
630110 Equipment & Systems						
AEDS		\$ 2,000		\$ 2,500		
AUTOMATED HANDHELD TICKET WRITERS		-		22,000		
COMPUTER HARDWARE		36,000		53,000		
DISPATCH EQUIPMENT		1,100		11,600		
DIVE TEAM EQUIPMENT		27,200		38,000		
EQPT FOR IMP BEACH (NON CAPITAL)		46,000		31,000		
FURNITURE		5,400		5,400		
MARTAC EQUIPMENT - MISC		-		78,200		
MOBILE ARMORED SHIELDS		-		17,200		
OFFICE EQUIPMENT		1,500		1,500		
P25 COMPLIANT MOBILE RADIOS		-		24,000		
POLICE EQUIPMENT		19,900		18,000		
POWER SOURCES (BATTERIES, UPS)		2,000		2,000		
RSVP PROGRAM		800		800		

Harbor Police Department

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SITUATIONAL AWARENESS SOFTWARE		-		150,000		
STALKER RADAR (VEHICLE MOUNTED)		-		4,800		
TRAFFIC TEAM EQUIPMENT		2,200		-		
VESSELS/FIRE		26,200		17,000		
WEAPONS TRAINING UNIT EQPT		500		800		
Total:	\$ 184,582	\$ 170,800	\$ 170,800	\$ 477,800	\$ 307,000	179.7%
630120 Equipment Rental/Leasing						
JULY 4TH EQUIPMENT		\$ 2,200		\$ 2,200		
TRAILERS		32,000		21,300		
Total:	\$ 37,861	\$ 34,200	\$ 34,200	\$ 23,500	\$ (10,700)	-31.3%
630130 Office & Operating Supplies						
OFFICE SUPPLIES		\$ 13,000		\$ 13,000		
OPERATING SUPPLIES		32,600		34,500		
PRINTING		13,300		9,500		
Total:	\$ 63,341	\$ 58,900	\$ 58,900	\$ 57,000	\$ (1,900)	-3.2%
630140 Postage & Shipping						
POSTAGE & SHIPPING		\$ 7,000		\$ 7,000		
Total:	\$ 9,583	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
630150 Safety Equipment & Supplies						
AMMUNITION - .223		\$ 13,000		\$ 6,500		
AMMUNITION - .40		24,000		20,600		
AMMUNITION - .45 AND 9MM		7,300		8,900		
AMMUNITION - 12 GA. BUCKSHOT		3,200		3,000		
AMMUNITION - LESS LETHAL		-		14,000		
CHEMICAL GAS DEPLOYMENT GEAR		-		4,600		
CSO SAFETY EQUIPMENT		3,100		6,500		
ELECTRONIC NC HEARING PROTECTION		-		6,000		
FIRE BOOTS FOR INSTRUCTORS		-		3,100		
FIRE HELMET NAME FRONT NAMEPLATES		-		6,000		
FIRE TURNOUT GEAR		15,500		34,800		
FIRST AID SUPPLIES		1,500		1,500		
FORCE TACTICS UNIT EQUIPMENT		500		500		
GAS MASKS (PERSONAL AIR PURIFYING)		-		7,000		
PROTECTIVE VESTS		46,000		41,000		
RAIN GEAR		2,000		2,000		
RED DOT RIFLE OPTICS (AIMPOINT/MAGP		-		28,300		
SAFETY SHOES (PER MOU)		200		400		
TASER EQUIPMENT & REPLACEMENT		48,100		36,000		
WEAPONS/PARTS		4,600		3,600		
Total:	\$ 213,317	\$ 169,000	\$ 169,000	\$ 234,300	\$ 65,300	38.6%
630170 Fuel & Lubricants						
Total:	\$ 294	\$ -	\$ -	\$ -	\$ -	N/A

Harbor Police Department

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630200 Uniforms						
BADGES, PINS, PATCHES		\$ 5,900		\$ 5,900		
REPLACE DAMAGED UNIFORM ITEMS		1,000		1,000		
UNIFORM FOR RSVPS		1,500		1,500		
UNIFORM SHIRTS FOR RECORDS		-		1,000		
UNIFORMS - COMMUNITY SERV OFFICERS		5,800		5,800		
UNIFORMS - DISPATCH (PER MOU)		5,600		6,000		
UNIFORMS - SWORN (PER MOU)		198,000		198,000		
UNIFORMS FOR HONOR GUARD		800		800		
Total:	\$ 216,651	\$ 218,600	\$ 218,600	\$ 220,000	\$ 1,400	0.6%
640100 Space Rental						
SPACE RENTAL		\$ 3,100		\$ 3,100		
Total:	\$ 3,560	\$ 3,100	\$ 3,100	\$ 3,100	\$ -	0.0%
640110 Telephone & Communications						
3CS DATA LINES		\$ 7,500		\$ 7,500		
CDPD LINES (WIRELESS CONNECT)		30,000		30,000		
CELLULAR SERVICE		15,300		17,000		
DIRECTV MONTHLY SERVICE		2,000		2,000		
MOBILE LOCK SERVICES		1,000		1,000		
RCS RADIO FEES		75,600		77,000		
SATELLITE PHONES		8,000		8,000		
TELEPHONE EQUIPMENT		5,000		5,000		
TELEPHONE SERVICE		180,000		190,500		
Total:	\$ 302,779	\$ 324,400	\$ 324,400	\$ 338,000	\$ 13,600	4.2%
650120 Equipment Maintenance - Supplies						
Total:	\$ 564	\$ -	\$ -	\$ -	\$ -	N/A
650130 Equipment Maintenance - Outside Services						
DIVE TEAM EQUIPMENT		\$ 10,000		\$ 12,000		
FIRE EQUIPMENT		32,200		30,800		
GEN EQPT MAINTENANCE		3,000		3,000		
MAINT CAR/VESSEL AUDIO/VIDEO SYSTEM		15,000		15,000		
MAINTENANCE CONTRACTS & EQUIP		46,000		48,000		
TRAFFIC SIGNS MAINT & REPAIRS		2,500		2,500		
Total:	\$ 91,157	\$ 108,700	\$ 108,700	\$ 111,300	\$ 2,600	2.4%
650140 Software Maintenance						
DISPATCH PACKET CLUSTER LICENS		\$ 15,000		\$ 15,000		
LOGISYS CONTRACT		59,300		48,500		
NETRMS ANNUAL FEES		1,800		1,800		
Total:	\$ 73,359	\$ 76,100	\$ 76,100	\$ 65,300	\$ (10,800)	-14.2%

Harbor Police Department

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
660110 Promotional Services						
PROMO SERVICES, GENERAL		\$ 600		\$ 600		
RECRUITING ACTIVITIES		200		1,800		
RSVP APPRECIATION		500		500		
Total: \$	3,084	\$ 1,300	\$ 1,300	\$ 2,900	\$ 1,600	123.1%
660120 Promotional Materials						
PROMOTIONAL & RECRUITING SUPPL		\$ 1,000		\$ 6,100		
Total: \$	5,441	\$ 1,000	\$ 1,000	\$ 6,100	\$ 5,100	510.0%
660136 Grant Funded Expenditures						
EQUIPMENT - SHSGP		\$ 19,000		\$ -		
FUEL-OPERATION STONEGARDEN		30,000		28,000		
SDCLEF GRANT		2,500		2,500		
TSA - SUPPLIES		2,500		2,500		
VESSEL MAINTENANCE (STONEGARDEN)		-		10,000		
Total: \$	115,817	\$ 54,000	\$ 54,000	\$ 43,000	\$ (11,000)	-20.4%
680100 Seized Asset/Forfeitures - Harbor Police						
Total: \$	213,048	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 2,010,213	\$ 1,807,900	\$ 1,807,900	\$ 2,289,100	\$ 481,200	26.6%
GRAND TOTAL: \$	4,337,861	\$ 3,138,800	\$ 3,138,800	\$ 3,720,000	\$ 581,200	18.5%

Human Resources

Mission Statement

The Human Resources department serves as a strategic partner with management in supporting the roles of the organization. The Department takes a leadership role in creating a work environment of high productivity, continuous improvement, organizational renewal, and exceptional customer service.

Human Resources acts as a catalyst, enabling all employees to contribute towards the success of the District. Success is earning the satisfaction of our customers, the respect and trust of those who govern us, support us, do business with us, and pride from our employees.

Vision Statement

To be recognized as world class leaders in applying human resources best practices and innovations to make the District an employer of choice.

Objectives

- Create and sustain positive relationships with stakeholders and the community at large
- Support other District departments in running their business
- Maintain the District's financial stability
- Participate visibly and collaboratively with communities in the region
- Deliver customer-focused services in an effective, timely, and courteous manner
- Recruit, retain, and develop a highly skilled, diverse workforce
- Reinforce a safe, open, and secure work environment for District employees
- Retain intellectual assets and corporate knowledge of the District
- Assist in safeguarding District's assets, including the employees
- Continuously evaluate and improve business systems and processes
- Track and implement new trends in the industry
- Focus on operational excellence
- Support management to implement improvements

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

HR Operations

- Recruiting
- Desk audits
- Investigations
- Personnel file management
- Manage the progressive discipline process
- Performance management
- Employee appreciation programs
- Salary Ordinance maintenance
- District classification system maintenance
- Regulatory/human resources related training

Human Resources

Labor Relations

- Coordinate/facilitate labor and management collaboration opportunities
- Maintain and enforce personnel rules and regulations
- Maintain memorandum of understanding with unions
- Conduct labor negotiations

Benefits Management

- Overall administration for all employee benefits
- Wellness program
- Deferred compensation
- Tuition reimbursement
- Retiree interface
- Open enrollment
- COBRA administration
- Fit-for-duty management
- Americans with Disabilities Act (ADA) compliance
- Leave administration
- Retirement

Equal Opportunity

- Employment
- ADA Compliance
- Contracting
- Labor Compliance

The Human Resources department currently has 11 regular positions.

Human Resources

Reclass: 1 Benefits Analyst to Senior Benefits & Compensation Analyst

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Benefits Analyst	1	0
Director, Human Resources	1	1
Equal Opportunity Technician	1	1
Executive Assistant I (Unclassified)	1	1
Human Resources Analyst	2	2
Human Resources Technician	3	3
Manager, Equal Opportunity	1	1
Senior Benefits & Compensation Analyst	0	1
Senior Human Resources Analyst	1	1
TOTAL	11	11

INTERN / STUDENT WORKER POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Student Worker (Summer Program)	20	30
Intern	3	1
TOTAL	23	31

Human Resources

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 2,585,717	\$ 2,570,800	\$ 1,506,300	\$ (1,064,500)	-41.4%
Non-Personnel Expense	3,759,290	4,402,700	4,111,500	(291,200)	-6.6%
Total Direct Expense	\$ 6,345,007	\$ 6,973,500	\$ 5,617,800	\$ (1,355,700)	-19.4%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 6,345,007	\$ 6,973,500	\$ 5,617,800	\$ (1,355,700)	-19.4%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,371,813	\$ 1,489,500	\$ 979,900	\$ (509,600)	-34.2%
Overtime	2,401	3,000	4,000	1,000	33.3%
Burden	957,346	903,000	416,200	(486,800)	-53.9%
OPEB Annual Expense	169,533	175,300	101,200	(74,100)	-42.3%
Temporary Personnel	84,625	-	5,000	5,000	-
TOTAL PERSONNEL EXPENSE	\$ 2,585,717	\$ 2,570,800	\$ 1,506,300	\$ (1,064,500)	-41.4%

Human Resources

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 3,000		\$ 4,000		
Total: \$	2,401	\$ 3,000	\$ 3,000	\$ 4,000	\$ 1,000	33.3%
600120 Temporary Personnel TEMP		\$ -		\$ 5,000		
Total: \$	84,625	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 87,026	\$ 3,000	\$ 3,000	\$ 9,000	\$ 6,000	200.0%
610100 Awards - Service CERTIFICATES		\$ 1,100		\$ 1,100		
Total: \$	-	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	0.0%
610110 Books & Periodicals HR - PUBLICATIONS		\$ 2,200		\$ 2,200		
Total: \$	1,497	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
610115 Employee Recognition DIST EMPLOYEE RECOGNITION HR - EMPLOYEE RECOGNITION		\$ 40,000 2,400		\$ 40,000 500		
Total: \$	3,869	\$ 42,400	\$ 42,400	\$ 40,500	\$ (1,900)	-4.5%
610120 Memberships & Dues HR/EOM RELATED OD&L		\$ 3,000 600		\$ 3,600 -		
Total: \$	2,149	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%
610125 Health and Wellness HEALTH & WELLNESS PROGRAMS		\$ 1,500		\$ 1,500		
Total: \$	5,762	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
610130 Recruiting RECRUITING		\$ 50,000		\$ 50,000		
Total: \$	104,513	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
610140 Seminars & Training HR - DISTRICT TRAINING OD&L - PORT LEARNING CENTER OD&L RELATED TRAINING - INVESTIGATION METHODS		\$ 10,000 13,200 2,000 -		\$ 10,000 - - 84,000		
Total: \$	49,347	\$ 25,200	\$ 25,200	\$ 94,000	\$ 68,800	273.0%

Human Resources

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
610150 Tuition Reimbursement Program TUITION		\$ 60,000		\$ 60,000		
Total: \$	49,372	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 2,400		\$ 2,400		
Total: \$	875	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.0%
615110 Travel TRAVEL		\$ 28,600		\$ 3,000		
Total: \$	5,848	\$ 28,600	\$ 28,600	\$ 3,000	\$ (25,600)	-89.5%
620100 Services - Professional & Other 401(A) & 457 PASSIVE TRUSTEE		\$ 1,000		\$ 1,000		
ASSESSMENT SERVICES		1,000		1,000		
COMPENSATION & BENEFIT SURVEY		100,000		-		
CONSULTANTS - DISTRICT		20,000		20,000		
CONSULTANTS - INVESTIGATIVE SEVC		-		25,000		
CONSULTANTS - PERSONNEL RULES		-		10,000		
EXECUTIVE MEDICALS		21,900		21,900		
FLEX PLAN		14,500		18,600		
OD&L CONSULTANTS		65,600		-		
PAB HEARINGS		3,000		3,000		
PHYSICALS/TESTS		3,000		3,000		
PRE.EMPLOY. MEDS: GS (GRP II)		2,000		2,000		
RETURN TO WORK MEDICALS		1,500		1,500		
Total: \$	95,767	\$ 233,500	\$ 233,500	\$ 107,000	\$ (126,500)	-54.2%
630110 Equipment & Systems FURNITURE		\$ 7,500		\$ 5,000		
MISC. - EQUIPMENT		1,500		1,500		
Total: \$	20,617	\$ 9,000	\$ 9,000	\$ 6,500	\$ (2,500)	-27.8%
630130 Office & Operating Supplies GENERAL OFFICE SUPPLIES		\$ 13,000		\$ 13,000		
OD&L OFFICE SUPPLIES		2,000		-		
Total: \$	12,533	\$ 15,000	\$ 15,000	\$ 13,000	\$ (2,000)	-13.3%
630140 Postage & Shipping POSTAGE		\$ 3,200		\$ 3,200		
Total: \$	2,533	\$ 3,200	\$ 3,200	\$ 3,200	\$ -	0.0%
630150 Safety Equipment & Supplies SAFETY- ERGONOMICS EQUIP		\$ 1,000		\$ 1,000		
Total: \$	-	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%

Human Resources

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
650120 Equipment Maintenance-Supplies EQUIPMENT SUPPLIES		\$ 1,800		\$ 1,800		
Total: \$	-	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
660100 Advertising ADVERTISEMENTS/MEDIA		\$ 12,000		\$ 12,000		
Total: \$	8,698	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
660110 Promotional Services EMPLOYEE EVENT(S) EOM RELATED JOB FAIRS - OUTREACH INITIATIVE MEALS (EXTERNAL PARTICIPANTS) MISCELLANEOUS - DISTRICT RETIREMENT GIFTS/SENDOFF TRAINING ACCOMMODATIONS UNITED WAY		\$ 10,000 7,000 5,000 2,000 1,000 2,000 - 2,000		\$ 10,000 7,000 5,000 2,000 1,000 5,000 8,000 2,000		
Total: \$	18,411	\$ 29,000	\$ 29,000	\$ 40,000	\$ 11,000	37.9%
660120 Promotional Materials PROMOTIONAL MATERIALS		\$ 2,500		\$ 2,500		
Total: \$	1,386	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
670150 Retiree Health Benefits (Paid) RETIREE HEALTH BENEFITS		\$ 3,593,700		\$ 3,396,200		
Total: \$	3,126,083	\$ 3,593,700	\$ 3,593,700	\$ 3,396,200	\$ (197,500)	-5.5%
670155 Preservation of Benefits Plan (POB) PRESERVATION OF BENEFITS PLAN		\$ 285,000		\$ 270,000		
Total: \$	250,000	\$ 285,000	\$ 285,000	\$ 270,000	\$ (15,000)	-5.3%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 3,759,290	\$ 4,402,700	\$ 4,402,700	\$ 4,111,500	\$ (291,200)	-6.6%
GRAND TOTAL: \$	3,846,316	\$ 4,405,700	\$ 4,405,700	\$ 4,120,500	\$ (285,200)	-6.5%

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Maritime

Mission Statement

To strengthen our region through growth of cargo, cruise, and maritime industrial business lines, while ensuring a clean, safe, and secure environment.

Strategies

- Increase cruise, shipbuilding/maritime industry, and cargo business with a focus on current business retention/growth and new business development
- Upgrade infrastructure, equipment, and facilities for a modern, efficient, and safe working port
- Practice environmentally smart and efficient goods movement
- Foster the economic growth and retention of shipbuilding and repair

Vision Statement

Keeping our region strong through maritime transportation.

Objectives

Below objectives support ELG Strategic Goal – Critical Success Factor #14, titled Tenth Avenue Marine Terminal and Cruise Optimization Plans.

Department-Wide

- Maintain the District's financial stability
- Have a positive economic impact on the region
- Enhance the regional movement of goods
- Preserve and enhance industrial uses and activities
- Encourage an organizational culture of learning and growth

Maritime Business Retention Group and New Business Development Group

- Retain and expand critical customer accounts
- Pursue new business opportunities in the shipbuilding industry, cargo, and cruise markets
- Develop and maintain regional cargo transportation infrastructure to support businesses and economic activities
- Raise public and industry awareness of the benefits of maritime business
- Diversify the District's revenue base

Maritime Operations Group

- Develop partnerships with customers and District tenants
- Deliver customer-focused services in an effective, timely, and courteous manner
- Create and sustain positive relationships with stakeholders and the community at large
- Participate visibly and collaboratively with communities in the region
- Proactively promote innovative programs to address specific environmental issues
- Facilitate, develop, and maintain District infrastructure to support businesses and economic activities
- Increase the capacity and volume of cruise ship and cargo business
- Reinforce a regional coordinated security and public safety program for all District operations, assets, and information exchange
- Continuously evaluate and improve business systems and processes
- Retain the intellectual assets and corporate knowledge of the District

Maritime

- Recruit and retain a highly skilled, diverse workforce

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

Maritime Business Retention Group and New Business Development Group

- Generate cargo and cruise business; negotiate and close deals
- Build and maintain relationships with decision-makers and industry experts
- Develop and maintain contacts with cargo and transportation interests
- Have constant market presence
- Conduct and apply relevant market research and analysis
- Jointly market facilities and services with District tenants

Maritime Operations

- Manage cargo terminals
- Manage cruise terminals
- Assist customers with competitive advantage issues and facilitate necessary services (labor, U.S. Customs inspection, stevedoring, tug services, pilot services, etc.)
- Manage commercial and recreational piers, wharves, and docks
- Manage commercial fishing vessel slips
- Ensure maritime transportation security
- Maintain military strategic seaport facilities

Maritime properties are managed by Real Estate Development department in FY 16/17.

The Maritime department currently has 24 regular positions.

Maritime

Reclass: 1 Manager, Maritime Commercial Trade and Properties to Principal, Maritime Business Retention

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Director, Maritime	1	1
Executive Assistant I (Classified)	1	1
Management Analyst	1	1
Manager, Maritime Commercial Trade and Properties	1	0
Manager, Maritime Operations	1	1
Manager, Maritime Trade Development	1	1
Marine Terminal Supervisor	3	3
Principal, Maritime Business Retention	0	1
Program Manager	1	1
Senior Management Analyst	1	1
Senior Trade Account Representative	1	1
Staff Assistant II	1	1
Wharfinger	11	11
TOTAL	24	24

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Principal, Maritime Business Development	1	1
TOTAL	1	1

Maritime

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 4,660,839	\$ 4,558,700	\$ 3,941,400	\$ (617,300)	-13.5%
Non-Personnel Expense	6,739,380	6,626,600	7,175,100	548,500	8.3%
Total Direct Expense	\$ 11,400,219	\$ 11,185,300	\$ 11,116,500	\$ (68,800)	-0.6%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	40,334	58,000	318,300	260,300	448.8%
TOTAL DEPARTMENTAL EXPENSE	\$ 11,440,553	\$ 11,243,300	\$ 11,434,800	\$ 191,500	1.7%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 2,672,136	\$ 2,714,000	\$ 2,307,600	\$ (406,400)	-15.0%
Overtime	16,211	28,800	28,000	(800)	-2.8%
Burden	1,654,135	1,533,500	1,375,900	(157,600)	-10.3%
OPEB Annual Expense	318,356	282,400	229,900	(52,500)	-18.6%
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 4,660,839	\$ 4,558,700	\$ 3,941,400	\$ (617,300)	-13.5%

Maritime

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
6' x 20' YOKOHAMA FENDERS	10	21,000	\$ 210,000
YODOCKS FOR CRUISE SHIP TERMINAL	1	108,300	108,300
TOTAL	11		\$ 318,300

Maritime

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime						
MO - WHARFINGERS, MARINE TERM		\$ 28,800		\$ 28,000		
Total: \$	16,211	\$ 28,800	\$ 28,800	\$ 28,000	\$ (800)	-2.8%
SUBTOTAL: OVERTIME & TEMPS	\$ 16,211	\$ 28,800	\$ 28,800	\$ 28,000	\$ (800)	-2.8%
610110 Books & Periodicals						
MARITIME/INDUSTRY PERIODICALS		\$ 2,800		\$ 2,800		
Total: \$	319	\$ 2,800	\$ 2,800	\$ 2,800	\$ -	0.0%
610115 Employee Recognition						
OPS & TRADE		\$ 900		\$ 900		
Total: \$	1,047	\$ 900	\$ 900	\$ 900	\$ -	0.0%
610120 Memberships & Dues						
MEMBERSHIP & DUES		\$ 50,400		\$ 43,200		
Total: \$	49,601	\$ 50,400	\$ 50,400	\$ 43,200	\$ (7,200)	-14.3%
610140 Seminars & Training						
LEADERSHIP PROGRAM		\$ 4,000		\$ -		
PROFESSIONAL DEVELOPMENT		15,100		13,600		
SALES TRAINING		3,400		3,400		
TRAINING PROGRAMS		11,500		8,500		
Total: \$	11,691	\$ 34,000	\$ 34,000	\$ 25,500	\$ (8,500)	-25.0%
615100 Mileage Reimbursement						
MILEAGE		\$ 5,500		\$ 8,000		
Total: \$	5,336	\$ 5,500	\$ 5,500	\$ 8,000	\$ 2,500	45.5%
615110 Travel						
BROOKING EXPORT INITIATIVE MISSION		\$ 5,000		\$ -		
CLIA LEADERSHIP FORUM CONF		5,000		5,000		
CRUISE 3SIXTY CONFERENCE		7,000		7,000		
CRUISE SHIPPING MIAMI CONF		11,200		11,200		
DOMESTIC SALES TRIPS / CONF		30,000		41,000		
FL CARRIBEAN CRUISE ASSN CONF		9,000		9,000		
INTL SALES TRIPS - ASIA		22,500		22,500		
INTL SALES TRIPS - OTHER		22,000		64,000		
NORTHWEST & CANADA CRUISE CONF		5,000		5,000		
PROFESSIONAL DEVELOPMENT		13,900		12,500		
TRADE MISSIONS - ASIA		-		24,700		
TRADE MISSIONS - EUROPE		24,700		-		
TRADE MISSIONS - HAWAII		5,000		-		
TRADE MISSIONS - SOUTH AMERICA		18,000		-		
Total: \$	88,885	\$ 178,300	\$ 178,300	\$ 201,900	\$ 23,600	13.2%

Maritime

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
620100 Services - Professional & Other						
CARGO BROKER		\$ 60,000		\$ 120,000		
CCTV WATCHSTANDER		260,000		-		
CONSULTING SERVICES		300,000		250,000		
FACILITY SEC PLAN AUDITS		18,500		23,600		
INT'L SALES TRIP/TRADE MISSION		25,000		25,000		
MOTEMS - DOCUMENTATION OF OIL TRANS		83,000		90,000		
PARTNER AGENCIES AGREEMENTS		-		75,000		
PROFESSIONAL SERVICES		12,000		12,000		
SD REGIONAL ECON DEV CORP/WTC		105,000		-		
SECURITY SVCS - CARGO TERMINAL		405,900		-		
SECURITY SVCS - CRUISE/EVENTS		785,000		-		
TAMT SECURITY PLAN UPDATE		30,000		32,400		
TARIFF PEER REVIEW (PHASE II)		9,500		-		
Total:	\$ 2,176,256	\$ 2,093,900	\$ 643,000	\$ 628,000	\$ (15,000)	-2.3%
620125 Services - Security						
BOARD MEETING SECURITY		\$ -		\$ 2,600		
CCTV WATCHSTANDER		-		270,000		
CRUISE SECURITY SCREENING		-		1,065,500		
PORT PAVILION SPECIAL EVENT SECURIT		-		31,200		
TAMT MAIN/BACK GATE SECURITY		-		480,000		
Total:	\$ -	\$ -	\$ 1,450,900	\$ 1,849,300	\$ 398,400	27.5%
620130 Services - Operator Retention						
PASHA		\$ 3,038,000		\$ 3,185,600		
Total:	\$ 3,188,090	\$ 3,038,000	\$ 3,038,000	\$ 3,185,600	\$ 147,600	4.9%
630110 Equipment & Systems						
CARGO/CRUISE TERMINAL EQUIPMT		160,000		138,000		
Total:	\$ 4,226	\$ 160,000	\$ 160,000	\$ 138,000	\$ (22,000)	-13.8%
630120 Equipment Rental/Leasing						
CRUISE EQUIPMT/TENT RENTAL		\$ 24,000		\$ 10,000		
LIGHTS RENTAL - TAMT T/S 1 DEMO		6,000		6,000		
MO - WATER DISP/COOLERS		1,800		1,800		
SECURITY/STAFF OFFICE TRAILERS		2,500		2,500		
TEMPORARY FENCE RENTAL (CSF)		1,400		-		
TENANT OFFICE TRAILER (METRO)		2,000		2,000		
Total:	\$ 8,936	\$ 37,700	\$ 37,700	\$ 22,300	\$ (15,400)	-40.8%
630130 Office & Operating Supplies						
MO - SUPPLIES FOR 3 TERMINALS		\$ 17,200		\$ 17,200		
TWIC CARDS NEW/REPLACE		3,900		2,100		
Total:	\$ 15,140	\$ 21,100	\$ 21,100	\$ 19,300	\$ (1,800)	-8.5%

Maritime

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630140 Postage & Shipping						
FEDEX (INT'L)		\$ 1,000		\$ 1,000		
POSTAGE		1,500		1,500		
Total:	\$ 692	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
630150 Safety Equipment & Supplies						
TERMINAL SAFETY EQUIPMENT		\$ 2,100		\$ 2,100		
WHARFINGER SAFETY SUPPLIES		7,000		7,000		
Total:	\$ 2,071	\$ 9,100	\$ 9,100	\$ 9,100	\$ -	0.0%
640100 Space Rental						
CALIF SLC RENT, MOORING AREAS		\$ 20,000		\$ 20,000		
CRUISE PERSONNEL PARKING		75,000		75,000		
HS - CORONADO HOA LEASE		7,200		7,200		
HS ONE AMERICA PLAZA LEASE		40,000		41,600		
Total:	\$ 70,308	\$ 142,200	\$ 142,200	\$ 143,800	\$ 1,600	1.1%
640130 Utilities-Water						
TERMINALS WATER METER/HYDRANT		\$ 1,000		\$ 1,000		
Total:	\$ 1,375	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
640150 Facility Management Services						
B ST PIER PUBLIC PARKING LOT		\$ 35,700		\$ -		
NATIONAL DISTRIBUTION CENTER		344,000		433,000		
Total:	\$ 754,112	\$ 379,700	\$ 379,700	\$ 433,000	\$ 53,300	14.0%
650100 Facilities Maintenance-Supplies						
CARGO/CRUISE TERMINALS		\$ 5,000		\$ 5,000		
Total:	\$ 1,652	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
650110 Facilities Maintenance-Outside Services						
GRAVEL - TAMT FRONT DIRT LOT		\$ 3,300		\$ 5,000		
JANITORIAL - B ST & BDWY TERMINALS		119,300		150,000		
K-RAIL		2,800		3,000		
TAMT DELINEATORS		-		900		
TAMT SIGNAGE		-		1,000		
Total:	\$ 88,752	\$ 125,400	\$ 125,400	\$ 159,900	\$ 34,500	27.5%
650130 Equipment Maintenance-Outside Services						
OFFICE EQUIPMENT		\$ 10,600		\$ 10,600		
SHOREPOWER SYSTEMS - CST & TAMT		287,900		220,000		
Total:	\$ 219,706	\$ 298,500	\$ 298,500	\$ 230,600	\$ (67,900)	-22.7%

Maritime

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 14/15	FY 15/16	FY 15/16	FY 16/17	dollars	pct
660110 Promotional Services						
BREKBUK CONF - US & INTL		\$ 3,400		\$ 3,400		
CRUISE SEASON KICK OFF MTG		500		500		
CRUISE SHIPPING MIAMI CONF		1,000		1,000		
CRUISE TRADE SHOWS		6,500		6,500		
DOMESTIC & INTL PROMOTIONS		10,000		10,000		
INDUSTRY / TRADE CONF - U.S. & INTL		6,000		6,000		
INDUSTRY EVENT SPONSORSHIPS		10,000		10,000		
INTERNATIONAL SALES CALLS		1,000		1,000		
MARITIME RETREAT		1,200		2,000		
OPERATION CUSTOMER MTGS		1,000		9,000		
TAMT REDEVELOPMENT PLAN ROADSHOW		-		15,000		
Total: \$	50,847	\$ 40,600	\$ 40,600	\$ 64,400	\$ 23,800	58.6%
660120 Promotional Materials						
Total: \$	39	\$ -	\$ -	\$ -	\$ -	N/A
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE		\$ -		\$ 300		
Total: \$	302	\$ -	\$ -	\$ 300	\$ 300	N/A
670190 Other Miscellaneous Operating Expenses						
CRUISE TERMINALS - CITY POLICE		\$ -		\$ 700		
Total: \$	(1)	\$ -	\$ -	\$ 700	\$ 700	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 6,739,380	\$ 6,626,600	\$ 6,626,600	\$ 7,175,100	\$ 548,500	8.3%
GRAND TOTAL: \$	6,755,591	\$ 6,655,400	\$ 6,655,400	\$ 7,203,100	\$ 547,700	8.2%

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Marketing & Communications

Mission Statement

To effectively and consistently tell the District's story, building awareness and understanding among internal and external stakeholders of this agency by providing integrated marketing, communications, and event services.

Vision Statement

To be recognized far and wide as the steward of excellence of San Diego Bay, a champion of the maritime industry, and a mecca for real estate development.

Objectives

Below objectives support ELG Strategic Goal – Critical Success Factor #13, titled Comprehensive Rebranding Program.

- Create and sustain positive relationships with stakeholder and the community at large by educating and informing the public and others in a timely way on District and related issues
- Develop comprehensive marketing campaigns to support business development within the District's primary lines of business including maritime, real estate, and tourism
- Raise awareness of the District, its business lines, activities, and regional value
- Utilize positive relationships with the media to keep the public informed of major initiatives
- Provide effective community outreach to encourage public participation among local stakeholders
- Attract visitors and residents to enjoy tidelands as a public amenity through opportunities for access, public recreation, activation efforts, special events, cultural enrichment activities, and community organized event sponsorships
- Support activities that generate promotional and economic benefit through marketing sponsorships and signature events

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Brand management including corporate identity and promotion of overall district awareness among a wide range of stakeholders locally, regionally, nationally, and internationally
- Strategic planning including individual campaign planning, key message development, news and social media monitoring, operational alignment, partnership marketing, positioning strategy, target audience development, and web and social media analytics
- Marketing and advertising including brand alignment and implementation, campaign concept development, copywriting, creative direction, media planning and buying, rate research and negotiations, promotion planning, and sponsorship execution
- Public relations including media relations, advertorials, editorials, fact sheets, staff interview preparation, interviews, media advisories, newsletters, press inquiry responses, press releases, post event releases, social media posting, speaking points, and story pitching
- Community outreach including booth set-up and coordination, delegate visits, e-mail blasts, presentations, speakers bureau, sponsorship of community events, stakeholder facilitation, surveys, tours, town halls, volunteer coordination, workshops and protocol office table sponsorship, and participation
- Internal communications including documentary videos, employee event promotion, employee recognition support, information distribution, employee newsletter, proclamations, and service awards
- Event production including catering, entertainment, equipment rentals, grand openings, groundbreaking ceremonies, logistics planning, program planning, ribbon cuttings, and commissioner/VIP participation

Marketing & Communications

- Creative and multi-media production services including annual reports, banners, broadcast video spots, brochures, digital ads/rotating banners, direct marketing pieces, in-app advertising, infographics, inserts, invitations, live video streaming, presentations/slideshows, photo album layout, photography, print ads, program creation, promotional item layout, promotional video, radio spot scripts, signage, social media albums, social media cover photos and memes, and website creation and maintenance
- Event facility and open space use including major event synchronization/outreach, sponsorship of signature events, permitting and logistical arrangements, park/event venue management, temporary commercial activity permits, and filming permits

The Marketing & Communications department currently has 17 regular positions.

Marketing & Communications

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	2	2
Assistant Vice President	1	1
Director, Marketing & Communications	1	1
Executive Assistant I (Classified)	1	1
Manager, Business Dev & Recreation Svcs	1	1
Manager, Marketing & Communications	1	1
Marketing/Public Relations Representative	4	4
Multi-Media Specialist	2	2
Principal Marketing/Public Relations Representative	2	2
Senior Web Developer	1	1
Special Events Associate	1	1
TOTAL	17	17

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	1	1
TOTAL	1	1

Marketing & Communications

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 2,173,685	\$ 2,295,200	\$ 2,191,900	\$ (103,300)	-4.5%
Non-Personnel Expense	1,788,699	1,765,000	2,062,000	297,000	16.8%
Total Direct Expense	\$ 3,962,384	\$ 4,060,200	\$ 4,253,900	\$ 193,700	4.8%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 3,962,384	\$ 4,060,200	\$ 4,253,900	\$ 193,700	4.8%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,239,169	\$ 1,398,400	\$ 1,397,400	\$ (1,000)	-0.1%
Overtime	3,037	1,000	1,000	-	0.0%
Burden	740,378	710,300	613,000	(97,300)	-13.7%
OPEB Annual Expense	164,513	165,500	160,500	(5,000)	-3.0%
Temporary Personnel	26,588	20,000	20,000	-	0.0%
TOTAL PERSONNEL EXPENSE	\$ 2,173,685	\$ 2,295,200	\$ 2,191,900	\$ (103,300)	-4.5%

Marketing & Communications

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 1,000		\$ 1,000		
Total:	\$ 3,037	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
600120 Temporary Personnel TEMPORARY PERSONNEL		\$ 20,000		\$ 20,000		
Total:	\$ 26,588	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
SUBTOTAL: OVERTIME & TEMPS	\$ 29,625	\$ 21,000	\$ 21,000	\$ 21,000	\$ -	0.0%
610110 Books & Periodicals PROF & MEDIA PUBLICATIONS		\$ 1,000		\$ 1,000		
Total:	\$ 838	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 1,000		\$ 1,500		
Total:	\$ 1,414	\$ 1,000	\$ 1,000	\$ 1,500	\$ 500	50.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 7,600		\$ 7,500		
Total:	\$ 44,855	\$ 7,600	\$ 7,600	\$ 7,500	\$ (100)	-1.3%
610140 Seminars & Training SEMINARS & TRAINING		\$ 8,400		\$ 8,000		
Total:	\$ 7,833	\$ 8,400	\$ 8,400	\$ 8,000	\$ (400)	-4.8%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 7,500		\$ 4,000		
Total:	\$ 3,923	\$ 7,500	\$ 7,500	\$ 4,000	\$ (3,500)	-46.7%
615110 Travel TECHNICAL/TRNG/PROFESSIONAL		\$ 21,500		\$ 12,000		
Total:	\$ 13,876	\$ 21,500	\$ 21,500	\$ 12,000	\$ (9,500)	-44.2%
620100 Services - Professional & Other BROCHURE DISTRIBUTION		\$ 14,000		\$ -		
ECONOMIC IMPACT REPORT		60,000		80,000		
MARKETING PLAN		-		200,000		
PHOTOS, PRINTS, & DISPLAYS		40,000		42,000		
SERVICE CONTRACTS		130,000		130,000		
STRATEGIC PLANNING		100,000		100,000		
Total:	\$ 321,366	\$ 344,000	\$ 344,000	\$ 552,000	\$ 208,000	60.5%

Marketing & Communications

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630110 Equipment & Systems						
Total:	\$ 348	\$ -	\$ -	\$ -	\$ -	N/A
630120 Equipment Rental/Leasing SPECIAL EVENT RENTALS		\$ 40,000		\$ 40,000		
Total:	\$ 29,020	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
630130 Office & Operating Supplies OFFICE & GRAPHIC ART SUPPLIES		\$ 11,000		\$ 9,000		
Total:	\$ 5,866	\$ 11,000	\$ 11,000	\$ 9,000	\$ (2,000)	-18.2%
630140 Postage & Shipping POSTAGE		\$ 1,000		\$ 2,000		
Total:	\$ 307	\$ 1,000	\$ 1,000	\$ 2,000	\$ 1,000	100.0%
660105 Marketing/Outreach BAY-WIDE SPECIAL EVENTS		\$ -		\$ 100,000		
BIG BAY BALLOON		145,000		145,000		
BIG BAY BOOM		145,000		145,000		
CORPORATE/COMMUNITY OUTREACH		165,000		160,000		
CRUISE		110,000		120,000		
EVENTS		30,000		30,000		
MARITIME		60,000		70,000		
MARKETING SERVICES		160,000		155,000		
TIDELANDS ACTIVATION PROGRAM		360,000		360,000		
Total:	\$ 1,214,674	\$ 1,175,000	\$ 1,175,000	\$ 1,285,000	\$ 110,000	9.4%
660110 Promotional Services TABLES/BOOTH SPONSORSHIPS		\$ 100,000		\$ 100,000		
Total:	\$ 121,105	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
660120 Promotional Materials PROMOTIONAL ITEMS/MATERIALS		\$ 45,000		\$ 40,000		
SPECIAL EVENT EQUIPMENT		2,000		-		
Total:	\$ 23,275	\$ 47,000	\$ 47,000	\$ 40,000	\$ (7,000)	-14.9%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 1,788,699	\$ 1,765,000	\$ 1,765,000	\$ 2,062,000	\$ 297,000	16.8%
GRAND TOTAL:	\$ 1,818,324	\$ 1,786,000	\$ 1,786,000	\$ 2,083,000	\$ 297,000	16.6%

Miscellaneous Administration Building

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	170,820	170,900	170,900	-	0.0%
Total Direct Expense	\$ 170,820	\$ 170,900	\$ 170,900	\$ -	0.0%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 170,820	\$ 170,900	\$ 170,900	\$ -	0.0%

Miscellaneous Administration Building
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
640100 Space Rental						
CALTRANS-(ADMIN BLDG PARKING)		\$ 21,400		\$ 21,400		
SDCRAA LEASE (EE PARKING)		149,500		149,500		
Total:	\$ 170,820	\$ 170,900	\$ 170,900	\$ 170,900	\$ -	0.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 170,820	\$ 170,900	\$ 170,900	\$ 170,900	\$ -	0.0%
GRAND TOTAL:	\$ 170,820	\$ 170,900	\$ 170,900	\$ 170,900	\$ -	0.0%

MSA, Interest & Other

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense (before GASB 68) ⁽¹⁾	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	24,848,148	13,293,000	13,258,500	(34,500)	-0.3%
Total Direct Expense	\$ 24,848,148	\$ 13,293,000	\$ 13,258,500	\$ (34,500)	-0.3%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 24,848,148	\$ 13,293,000	\$ 13,258,500	\$ (34,500)	-0.3%

Note:

⁽¹⁾ Actual Results FY 14/15 are before a \$8,913,842 GASB 68 pension accounting adjustment.

**MSA, Interest & Other
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
620100 Services - Professional & Other						
Total:	\$ 460,801	\$ -	\$ -	\$ -	\$ -	N/A
630110 Equipment & Systems						
MISCELLANEOUS	\$ -	\$ -	\$ -	\$ 31,000		
Total:	\$ (47,818)	\$ -	\$ -	\$ 31,000	\$ 31,000	N/A
650110 Facilities Maintenance-Outside Services						
IMPERIAL BEACH MAINTENANCE	\$ 941,800	\$ 941,800	\$ 941,800	\$ 964,300		
Total:	\$ 875,766	\$ 941,800	\$ 941,800	\$ 964,300	\$ 22,500	2.4%
660130 Svcs - Fire, Police, Rescue, Emergency						
MUNICIPAL SERVICE AGREEMENTS	\$ 7,446,600	\$ 7,446,600	\$ 7,446,600	\$ 7,625,300		
Total:	\$ 7,398,798	\$ 7,446,600	\$ 7,446,600	\$ 7,625,300	\$ 178,700	2.4%
660160 Financial Assistance/Grants/Contribution						
Total:	\$ 151,543	\$ -	\$ -	\$ -	\$ -	N/A
670140 Legal Cost / Legal Settlements						
Total:	\$ 916,348	\$ -	\$ -	\$ -	\$ -	N/A
670190 Other Miscellaneous Operating Expenses						
CONTINGENCY	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Total:	\$ 1,881,320	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	0.0%
680120 Interest-SDCRAA, NEVP & Other Misc.						
CIVIC SAN DIEGO	\$ 489,100	\$ 489,100	\$ 489,100	\$ 392,000		
SDCRAA NOTE INTEREST	2,075,500	2,075,500	2,075,500	1,979,000		
Total:	\$ 2,357,833	\$ 2,564,600	\$ 2,564,600	\$ 2,371,000	\$ (193,600)	-7.5%
680170 Non-Operating Legal Costs						
Total:	\$ 9,395,337	\$ -	\$ -	\$ -	\$ -	N/A
680190 Other Misc Non-Operating Expense						
Total:	\$ 30	\$ -	\$ -	\$ -	\$ -	N/A
680621 Interest Expense - Series A 2004 Bonds						
INTEREST	\$ 393,100	\$ 393,100	\$ 393,100	\$ 321,800		
PREMIUM AMORTIZATION	(36,900)	(36,900)	(36,900)	(43,100)		
Total:	\$ 426,085	\$ 356,200	\$ 356,200	\$ 278,700	\$ (77,500)	-21.8%

MSA, Interest & Other
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
680623 Interest Expense - Series A 2013 Bonds						
DEFERRED OUTFLOW AMORT		\$ (12,100)		\$ -		
INTEREST		1,236,900		1,236,900		
PREMIUM AMORTIZATION		(241,000)		(248,700)		
Total:	\$ 1,032,103	\$ 983,800	\$ 983,800	\$ 988,200	\$ 4,400	0.4%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 24,848,148	\$ 13,293,000	\$ 13,293,000	\$ 13,258,500	\$ (34,500)	-0.3%
GRAND TOTAL:	\$ 24,848,148	\$ 13,293,000	\$ 13,293,000	\$ 13,258,500	\$ (34,500)	-0.3%

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Office of the District Clerk

Mission Statement

The Office of the District Clerk is comprised of Board Docket Management and Records Management; and is dedicated to providing exceptional, precise, and timely management of information and services for our stakeholders.

Vision Statement

The Office of the District Clerk is a regional model of excellence, providing leadership at every level, partnering to preserve District history, and anticipating the evolving needs of our stakeholders.

Objectives

- Create and sustain positive relationships with stakeholders and the community at large
- Deliver customer-focused services in an effective, timely, and courteous manner
- Participate visibly and collaboratively with communities in the region
- Retain the intellectual assets and corporate knowledge of the District
- Secure and protect all security sensitive information
- Continuously evaluate and improve business systems and processes
- Educate other departments on the role of the District Clerk and departmental processes
- Recruit and retain a highly skilled, diverse workforce
- Encourage an organizational culture of learning and growth
- Control costs
- Represent the District while being the first point of contact for customers and stakeholders
- Promote a customer service culture throughout the organization that transfers to our external and internal stakeholders
- Enhance communication throughout District departments and the Customer Service Center

Current Services

To achieve the Office's Mission and Vision statements, staff is committed to providing the following services:

Office of the District Clerk

- Maintain the Port District Code and ensure compliance with the governances of the California Public Records Act, Brown Act, Political Reform Act, and Ethics Policy
- Maintain Board of Port Commissioners (BPC) policies, certify official records, perform other official duties as specified under the California Government Code, and is the official repository of District archives and records
- Develop, prepare, distribute, and maintain minutes of BPC meetings
- Prepare, distribute, post, and publish BPC and Committee meeting agendas
- Manage electronic access to BPC agenda, information items, agenda related memos (ARMS), and minutes
- Ensure proper administration of the District website by updating and distributing public documents
- Provide logistical support for BPC meetings
- Respond to all public records requests
- Administration of the Conflict of Interest Program
- Create and implement Records and Information Management Systems (RIMS)
- Administration of District-wide Records Retention Program
- Manage the Electronic Document Management System (EDMS)
- Maintain/update BPC Policies, Port District Code, and Administrative Procedures
- Oversee central duplication services
- Provide District-wide mail delivery and handling

Office of the District Clerk

- Effectively operate the District front desk by handling customer inquiries via phone and e-mail, as well as face-to-face interactions
- Oversee daily operations of the Administration building's first floor, including directing visitors to meeting locations, issuing District vehicle keys to employees, regulating reserved and visitor parking, and posting all conference room schedules
- Assist internal and external customers by providing answers to general District questions and providing guidance to locations within our various facilities

Commissioner Services

(Included in the Department for budgetary purposes)

- Provide administrative support to the BPC
- Track BPC requests for information and direction to staff
- Manage corporate travel services

The Office of the District Clerk currently has 14 regular positions, including four Commissioner Services positions.

Office of the District Clerk

Add: 1 Document Management Assistant (Limited)

Reclass: 1 Customer Relations Assistant to Office Assistant

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	2	2
Commissioner Services Assistant	2	2
Customer Relations Assistant	1	0
Deputy District Clerk/Docket Coordinator	1	1
Deputy District Clerk/Records Manager	1	1
District Clerk	1	1
Document Management Assistant	1	1
Document Management Associate	2	2
Executive Assistant I (Classified)	1	1
Management Analyst	1	1
Manager, Commissioner & Executive Svcs	1	1
Office Assistant	0	1
TOTAL	14	14

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Document Management Assistant	0	1
TOTAL	0	1

Office of the District Clerk

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 2,079,857	\$ 2,665,200	\$ 1,639,200	\$ (1,026,000)	-38.5%
Non-Personnel Expense	193,435	312,200	264,700	(47,500)	-15.2%
Total Direct Expense	\$ 2,273,292	\$ 2,977,400	\$ 1,903,900	\$ (1,073,500)	-36.1%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	9,377	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 2,282,668	\$ 2,977,400	\$ 1,903,900	\$ (1,073,500)	-36.1%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,145,271	\$ 1,479,400	\$ 936,100	\$ (543,300)	-36.7%
Overtime	6,285	15,000	15,000	-	0.0%
Burden	656,968	966,300	550,100	(416,200)	-43.1%
OPEB Annual Expense	239,052	204,500	138,000	(66,500)	-32.5%
Temporary Personnel	32,280	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 2,079,857	\$ 2,665,200	\$ 1,639,200	\$ (1,026,000)	-38.5%

Office of the District Clerk
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 15,000		\$ 15,000		
Total:	\$ 6,285	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
600120 Temporary Personnel						
Total:	\$ 32,280	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 38,566	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
610110 Books & Periodicals CEO		\$ 500		\$ -		
Total:	\$ 34	\$ 500	\$ 500	\$ -	\$ (500)	-100.0%
610115 Employee Recognition CEO COMMISSIONER SERVICES EXECUTIVE OFFICES OFFICE OF THE DISTRICT CLERK		\$ 1,000 200 200 400		\$ - 200 - 400		
Total:	\$ 1,087	\$ 1,800	\$ 1,800	\$ 600	\$ (1,200)	-66.7%
610120 Memberships & Dues CEO COMMISSIONER SERVICES OFFICE OF THE DISTRICT CLERK		\$ 3,900 400 1,200		\$ - 500 1,100		
Total:	\$ 3,300	\$ 5,500	\$ 5,500	\$ 1,600	\$ (3,900)	-70.9%
610140 Seminars & Training ARMA (MONTHLY MEETINGS) CEO COMMISSIONER SERVICES EXECUTIVE OFFICES OFFICE OF THE DISTRICT CLERK		\$ 200 4,700 1,500 1,800 5,300		\$ 300 - 2,700 - 3,900		
Total:	\$ 10,177	\$ 13,500	\$ 13,500	\$ 6,900	\$ (6,600)	-48.9%
615100 Mileage Reimbursement CEO MILEAGE REIMBURSEMENT		\$ 12,000 2,000		\$ - 2,000		
Total:	\$ 10,063	\$ 14,000	\$ 14,000	\$ 2,000	\$ (12,000)	-85.7%
615110 Travel CEO COMMISSIONER SERVICES EXECUTIVE OFFICES OFFICE OF THE DISTRICT CLERK		\$ 25,000 1,600 1,800 2,000		\$ - 2,600 - 5,700		
Total:	\$ 6,244	\$ 30,400	\$ 30,400	\$ 8,300	\$ (22,100)	-72.7%

Office of the District Clerk
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
620100 Services - Professional & Other						
BULK ARCHIVING		\$ -		\$ 53,000		
COPY CENTER SERVICES		50,000		72,000		
MICROFILMING		600		600		
OFF-SITE STORAGE		500		500		
OFFICE OF THE DISTRICT CLERK		2,500		2,500		
ON-CALL RECORDS RETENTION SERVICES		500		800		
SHREDDING		8,500		8,500		
TRANSCRIPTION SERVICES		2,000		2,000		
Total:	\$ 44,457	\$ 64,600	\$ 64,600	\$ 139,900	\$ 75,300	116.6%
630110 Equipment & Systems						
SHELVING		\$ 1,600		\$ -		
Total:	\$ 29,913	\$ 1,600	\$ 1,600	\$ -	\$ (1,600)	-100.0%
630120 Equipment Rental/Leasing						
OFFICE OF THE DISTRICT CLERK		\$ 25,800		\$ -		
OFFSITE BOARD MEETINGS		14,200		28,000		
Total:	\$ 18,960	\$ 40,000	\$ 40,000	\$ 28,000	\$ (12,000)	-30.0%
630130 Office & Operating Supplies						
OFFICE OF THE DISTRICT CLERK		\$ 55,800		\$ 56,000		
Total:	\$ 39,054	\$ 55,800	\$ 55,800	\$ 56,000	\$ 200	0.4%
630140 Postage & Shipping						
OFFICE OF THE DISTRICT CLERK		\$ 2,300		\$ 2,400		
Total:	\$ 1,843	\$ 2,300	\$ 2,300	\$ 2,400	\$ 100	4.3%
650130 Equipment Maintenance - Outside Services						
OFFICE OF THE DISTRICT CLERK		\$ 3,000		\$ 3,000		
Total:	\$ 4,466	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
660100 Advertising						
OFFICE OF THE DISTRICT CLERK		\$ 15,000		\$ 15,000		
Total:	\$ 21,749	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
660110 Promotional Services						
CEO		\$ 3,000		\$ -		
EXECUTIVE OFFICES		200		-		
OFFICE OF THE DISTRICT CLERK		500		500		
Total:	\$ 775	\$ 3,700	\$ 3,700	\$ 500	\$ (3,200)	-86.5%
660120 Promotional Materials						
OFFICE OF THE DISTRICT CLERK		\$ 500		\$ 500		
Total:	\$ 248	\$ 500	\$ 500	\$ 500	\$ -	0.0%

Office of the District Clerk
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
670190 Other Miscellaneous Operating Expenses CEO		\$ 60,000		\$ -		
Total:	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ (60,000)	-100.0%
680999 Contingency						
Total:	\$ 1,065	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 193,435	\$ 312,200	\$ 312,200	\$ 264,700	\$ (47,500)	-15.2%
GRAND TOTAL:	\$ 232,000	\$ 327,200	\$ 327,200	\$ 279,700	\$ (47,500)	-14.5%

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Office of the General Counsel

Mission Statement

To represent and provide legal expertise, analysis, support, and advice to the Board, the District's Executive Leadership Group, and staff pertaining to all legal matters involving the District.

Vision Statement

To zealously advocate on behalf of the District and provide exceptional legal representation in a proactive and preventative manner.

Objectives

- Provide quality, efficient, and effective legal services to the District
- Implement legally defensible revenue generation streams
- Reduce outside counsel costs through the use of in-house counsel

Current Services

To achieve the Office's Mission and Vision statements, staff is committed to providing the following services:

- Advise the District on matters of legal compliance, including compliance with the Brown Act, Public Records Act, Public Contract Code, San Diego Unified Port District Act, Fair Employment and Housing Act, Americans with Disabilities Act, Board of Port Commissioners Policies, San Diego Unified Port District Code, California Environmental Quality Act (CEQA), California Coastal Act, Public Trust Doctrine, and numerous other regulations and laws
- Assist in the negotiation and drafting of leases, permits, agreements, contracts, policies, and other transactional documents consistent with the Board and District's direction, goals, and applicable law
- Provide legal advice and representation on District initiatives
- Represent the District in claims management, administrative proceedings, and litigation with the goal of achieving successful outcomes for the District
- Manage outside counsel to achieve cost effective and favorable outcomes for the Board and District
- Prepare Board resolutions and ordinances accurately memorializing Board action
- Review Board agenda sheets for legal compliance
- In conjunction with District staff, conduct legislative monitoring, draft proposed legislation, assist with lobbying efforts, and interface with bill sponsors as requested and appropriate
- Collaborate with member cities through their respective city attorneys on matters of mutual interest
- Research legal concerns and inquires in order to facilitate the accomplishment of Board and District goals and projects
- Implement proactive legal strategies to minimize legal exposure of the Board and District
- Assist District staff to appropriately analyze and apply legal principles
- Provide continuing legal education opportunities through presentations and seminars to Board and District staff
- Strategize avenues to enhance public entity attorney-client relations
- Review and analyze changes and additions to existing law and regulations affecting the Board and District

The Office of the General Counsel currently has 13 regular positions.

Office of the General Counsel

Reclass: 2 Deputy General Counsel III to Deputy General Counsel IV
 4 Deputy General Counsel IV to Deputy General Counsel V

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Assistant General Counsel	1	1
Deputy General Counsel III	2	0
Deputy General Counsel IV	4	2
Deputy General Counsel V	0	4
General Counsel	1	1
Legal Assistant	3	3
Manager, Office of General Counsel Admin	1	1
Paralegal	1	1
TOTAL	13	13

Office of the General Counsel

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 2,499,617	\$ 2,874,000	\$ 3,064,600	\$ 190,600	6.6%
Non-Personnel Expense	3,594,787	4,430,500	4,430,500	-	0.0%
Total Direct Expense	\$ 6,094,404	\$ 7,304,500	\$ 7,495,100	\$ 190,600	2.6%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 6,094,404	\$ 7,304,500	\$ 7,495,100	\$ 190,600	2.6%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,622,129	\$ 1,774,300	\$ 1,917,200	\$ 142,900	8.1%
Overtime	1,110	500	500	-	0.0%
Burden	733,335	972,600	1,027,300	54,700	5.6%
OPEB Annual Expense	119,527	126,600	119,600	(7,000)	-5.5%
Temporary Personnel	23,515	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 2,499,617	\$ 2,874,000	\$ 3,064,600	\$ 190,600	6.6%

Office of the General Counsel
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 500		\$ 500		
Total: \$	1,110	\$ 500	\$ 500	\$ 500	\$ -	0.0%
600120 Temporary Personnel						
Total: \$	23,515	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 24,625	\$ 500	\$ 500	\$ 500	\$ -	0.0%
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 27,200		\$ 27,200		
Total: \$	28,317	\$ 27,200	\$ 27,200	\$ 27,200	\$ -	0.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 500		\$ 500		
Total: \$	524	\$ 500	\$ 500	\$ 500	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 11,000		\$ 11,000		
Total: \$	7,930	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	0.0%
610140 Seminars & Training SEMINARS & TRAINING		\$ 22,000		\$ 22,000		
Total: \$	8,287	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 26,000		\$ 26,000		
Total: \$	20,572	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.0%
615110 Travel TRAVEL		\$ 23,000		\$ 23,000		
Total: \$	14,611	\$ 23,000	\$ 23,000	\$ 23,000	\$ -	0.0%
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHE		\$ 1,095,000		\$ 1,095,000		
Total: \$	933,982	\$ 1,095,000	\$ 1,095,000	\$ 1,095,000	\$ -	0.0%
620110 Services - Legal - Port Attorney SERVICES - LEGAL		\$ 3,201,600		\$ 3,201,600		
Total: \$	2,529,366	\$ 3,201,600	\$ 3,201,600	\$ 3,201,600	\$ -	0.0%

Office of the General Counsel
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630110 Equipment & Systems EQUIPMENT & SYSTEMS		\$ 2,000		\$ 2,000		
Total: \$ 661	\$ 661	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 11,300		\$ 11,300		
Total: \$ 14,614	\$ 14,614	\$ 11,300	\$ 11,300	\$ 11,300	\$ -	0.0%
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 1,000		\$ 1,000		
Total: \$ 654	\$ 654	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
660110 Promotional Services PROMOTIONAL SERVICES		\$ 9,900		\$ 9,900		
Total: \$ 1,080	\$ 1,080	\$ 9,900	\$ 9,900	\$ 9,900	\$ -	0.0%
660120 Promotional Materials						
Total: \$ 1,522	\$ 1,522	\$ -	\$ -	\$ -	\$ -	N/A
670140 Legal Cost / Legal Settlements						
Total: \$ 32,668	\$ 32,668	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 3,594,787	\$ 4,430,500	\$ 4,430,500	\$ 4,430,500	\$ -	0.0%
GRAND TOTAL:	\$ 3,619,412	\$ 4,431,000	\$ 4,431,000	\$ 4,431,000	\$ -	0.0%

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Office of the Port Auditor

Mission Statement

To provide independent, objective assurance, and advisory services that seek to improve the accountability, efficiency, and effectiveness of the District's operations and programs.

Vision Statement

To be a regional model dedicated to providing professional auditing services to advance the public's understanding and trust in the District.

Objectives

- Provide professional auditing services to assist the District in improving the effectiveness of internal control, governance processes, and risk management
- Report to the Board of Port Commissioners (BPC), conduct audits in accordance with current professional standards, and safeguard District assets against fraud, waste, and abuse
- Ensure the District's compliance with applicable laws, policies, procedures, and mandates
- Assist in maintaining the District's financial stability
- Deliver customer focused services in an effective, timely, and courteous manner
- Build and maintain collaborative stakeholder relationships
- Support the District's Strategic Goals
- Continuously evaluate and improve business systems and processes
- Remain current on professional auditing and accounting standards
- Recruit and retain a highly skilled, diverse workforce

Current Services

To achieve the Office's Mission and Vision statements, staff is committed to providing the following services:

- Operational reviews
- Financial reviews
- Information systems review and quality assurance
- Program reviews (e.g., CIP)
- Contract reviews
- Tenant audits
- Leasehold improvement reviews
- Business consulting services (e.g., business risks and controls)
- Coordinate and support the external auditor engagement
- Provide support to the Audit Advisory Committee of the BPC
- Administration of the Fraud Prevention/Ethics Hotline

The Office of the Port Auditor currently has seven regular positions.

Office of the Port Auditor

Add: 1 Deputy Port Auditor I

Reclass: 1 Manager, Audit Services to Assistant Port Auditor

1 Auditor to Deputy Port Auditor I

1 Auditor to Deputy Port Auditor II

1 Senior Auditor to Deputy Port Auditor II

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Assistant Port Auditor	0	1
Assistant to Port Auditor	1	1
Auditor	2	0
Deputy Port Auditor I	0	2
Deputy Port Auditor II	0	2
Manager, Audit Services	1	0
Port Auditor	1	1
Senior Auditor	1	0
TOTAL	6	7

Office of the Port Auditor

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 822,620	\$ 794,400	\$ 990,400	\$ 196,000	24.7%
Non-Personnel Expense	276,063	296,400	349,200	52,800	17.8%
Total Direct Expense	\$ 1,098,683	\$ 1,090,800	\$ 1,339,600	\$ 248,800	22.8%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 1,098,683	\$ 1,090,800	\$ 1,339,600	\$ 248,800	22.8%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 478,326	\$ 475,400	\$ 576,700	\$ 101,300	21.3%
Overtime	145	-	-	-	-
Burden	267,202	260,600	349,300	88,700	34.0%
OPEB Annual Expense	50,006	58,400	64,400	6,000	10.3%
Temporary Personnel	26,941	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 822,620	\$ 794,400	\$ 990,400	\$ 196,000	24.7%

Office of the Port Auditor
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600120 Temporary Personnel						
Total: \$	26,941	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 26,941	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals PROFESSIONAL PUBLICATION		\$ 400		\$ 400		
Total: \$	250	\$ 400	\$ 400	\$ 400	\$ -	0.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 300		\$ 300		
Total: \$	278	\$ 300	\$ 300	\$ 300	\$ -	0.0%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 2,200		\$ 2,300		
Total: \$	2,109	\$ 2,200	\$ 2,200	\$ 2,300	\$ 100	4.5%
610140 Seminars & Training SEMINARS		\$ 11,600		\$ 10,600		
Total: \$	8,634	\$ 11,600	\$ 11,600	\$ 10,600	\$ (1,000)	-8.6%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 13,700		\$ 14,900		
Total: \$	14,556	\$ 13,700	\$ 13,700	\$ 14,900	\$ 1,200	8.8%
615110 Travel TRAVEL		\$ 6,800		\$ 7,000		
Total: \$	4,795	\$ 6,800	\$ 6,800	\$ 7,000	\$ 200	2.9%
620100 Services - Professional & Other EXTERNAL AUDITOR FRAUD/ETHICS HOTLINE OUTSOURCED AUDITS		\$ 102,700 2,500 150,000		\$ 155,500 2,500 150,000		
Total: \$	240,825	\$ 255,200	\$ 255,200	\$ 308,000	\$ 52,800	20.7%
630110 Equipment & Systems EQUIPMENT & SYSTEMS		\$ 1,200		\$ 1,200		
Total: \$	220	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ 4,600		\$ 4,100		
Total: \$	4,305	\$ 4,600	\$ 4,600	\$ 4,100	\$ (500)	-10.9%

Office of the Port Auditor
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 300		\$ 300		
Total: \$	48	\$ 300	\$ 300	\$ 300	\$ -	0.0%
660110 Promotional Services PROMOTIONAL SERVICES		\$ 100		\$ 100		
Total: \$	43	\$ 100	\$ 100	\$ 100	\$ -	0.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 276,209	\$ 296,400	\$ 296,400	\$ 349,200	\$ 52,800	17.8%
GRAND TOTAL: \$	303,150	\$ 296,400	\$ 296,400	\$ 349,200	\$ 52,800	17.8%

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People Strategies

Mission Statement

In support of the District's Strategic Plan, we enhance organizational alignment by solving problems, improving skills, building relationships, and fostering partnerships that provide win-win-win solutions.

Vision Statement

With strategic collaboration, we maximize the potential of the District's human capital through talent management and acquisition.

Objectives

- Support other District departments in strategically running their business
- Maintain the District's financial stability
- Recruit, retain, and develop a highly skilled, diverse workforce
- Encourage an organizational culture of learning and growth
- Retain intellectual assets and corporate knowledge of the District
- Continuously evaluate and improve business systems and processes
- Track and implement new trends in the industry
- Focus on operational excellence
- Support management to implement improvements

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

Strategic Operations

- Recruiting partner
- Workforce analysis
- New hire orientation
- Intern program
- Performance management
- Exit interview process
- Succession planning
- Organization culture initiatives

Training

- Professional development training
- Diagnostics
- Process improvement
- Change management
- Teambuilding
- Group facilitation
- Career development
- Coaching

The People Strategies department currently has five regular positions.

People Strategies

Reclass: 1 Senior Training & Org. Dev. Specialist to People Strategies Business Partner

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Asst I (Unclassified)	1	1
Director, People Strategies	1	1
Manager, Human Resources	1	1
People Strategies Business Partner	1	2
Senior Training & Org. Dev. Specialist	1	0
TOTAL	5	5

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
People Strategies Business Partner	1	1
TOTAL	1	1

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	0	2
TOTAL	0	2

People Strategies

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 803,100	\$ 803,100	-
Non-Personnel Expense	-	-	249,600	249,600	-
Total Direct Expense	\$ -	\$ -	\$ 1,052,700	\$ 1,052,700	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 1,052,700	\$ 1,052,700	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 532,200	\$ 532,200	-
Overtime	-	-	1,000	1,000	-
Burden	-	-	204,700	204,700	-
OPEB Annual Expense	-	-	55,200	55,200	-
Temporary Personnel	-	-	10,000	10,000	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 803,100	\$ 803,100	-

People Strategies
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
600120 Temporary Personnel TEMPORARY SERVICES		\$ -		\$ 10,000		
Total:	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000	N/A
610110 Books & Periodicals PUBLICATIONS		\$ -		\$ 5,000		
Total:	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ -		\$ 200		
Total:	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A
610120 Memberships & Dues MEMBERSHIPS		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ -		\$ 40,000		
Total:	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	N/A
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
615110 Travel TRAVEL		\$ -		\$ 10,000		
Total:	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	N/A
620100 Services - Professional & Other PROFESSIONAL SERVICES		-		150,000		
Total:	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	N/A
630110 Equipment & Systems FURNITURE		\$ -		\$ 6,000		
Total:	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	N/A
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ -		\$ 5,000		
Total:	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A
630140 Postage & Shipping POSTAGE		\$ -		\$ 400		
Total:	\$ -	\$ -	\$ -	\$ 400	\$ 400	N/A

People Strategies
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
660110 Promotional Services PROMOTIONAL SERVICE		\$ -		\$ 30,000		
Total:	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	N/A
660120 Promotional Materials PROMOTIONAL MATERIALS		\$ -		\$ 1,000		
Total:	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 249,600	\$ 249,600	N/A
GRAND TOTAL:	\$ -	\$ -	\$ -	\$ 260,600	\$ 260,600	N/A

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Planning & Green Port

Mission Statement

Planning & Green Port is a high performing department that creates and supports a well-planned and integrated waterfront through integrated planning, sustainable development for District operations, and protection and enhancement of natural resources that celebrate tidelands and waterfront life.

Vision Statement

To advance a holistically planned world-class waterfront that is welcoming, sustainable, prosperous, and improves the quality of life for present and future generations.

Objectives

- ELG Strategic Goal – Critical Success Factors #1, 3, 4 and 16 is to provide integrated planning support as a part of the District's efforts to redevelop Chula Vista Bayfront, Harbor Island, Central Embarcadero, and North Embarcadero
- ELG Strategic Goal – Critical Success Factor #2 is to continue advancement of a comprehensive balanced land use plan for commercial, maritime, and recreational uses for the National City Bayfront
- ELG Strategic Goal – Critical Success Factor #5 is to establish mitigation banking on Pond 20
- ELG Strategic Goal – Critical Success Factor #15 is to integrate new development and redevelopment opportunities for District and tenant projects into a holistic and comprehensive update to the Port Master Plan
- Provide for the environmental conservation and improvement of San Diego Bay and District tidelands
- Create and sustain positive relationships with stakeholders and the community at large on environmental and planning matters
- Foster environmentally responsible behavior among District staff, tenants, and the public to minimize environmental impacts
- Meet all mandated regulatory requirements

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Integrated land use planning
- Climate mitigation and adaptation planning
- Endangered species and natural resources management
- Hazardous waste management
- Stormwater management and regulatory compliance
- Compliance with California Environmental Quality Act, National Environmental Policy Act, and California Coastal Act
- Community outreach and stakeholder collaboration
- Administer Green Port Program
- Environmental Advisory Committee support
- Manage the Environmental Fund reserve
- Provide environmental education
- Wildlife Advisory Group/Bayfront Cultural Design Committee support
- Provide administrative and operational support for the entire department.

The Planning & Green Port department currently has 22 regular positions.

Planning & Green Port

Add: 1 Management Analyst

1 Program Manager, Planning & Green Port

Reclass: 1 Administrative Assistant II (Classified) to Staff Assistant II

1 Assistant Environmental Specialist to Associate Environmental Specialist

Retitle: 3 Department Manager, ELUM to Principal, Planning & Green Port

2 Program Manager to Program Manager, Planning & Green Port

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	1	0
Assistant Environmental Specialist	2	1
Associate Environmental Specialist	2	3
Associate Planner	1	1
Department Manager, ELUM	3	0
Environmental Compliance Inspector	1	1
GIS Analyst	1	1
Management Analyst	0	1
Principal, Planning & Green Port	0	3
Program Manager	2	0
Program Manager, Planning & Green Port	0	3
Senior Environmental Specialist	3	3
Senior Planner	3	3
Staff Assistant II	1	2
TOTAL	20	22

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Senior Environmental Specialist	1	1
TOTAL	1	1

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	2	1
TOTAL	2	1

Planning & Green Port

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 3,912,472	\$ 4,474,600	\$ 2,957,100	\$ (1,517,500)	-33.9%
Non-Personnel Expense	3,891,068	5,843,400	5,488,800	(354,600)	-6.1%
Total Direct Expense	\$ 7,803,540	\$ 10,318,000	\$ 8,445,900	\$ (1,872,100)	-18.1%
Less: Capitalized Expense	(393,326)	(50,600)	(62,200)	(11,600)	22.9%
Equipment Outlay	75,000	200,000	-	(200,000)	-100.0%
TOTAL DEPARTMENTAL EXPENSE	\$ 7,485,214	\$ 10,467,400	\$ 8,383,700	\$ (2,083,700)	-19.9%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 2,266,888	\$ 2,764,000	\$ 1,914,900	\$ (849,100)	-30.7%
Overtime	9,920	3,000	3,000	-	0.0%
Burden	1,365,640	1,376,500	827,700	(548,800)	-39.9%
OPEB Annual Expense	270,023	331,100	211,500	(119,600)	-36.1%
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 3,912,472	\$ 4,474,600	\$ 2,957,100	\$ (1,517,500)	-33.9%

Planning & Green Port

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 3,000		\$ 3,000		
Total:	\$ 9,920	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
SUBTOTAL: OVERTIME & TEMPS	\$ 9,920	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
610110 Books & Periodicals PROFESSIONAL PUBLICATIONS		\$ 400		\$ 2,000		
Total:	\$ 118	\$ 400	\$ 400	\$ 2,000	\$ 1,600	400.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 900		\$ 1,200		
Total:	\$ 1,054	\$ 900	\$ 900	\$ 1,200	\$ 300	33.3%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 3,000		\$ 8,000		
Total:	\$ 14,875	\$ 3,000	\$ 3,000	\$ 8,000	\$ 5,000	166.7%
610140 Seminars & Training SEMINARS & TRAINING		\$ 12,500		\$ 7,500		
Total:	\$ 8,246	\$ 12,500	\$ 12,500	\$ 7,500	\$ (5,000)	-40.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 5,800		\$ 5,800		
Total:	\$ 5,906	\$ 5,800	\$ 5,800	\$ 5,800	\$ -	0.0%
615110 Travel TRAVEL		\$ 12,500		\$ 17,500		
Total:	\$ 15,680	\$ 12,500	\$ 12,500	\$ 17,500	\$ 5,000	40.0%
620100 Services - Professional & Other						
ARMY CORPS WRDA PERMIT ASSISTANCE		\$ 40,000		\$ 125,000		
CAMPBELL CAP RECONTAMINATION INVEST		-		100,000		
CIRCULAR SHUTTLE PRORATA STUDY		40,000		-		
CV BAYFRONT SETTLEMENT AGMT STUDIES		50,000		-		
DESIGN & BUILD OFFICE RECONFIGURE		5,000		10,000		
ENDANGERED SPECIES MANAGEMENT		35,000		75,000		
ENVIRONMENTAL INVESTIGATIONS		45,000		300,000		
FIREWORKS ENVIRONMENTAL REVIEW		250,000		-		
GREEN PORT CLEAN AIR		35,000		-		
GREEN PORT CLIMATE PLAN		143,000		-		
GREEN PORT SUSTAIN PROGRAM		25,500		-		
HARBOR ISLAND PLANNING & ENV REVIEW		440,000		-		
INTEGRATED PLANNING		300,000		997,000		

Planning & Green Port

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
LOW COST VISITOR ACCOM STUDY CEQA		200,000		-		
MARITIME / INDUSTRIAL PLANNING		-		80,000		
MARITIME PROJECTS ENVIRONMENTAL REV		382,000		-		
MS4 PERMIT - WATERSHED IMPLEMENT		41,000		51,000		
MS4 PERMIT WQIP REIMBURSABLE		20,000		-		
NORTH EMBARCADERO PARKING STUDY		35,000		-		
ON-CALL COASTAL CONSULTANT		70,000		101,000		
ON-CALL NATURAL RESOURCE CONSULTANT		56,000		168,000		
ON-CALL PLANNING CONSULTANT		476,000		360,000		
PLANNING POLICY, GD LINES & PROCEDURE		-		130,000		
PLANNING/ENV GUIDELINES		130,000		-		
REGIONAL HARBOR MONITORING		125,000		125,000		
SOUTH BAY PLANNING & ENVIRON REVIEW		262,000		220,000		
STORMWATER PROGRAM IMPLEMENTATION		359,000		465,000		
Total:	\$ 2,518,771	\$ 3,564,500	\$ 3,564,500	\$ 3,307,000	\$ (257,500)	-7.2%
630110 Equipment & Systems						
OFFICE RECONFIGURATION		\$ 10,000		\$ 20,000		
Total:	\$ 10,831	\$ 10,000	\$ 10,000	\$ 20,000	\$ 10,000	100.0%
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES		\$ 14,500		\$ 14,500		
TWIC CARDS		700		700		
Total:	\$ 15,279	\$ 15,200	\$ 15,200	\$ 15,200	\$ -	0.0%
630140 Postage & Shipping						
POSTAGE & SHIPPING		\$ 2,500		\$ 1,500		
Total:	\$ 2,606	\$ 2,500	\$ 2,500	\$ 1,500	\$ (1,000)	-40.0%
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES		\$ 700		\$ 1,200		
Total:	\$ 615	\$ 700	\$ 700	\$ 1,200	\$ 500	71.4%
660100 Advertising						
ADVERTISING		\$ 2,000		\$ 800		
Total:	\$ 525	\$ 2,000	\$ 2,000	\$ 800	\$ (1,200)	-60.0%
660110 Promotional Services						
CLEANUP DAY EVENTS		\$ 21,000		\$ 20,000		
Total:	\$ 11,891	\$ 21,000	\$ 21,000	\$ 20,000	\$ (1,000)	-4.8%
660120 Promotional Materials						
STORMWATER		\$ -		\$ 800		
Total:	\$ -	\$ -	\$ -	\$ 800	\$ 800	N/A

Planning & Green Port **EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
660135 Eligible Environmental Fund Expenditures						
BAYWIDE BIRD SURVEYS		\$ -		\$ 60,000		
CLAPPER RAIL PROPOGATION PROGRAM		22,000		25,000		
COPPER REDUCTION - INNOVATIVE TECH		-		87,500		
CV SCHOOL DIST EDUCATION PROG		13,000		7,000		
EELGRASS SURVEYS		15,000		15,000		
ELECTRIC VEHICLES		21,000		8,000		
EMORY COVE		5,000		-		
ENVIRONMENTAL EDUCATION		67,000		75,000		
FISH SURVEY-BAYWIDE		25,000		25,000		
LIVING COAST DISCOVERY CENTER		75,000		75,000		
MITIGATION BANKING		300,000		300,000		
NEW ENVIRONMENTAL PROJECTS		87,000		50,000		
SCHOOL STORM WATER EDUCATION		72,000		-		
SHORELINE EROSION - OYSTER REEF		-		500,000		
SHORELINE EROSION STUDY		60,000		-		
WILDLIFE ADVISORY COMMITTEE		30,000		-		
Total:	\$ 342,813	\$ 792,000	\$ 792,000	\$ 1,227,500	\$ 435,500	55.0%
660136 Grant Funded Expenditures						
FISH & WILDLIFE SERVICE/SANDAG GRNT		\$ 36,500		\$ -		
Total:	\$ 78,957	\$ 36,500	\$ 36,500	\$ -	\$ (36,500)	-100.0%
660140 Remediation						
REMEDATION		\$ 75,000		\$ -		
Total:	\$ 86,886	\$ 75,000	\$ 75,000	\$ -	\$ (75,000)	-100.0%
660150 Refuse & Hazardous Waste Disposal						
HAZARDOUS WASTE MANAGEMENT		\$ 75,000		\$ 110,000		
Total:	\$ 100,455	\$ 75,000	\$ 75,000	\$ 110,000	\$ 35,000	46.7%
660170 Joint Programs/Studies Assistance						
BAYWIDE COLLABORATION		\$ 55,000		\$ 120,000		
CO-PERMITTEE COST SHARE		48,000		32,300		
COPPER REDUCTION PROGRAM		90,000		123,000		
INTEGRATED PEST MANAGEMENT		10,000		10,000		
REGULATORY FEES		168,500		168,500		
SANDAG - IMPERIAL BEACH SAND		3,500		3,500		
SCHOOL STORM WATER TRAINING		10,000		72,000		
SDG&E EEP - GREEN PORT		519,000		-		
SHELTER ISLAND TMDL		90,000		130,000		
TMDL IMPLEMENTATION		34,500		19,500		
Total:	\$ 541,489	\$ 1,028,500	\$ 1,028,500	\$ 678,800	\$ (349,700)	-34.0%
660190 Public Art Program						
PUBLIC ART OPERATIONS/CONSERVATION		\$ 186,800		\$ -		
PUBLIC ART PROJECTS		130,200		-		
Total:	\$ 117,395	\$ 317,000	\$ 115,000	\$ -	\$ (115,000)	-100.0%

Planning & Green Port
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
670130 Permits/Certificates/License PERMITS & LICENSES		\$ 70,400		\$ 64,000		
Total:	\$ 16,676	\$ 70,400	\$ 70,400	\$ 64,000	\$ (6,400)	-9.1%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 3,891,068	\$ 6,045,400	\$ 5,843,400	\$ 5,488,800	\$ (354,600)	-6.1%
GRAND TOTAL:	\$ 3,900,988	\$ 6,048,400	\$ 5,846,400	\$ 5,491,800	\$ (354,600)	-6.1%

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Port as a Service - Parking

Mission Statement

To develop, manage, and grow the District's parking assets to their highest and best use based on market rates and demand within the District's planning and regulatory framework.

Vision Statement

Creating America's finest waterfront with public accessible parking options supported with current technology, for a fair value to visitors, tenants, their employees, and customers.

Objectives

- ELG Strategic Goal - Critical Success Factor #6 is to develop Parking as a Business and create a new, sustainable revenue stream for the District
- Maintain the District's financial stability by growth of parking revenues as a core-business to help fund increasing public service needs and costs
- Create reasonably priced, convenient parking as an important public service and value
- Build a smart parking ecosystem as part of the District's Smart City Strategy to optimize supply and demand matching and yield management
- Attract San Diegans and visitors by marketing and branding tidelands' parking for recreation and enjoyment of the waterfront
- Facilitate new parking development where feasible and redevelop current parking with new technology
- Increase pricing in opportunistic areas based on market and demand
- Create flexible pricing for parking to maximize parking revenues
- Effectively administer agreements and permits for parking on tidelands
- Support other departments as relates to parking needs
- Convert areas of non-paid parking to meters or pay station parking where demand is high
- Recruit and retain a highly skilled, diverse workforce to support the Port as a Service - Parking team
- Continuously evaluate and improve business systems and processes related to parking
- Identify new sources of parking revenue
- Promote vision for underutilized tidelands and assess parking needs and market

Current Services

To achieve the Port as Service – Parking team's Mission and Vision statements, staff is committed to providing the following services:

Parking Asset Management

- Parking asset and operations management
- Contract and tidelands use and occupancy permit (TUOP) renegotiations
- Contract and TUOP administration
- Contract and TUOP obligation monitoring and enforcement
- Tenant and contractor relationship management
- Parking asset inspections
- Special event coordination for parking
- Parking financial data management
- Monthly and quarterly performance reporting
- Parking asset improvement planning

Port as a Service - Parking

- Citation and parking coordination with Harbor Police and Community Service Officers team

Parking Management and Development

- Feasibility studies for new parking lots and garages
- Market research/financial analysis
- Customer service for the public and visitors to tidelands' parking
- Request for Proposals (RFP) – solicitations for new operators
- New development project monitoring and reporting
- Interdepartmental and interagency coordination
- Appraisals and review of outside appraisals
- Consultant management
- Marketing of available parking locations
- Project management for parking
- Property acquisition for new parking
- New contract and agreement negotiations
- Tenant redevelopment proposal review

The Port as a Service – Parking team currently has two regular positions.

Port as a Service - Parking

Add: 1 Assistant Parking Manager
1 Management Analyst (Limited)
Reclass: 1 Asset Manager to Parking Manager

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Asset Manager	1	0
Assistant Parking Manager	0	1
Parking Manager	0	1
TOTAL	1	2

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Management Analyst	0	1
TOTAL	0	1

Port as a Service - Parking

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 372,300	\$ 372,300	-
Non-Personnel Expense	-	-	3,990,600	3,990,600	-
Total Direct Expense	\$ -	\$ -	\$ 4,362,900	\$ 4,362,900	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 4,362,900	\$ 4,362,900	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 236,200	\$ 236,200	-
Overtime	-	-	-	-	-
Burden	-	-	108,500	108,500	-
OPEB Annual Expense	-	-	27,600	27,600	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 372,300	\$ 372,300	-

Port as a Service - Parking
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals						
BOOKS & PERIODICALS	\$ -	\$ -	\$ -	\$ 200		
Total: \$	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ -	\$ -	\$ -	\$ 300		
Total: \$	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
610120 Memberships & Dues						
ASSOCIATIONS	\$ -	\$ -	\$ -	\$ 500		
CA PARKING ASSOCIATION				600		
MEMBERSHIP & DUES				1,200		
NATIONAL PARKING ASSOCIATION				600		
Total: \$	\$ -	\$ -	\$ -	\$ 2,900	\$ 2,900	N/A
610140 Seminars & Training						
COURSES & SEMINARS	\$ -	\$ -	\$ -	\$ 2,200		
MICROSOFT OFFICE SUITE TRAINING				500		
PARKING CONFERENCE				900		
Total: \$	\$ -	\$ -	\$ -	\$ 3,600	\$ 3,600	N/A
615100 Mileage Reimbursement						
MILEAGE & PARKING	\$ -	\$ -	\$ -	\$ 600		
Total: \$	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
615110 Travel						
COURSES & SEMINARS	\$ -	\$ -	\$ -	\$ 600		
PARKING BUSINESS TRAVEL				800		
TRAVEL				1,000		
Total: \$	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400	N/A
620100 Services - Professional & Other						
AS-NEEDED PEER DESIGN REVIEW	\$ -	\$ -	\$ -	\$ 1,000		
BENCH MARKING STUDY				25,000		
COMPS DATA SERVICE				2,500		
FEASIBILITY STUDY- PKG GARAGES				110,000		
PLACE METER TRAFFIC COUNTING				100,000		
SURVEY CONSULTANT				3,500		
Total: \$	\$ -	\$ -	\$ -	\$ 242,000	\$ 242,000	N/A
630110 Equipment & Systems						
MISC EQUIP & FURNITURE	\$ -	\$ -	\$ -	\$ 3,000		
Total: \$	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	N/A

Port as a Service - Parking
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630120 Equipment Rental/Leasing						
WATER COOLERS & COFFEE MAKER	\$ -	\$ -	\$ -	\$ 300		
Total: \$	\$ -	\$ -	\$ -	\$ 300	\$ 300	N/A
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES	\$ -	\$ -	\$ -	\$ 2,000		
Total: \$	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	N/A
630140 Postage & Shipping						
POSTAGE & SHIPPING	\$ -	\$ -	\$ -	\$ 400		
Total: \$	\$ -	\$ -	\$ -	\$ 400	\$ 400	N/A
630150 Safety Equipment & Supplies						
SAFETY EQPT & SUPPLIES	\$ -	\$ -	\$ -	\$ 100		
Total: \$	\$ -	\$ -	\$ -	\$ 100	\$ 100	N/A
640100 Space Rental						
I.B. PARKING LOT AMORTIZATION	\$ -	\$ -	\$ -	\$ 7,700		
PARKING LEASE - 3275 PAC HWY				108,400		
PARKING LEASE - 3405 PAC HWY				25,200		
Total: \$	\$ -	\$ -	\$ -	\$ 141,300	\$ 141,300	N/A
640150 Facility Management Services						
B STREET PIER	\$ -	\$ -	\$ -	\$ 47,000		
CONV CTR HOTEL PKNG STRUCTURE				475,200		
CONVENTION CENTER PARKING				1,898,200		
CONVENTION CTR GARAGE				40,400		
EMBARC CIRCULAR SHUTTLE SYSTEM				25,000		
NAVY PIER LOT				277,700		
PARKING METER MANAGEMENT				250,000		
Total: \$	\$ -	\$ -	\$ -	\$ 3,013,500	\$ 3,013,500	N/A
650130 Equipment Maintenance - Outside Services						
B STREET PIER CONCRETE REP EVAL	\$ -	\$ -	\$ -	\$ 5,000		
CONV CTR GARAGE MAINT				70,000		
CONVENTION CTR GEN REPAIRS/EQPT				15,000		
OFFICE EQUIPMENT MAINTENANCE				1,000		
Total: \$	\$ -	\$ -	\$ -	\$ 91,000	\$ 91,000	N/A
660100 Advertising						
ADVERTISING - RADIO	\$ -	\$ -	\$ -	\$ 75,000		
Total: \$	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	N/A
660105 Marketing/Outreach						
MARKETING/OUTREACH	\$ -	\$ -	\$ -	\$ 25,000		
Total: \$	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	N/A

Port as a Service - Parking
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
660110 Promotional Services						
TENANT & PUBLIC OUTREACH	\$ -	\$ -	\$ -	\$ 3,000		
Total: \$	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	N/A
670105 Bank & Credit Card Fees						
B STREET PIER CREDIT CARD FEES	\$ -	\$ -	\$ -	\$ 7,400		
CONVENTION CTR PARKING CREDIT CARD				172,300		
CREDIT CARD FEES FOR SMART METERS				84,900		
HILTON GARAGE CREDIT CARD FEES				34,300		
NAVY PIER LOT CREDIT CARD FEES				85,100		
Total: \$	\$ -	\$ -	\$ -	\$ 384,000	\$ 384,000	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 3,990,600	\$ 3,990,600	N/A
GRAND TOTAL: \$	\$ -	\$ -	\$ -	\$ 3,990,600	\$ 3,990,600	N/A

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Procurement Services

Mission Statement

To partner with our internal customers to develop business solutions, to provide a level playing field for our vendors and contractors, and to maximize fiscal resources through cost-effective and efficient operations.

Vision Statement

Procurement Services is a valued, integrated, one-stop shop staffed by a talented, innovative, dedicated, and ethical team.

Objectives

- Add value to the District
- Create and sustain positive relationships with the stakeholders and the community at large
- Deliver customer-focused services in an effective, timely, and courteous manner
- Optimize proactive vendor relationship
- Maximize opportunities for Small Business Enterprise (SBE)
- Continuously evaluate and improve business system and process
- Retain the intellectual assets and corporate knowledge of the District
- Recruit and retain a highly skilled, diverse workforce
- Encourage an organizational culture of learning and growth
- Maximize the use of District funds
- Control costs

Current Services

To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Perform competitive solicitations for procurement of supplies, materials, equipment, services, and public works contracts
- Develop and administer professional and consulting services agreements, major maintenance contracts, and public works contracts
- Administer the District's procurement card program
- Maintain an effective database of vendors, suppliers, contractors, and service providers who are interested in doing business with the District
- Perform centralized receipt, inspection, acceptance, and distribution of material and equipment
- Process damaged goods and lost in shipment claims with freight carriers
- Prepare shipping documents and bills of lading to account for shipped materials
- Collect, store, redistribute, and sell or dispose of excess and surplus material and equipment, and manage all associated inventory records and reports
- Perform distribution of interoffice and U.S. mail to and from outlying facilities in support of the District's mailroom operations
- Manage District vehicle and vessel fleet title and registration documents
- Conduct business outreach events for current and potential vendors and contractors
- Conduct and/or sponsor technical assistance and vendor development workshops

Procurement Services

- Assist potential SBE vendors in registering with the District's Procurement Services department for bidding opportunities
- Provide internal training on District procurement processes and participate in training for requisitioning

The Procurement Services department currently has 18 regular positions, and provides support from the District's General Services Maintenance Facility located at National City.

Procurement Services

Add: 1 Procurement Analyst II

Reclass: 1 Procurement Analyst I to Procurement Analyst II

Replace: 1 Administrative Assistant II (Classified) with Executive Assistant I (Classified)

2 Administrative Assistant II (Classified) with Staff Assistant II

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	3	0
Director, Procurement Services/Chief Procurement Officer	1	1
Distribution & Storage Technician I	2	2
Distribution & Storage Technician II	1	1
Executive Assistant I (Classified)	0	1
Lead Distribution & Storage Technician	1	1
Manager, Distribution & Storage	1	1
Manager, Procurement Services	1	1
Procurement Analyst I	3	2
Procurement Analyst II	3	5
Procurement Supervisor	1	1
Staff Assistant II	0	2
TOTAL	17	18

INTERN POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Intern	1	1
TOTAL	1	1

Procurement Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 1,877,171	\$ 1,944,000	\$ 2,102,100	\$ 158,100	8.1%
Non-Personnel Expense	45,575	70,800	70,800	-	0.0%
Total Direct Expense	\$ 1,922,746	\$ 2,014,800	\$ 2,172,900	\$ 158,100	7.8%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 1,922,746	\$ 2,014,800	\$ 2,172,900	\$ 158,100	7.8%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 1,019,503	\$ 1,075,600	\$ 1,169,600	\$ 94,000	8.7%
Overtime	2,089	2,000	2,000	-	0.0%
Burden	676,289	700,900	765,000	64,100	9.1%
OPEB Annual Expense	179,290	165,500	165,500	-	0.0%
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 1,877,171	\$ 1,944,000	\$ 2,102,100	\$ 158,100	8.1%

Procurement Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME		\$ 2,000		\$ 2,000		
Total: \$	2,089	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
SUBTOTAL: OVERTIME & TEMPS	\$ 2,089	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
610110 Books & Periodicals TRADE RELATED		\$ 300		\$ -		
Total: \$	145	\$ 300	\$ 300	\$ -	\$ (300)	-100.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 500		\$ 500		
Total: \$	503	\$ 500	\$ 500	\$ 500	\$ -	0.0%
610120 Memberships & Dues CAPPO MEMBERSHIP MEMBERSHIPS & DUES NAT CONTRACT MGT ASSN (NCMA)		\$ 1,500 1,000 1,000		\$ 1,400 1,000 1,100		
Total: \$	2,604	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
610140 Seminars & Training ADDITIONAL PROCUREMENT TRAINING ANNUAL CAPPO CONFERENCE CMAA CONSTRUCTION LAW UPDATE MISC PROCUREMENT BASED TRAINING MONTHLY CAPPO MEETINGS NIGP NATIONAL CONFERENCE NPI NATIONAL CONFERENCE		\$ 4,700 600 900 2,500 1,200 - -		\$ 3,000 - 900 2,000 1,000 1,800 1,400		
Total: \$	1,797	\$ 9,900	\$ 9,900	\$ 10,100	\$ 200	2.0%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT TRANSIT PASSES		\$ 1,000 1,100		\$ 2,500 500		
Total: \$	1,375	\$ 2,100	\$ 2,100	\$ 3,000	\$ 900	42.9%
615110 Travel TRAINING		\$ 10,000		\$ 14,100		
Total: \$	2,394	\$ 10,000	\$ 10,000	\$ 14,100	\$ 4,100	41.0%
630100 Breakage & Obsolescence						
Total: \$	2,353	\$ -	\$ -	\$ -	\$ -	N/A
630120 Equipment Rental/Leasing EQUIPMENT RENTAL/LEASING		\$ 500		\$ 500		
Total: \$	-	\$ 500	\$ 500	\$ 500	\$ -	0.0%

Procurement Services

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630130 Office & Operating Supplies OPERATING SUPPLIES		\$ 15,000		\$ 15,000		
Total: \$	11,942	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 6,500		\$ 8,800		
Total: \$	5,168	\$ 6,500	\$ 6,500	\$ 8,800	\$ 2,300	35.4%
630150 Safety Equipment & Supplies SAFETY SUPPLIES & EQUIPMENT		\$ 2,800		\$ 2,000		
Total: \$	2,990	\$ 2,800	\$ 2,800	\$ 2,000	\$ (800)	-28.6%
630200 Uniforms LOSS/DAMAGE ALLOWANCE UNIFORM SERVICE		\$ 200 1,000		\$ 200 1,200		
Total: \$	1,130	\$ 1,200	\$ 1,200	\$ 1,400	\$ 200	16.7%
650130 Equipment Maintenance-Outside Services EQUIPMENT MAINTENANCE-OUTSIDE		\$ 500		\$ 500		
Total: \$	10	\$ 500	\$ 500	\$ 500	\$ -	0.0%
660100 Advertising ADVERTISING		\$ 11,900		\$ 10,000		
Total: \$	10,275	\$ 11,900	\$ 11,900	\$ 10,000	\$ (1,900)	-16.0%
660110 Promotional Services CALTRANS PROCUREMENT VENDOR PROMOTIONAL SERVICES SD COUNTY WATER AUTH PATHS SD SUPPLIER DEV COUNCIL-ANNUAL SD SUPPLIER DEV COUNCIL-MONTHLY SMALL BUSINESS SYMPOSIUM		\$ 500 1,200 500 500 500 700		\$ 200 - - - - -		
Total: \$	1,588	\$ 3,900	\$ 3,900	\$ 200	\$ (3,700)	-94.9%
660120 Promotional Materials PROMOTIONAL MATERIALS		\$ 1,000		\$ -		
Total: \$	1,078	\$ 1,000	\$ 1,000	\$ -	\$ (1,000)	-100.0%
670130 Permits/Certificates/License PERMIT/CERT/LICENSE		\$ 1,200		\$ 1,200		
Total: \$	225	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 45,575	\$ 70,800	\$ 70,800	\$ 70,800	\$ -	0.0%
GRAND TOTAL: \$	47,665	\$ 72,800	\$ 72,800	\$ 72,800	\$ -	0.0%

Real Estate Development – Development Services

Mission Statement

With a service-first approach, the Real Estate Development - Development Services team satisfies regulatory requirements for development through the review and processing of District and tenant projects for compliance with the District's development policies, CEQA, the Port Master Plan, and applicable laws and regulations.

Vision Statement

To sustain and grow a best-in-class commercial and industrial real estate portfolio with internationally recognized amenities, attractions, and development.

Objectives

- ELG Strategic Goal – Critical Success Factor #1 is to process projects and issue the permits necessary for development of the Chula Vista Bayfront in conformance to the Port Master Plan in consultation with Planning & Green Port, Engineering, and Portfolio Management
- ELG Strategic Goal – Critical Success Factors #3 and #4 is to provide preliminary project review and permitting support for the Harbor Island and Central Embarcadero redevelopment efforts in consultation with Planning & Green Port and Portfolio Management
- ELG Strategic Goal – Critical Success Factor #16 is to ensure compliance with the NEVP Phase I conditions of approval and process the North Embarcadero Port Master Plan Amendment in consultation with Planning & Green Port, Engineering, and Portfolio Management
- Continuously evaluate and improve the District and tenant project review process
- Attract visitors from all over the world through high quality development on San Diego Bay
- Create and sustain positive relationships throughout the San Diego region
- Recruit, retain, and prepare for advancement a highly skilled, diverse workforce

Current Services

To achieve the Team's Mission and Vision statements, staff is committed to providing the following services:

Project Review and Mapping Services

- Prepare and provide lease exhibits including plat maps and legal descriptions
- Maintain records of submitted District and tenant project plans
- Perform District and tenant project review and approval
- Conform District and tenant project submittals to standards
- Coordinate with other District departments and other public agencies
- Establish and maintain standards for project and design review

Current Planning

- Oversee preparation and processing of CEQA documents for District and tenant projects
- Prepare all environmental review language for Board of Port Commissioner agendas
- Prepare and process all CEQA and Coastal Determinations for District and tenant projects
- Prepare and process all Coastal Development Permits for Board review
- Coordinate project reviews and information as needed with the California Coastal Commission
- Coordinate as needed with the Planning & Green Port Department to ensure consistency with the Port Master Plan
- Prepare and process Port Master Plan Amendments (except those which are processed by Planning & Green Port for comprehensive Port Master Plan updates and location-specific planning initiatives)
- Coordinate with other District departments and other public agencies

Real Estate Development – Development Services

Enforcement

- Monitor and enforce conditions of approval in project reviews and CEQA/Coastal documents.
- Coordinate with the Portfolio Management team to ensure lease obligations reflect conditions of approval.

The Real Estate Development – Development Services team currently has 13 regular positions.

Real Estate Development - Development Services

Add: 1 Department Manager, Development Services

1 Project Review Associate (Limited)

1 Staff Assistant II (Limited)

Replace: 1 Assistant Redevelopment Planner with Assistant Planner

2 Associate Redevelopment Planners with Associate Planners

1 Program Manager with Principal, Development Services

1 Senior Environmental Specialist with Senior Planner

1 Senior Redevelopment Planner with Senior Planner

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	1	1
Architect	2	2
Assistant Planner	0	1
Assistant Redevelopment Planner	1	0
Associate Planner	0	2
Associate Redevelopment Planner	2	0
Department Manager, Development Services	0	1
Department Manager, Real Estate	1	1
Mapping Technician II	1	1
Principal, Development Services	0	1
Program Manager	1	0
Senior Environmental Specialist	1	0
Senior Planner	0	2
Senior Project Architect	1	1
Senior Redevelopment Planner	1	0
TOTAL	12	13

LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Staff Assistant II	0	1
Project Review Associate	0	1
TOTAL	0	2

Real Estate Development - Development Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 1,930,300	\$ 1,930,300	-
Non-Personnel Expense	-	-	604,200	604,200	-
Total Direct Expense	\$ -	\$ -	\$ 2,534,500	\$ 2,534,500	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 2,534,500	\$ 2,534,500	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 1,160,600	\$ 1,160,600	-
Overtime	-	-	1,400	1,400	-
Burden	-	-	630,300	630,300	-
OPEB Annual Expense	-	-	138,000	138,000	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 1,930,300	\$ 1,930,300	-

Real Estate Development - Development Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME	\$ -	\$ -	\$ -	\$ 1,400		
Total: \$	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION	\$ -	\$ -	\$ -	\$ 600		
Total: \$	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
610120 Memberships & Dues AMER PLANNING ASSOCIATION	\$ -	\$ -	\$ -	\$ 1,600		
AMERICAN INSTITUTE OF ARCHITECTS				800		
ASSOC OF ENV'L PROFESSIONALS				1,300		
ASSOCIATIONS				300		
HOTEL MOTEL ASSOCIATION				500		
NAT'L ASSOC OF IND'L OFFICE PROP				500		
URBAN LAND INSTITUTE				100		
Total: \$	\$ -	\$ -	\$ -	\$ 5,100	\$ 5,100	N/A
610140 Seminars & Training ADA TRAINING	\$ -	\$ -	\$ -	\$ 100		
AMERICAN INSTITUTE OF ARCHITECTS				500		
CEQA TRAINING				4,800		
GIS TRAINING				1,000		
LEED CONTINUING EDUCATION				300		
MS OFFICE TRAINING				5,000		
PROJECT MANAGEMENT				5,000		
SMARTSHEET TRAINING				1,000		
WRITING CLASSES				5,000		
Total: \$	\$ -	\$ -	\$ -	\$ 22,700	\$ 22,700	N/A
615100 Mileage Reimbursement MILEAGE/PARKING	\$ -	\$ -	\$ -	\$ 1,300		
Total: \$	\$ -	\$ -	\$ -	\$ 1,300	\$ 1,300	N/A
615110 Travel COASTAL COMMISSION HEARINGS	\$ -	\$ -	\$ -	\$ 1,000		
Total: \$	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
620100 Services - Professional & Other AMERICA'S CUP HARBOR PILOT PARKING	\$ -	\$ -	\$ -	\$ 9,000		

Real Estate Development - Development Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
B STREET MOORING DOLPHIN CEQA		-		30,000		
CHULA VISTA BAYFRONT CEQA		-		45,000		
COREDATA		-		5,000		
COURIER SERVICES		-		10,000		
DESIGN REVIEW CONSULTANT		-		50,000		
FIREWORKS ENVIRONMENTAL REVIEW		-		110,000		
MISCELLANEOUS CEQA REQUIREMENTS		-		141,200		
PLANNING/COASTAL CONSULTANT		-		40,000		
PROJECT REVIEW CONSULTANT		-		50,000		
SHELTER ISLAND BOAT LAUNCH CEQA		-		20,000		
SURVEYS		-		50,000		
Total: \$	- \$	- \$	- \$	\$ 560,200	\$ 560,200	N/A
670130 Permits/Certificates/License						
FILING FEES	\$	-		\$ 8,300		
NOTICE OF EXEMPTION		-		5,000		
Total: \$	- \$	- \$	- \$	\$ 13,300	\$ 13,300	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE \$	- \$	- \$	- \$	\$ 604,200	\$ 604,200	N/A
GRAND TOTAL: \$	- \$	- \$	- \$	\$ 605,600	\$ 605,600	N/A

Real Estate Development – Performance & Reporting

Mission Statement

The Real Estate Development – Performance & Reporting team administers the department's revenue and expense budgets with an emphasis on clear and accurate reporting and consistency, including the identification, reporting, and analysis of metrics and key performance indicators for continuous improvement.

Vision Statement

To sustain and grow a best-in-class commercial and industrial real estate portfolio with internationally recognized amenities, attractions, and development.

Objectives

- Administer the District's commercial and maritime/industrial real estate portfolio
- Recruit, retain, and prepare for advancement a highly skilled, diverse workforce

Current Services

To achieve the Team's Mission and Vision statements, staff is committed to providing the following services:

- Update and manage the District's lease administration and task reporting systems
- Manage all common budget expenses of the Portfolio Management and Development Services teams
- Manage all contracts and task authorizations for the Real Estate Department's professional services
- Develop and monitor the Real Estate Department's revenue and expense budget
- Develop and manage the Real Estate Department's metrics and key performance indicators
- Produce reports and identify trends in real estate performance
- Consult with other District departments as needed

The Real Estate Development – Performance & Reporting team currently has four regular positions.

Real Estate Development - Performance & Reporting

Reclass: 1 Administrative Assistant II (Classified) to Staff Assistant II

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	1	0
Management Analyst	1	1
Office Manager	1	1
Senior Management Analyst	1	1
Staff Assistant II	0	1
TOTAL	4	4

Real Estate Development - Performance & Reporting

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ 488,400	\$ 488,400	-
Non-Personnel Expense	-	-	64,700	64,700	-
Total Direct Expense	\$ -	\$ -	\$ 553,100	\$ 553,100	-
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ -	\$ -	\$ 553,100	\$ 553,100	-

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ -	\$ -	\$ 268,900	\$ 268,900	-
Overtime	-	-	200	200	-
Burden	-	-	182,500	182,500	-
OPEB Annual Expense	-	-	36,800	36,800	-
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ -	\$ -	\$ 488,400	\$ 488,400	-

Real Estate Development - Performance & Reporting

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime OVERTIME	\$ -	\$ -	\$ -	\$ 200		
Total: \$	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A
610110 Books & Periodicals BOOKS & PERIODICALS	\$ -	\$ -	\$ -	\$ 600		
Total: \$	\$ -	\$ -	\$ -	\$ 600	\$ 600	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION	\$ -	\$ -	\$ -	\$ 100		
Total: \$	\$ -	\$ -	\$ -	\$ 100	\$ 100	N/A
610140 Seminars & Training COURSES & SEMINARS	\$ -	\$ -	\$ -	\$ 2,500		
Total: \$	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	N/A
615100 Mileage Reimbursement MILEAGE/PARKING	\$ -	\$ -	\$ -	\$ 1,000		
Total: \$	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A
630120 Equipment Rental/Leasing EQUIPMENT RENTAL	\$ -	\$ -	\$ -	\$ 30,000		
Total: \$	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	N/A
630130 Office & Operating Supplies OFFICE SUPPLIES	\$ -	\$ -	\$ -	\$ 24,400		
Total: \$	\$ -	\$ -	\$ -	\$ 24,400	\$ 24,400	N/A
630140 Postage & Shipping POSTAGE	\$ -	\$ -	\$ -	\$ 6,100		
Total: \$	\$ -	\$ -	\$ -	\$ 6,100	\$ 6,100	N/A
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ -	\$ -	\$ -	\$ 64,700	\$ 64,700	N/A
GRAND TOTAL: \$	\$ -	\$ -	\$ -	\$ 64,900	\$ 64,900	N/A

Real Estate Development – Portfolio Management

Mission Statement

The Real Estate Development – Portfolio Management team manages and enhances the District's commercial and industrial real estate portfolio from end to end from tenant selection, to development, to asset management, to redevelopment. The team is divided into three functional units focused on specific phases of the lifecycle of development: Business Development, Redevelopment, and Asset Management.

Vision Statement

To sustain and grow a best-in-class commercial and industrial real estate portfolio with internationally recognized amenities, attractions, and development.

Objectives

- ELG Strategic Goal – Critical Success Factor #1 is to negotiate lease agreements and identify funding necessary to advance the Chula Vista Bayfront through the pre-development and pre-construction phases in consultation with Planning & Green Port, Engineering, and Development Services
- ELG Strategic Goal – Critical Success Factor #2 is to negotiate leases and other agreements as needed, and identify funding and activation elements, for development and implementation of the National City Balanced Plan as it relates to District tidelands in support of Planning & Green Port
- ELG Strategic Goal – Critical Success Factor #3 is to facilitate Board review and selection of a master developer, and negotiate a lease and other agreements, to redevelop the former rental car sites on Harbor Island
- ELG Strategic Goal – Critical Success Factor #4 is to facilitate Board review and selection of one or more developers for the Central Embarcadero and negotiate a lease and other agreements
- ELG Strategic Goal – Critical Success Factor #16 is to lead a cross-functional team to develop an infrastructure and financing plan, and identify public and private partners, while advancing the North Embarcadero Port Master Plan Amendment in consultation with Planning & Green Port, Engineering, and Development Services
- Generate market rent for District real estate assets
- Attract visitors from all over the world through high quality development on San Diego Bay
- Create and sustain positive relationships throughout the San Diego region
- Facilitate new development and redevelopment through rigorous tenant selection and retention
- Administer the District's commercial and maritime/industrial real estate portfolio
- Recruit, retain, and prepare for advancement a highly skilled, diverse workforce

Current Services

To fulfill the Team's Mission and Vision statements, staff is committed to the following services:

Business Development

- Educate, market, and attract new investment and tenants to enhance the District's real estate portfolio
- Administer solicitations for District property including Requests for Qualifications and Proposals
- Identify opportunities for future solicitations and potential redevelopment opportunities

Redevelopment

- Negotiate new and amended leases associated with development projects
- Manage development and redevelopment projects through the entitlement process
- Analyze the financial feasibility of development projects
- Acquire property for development by the District and its tenants
- Conduct and analyze market studies for development projects
- Consult with other District departments on real estate matters as needed

Real Estate Development – Portfolio Management

Asset Management

- Administer the District's commercial and maritime/industrial leases
- Comply with and update as needed the District's leasing policy, BPC Policy No. 355
- Monitor and enforce tenant lease obligations including conducting leasehold inspections
- Manage and enhance the District's relationships with its tenants
- Conduct rent reviews and process rent adjustments to achieve market rent for the District
- Identify opportunities for future solicitations and potential redevelopment opportunities
- Consult with other District departments on real estate matters as needed

The Real Estate Development – Portfolio Management team currently has 23 regular positions.

Real Estate Development - Portfolio Management

Add: 2 Asset Managers

Reclass: 1 Administrative Assistant II (Classified) to Staff Assistant II

1 Department Manager, Real Estate to Department Manager, Asset Management

1 Program Manager, Real Estate to Department Manager, Business Development

1 Program Manager, Real Estate to Department Manager, Redevelopment

1 Department Manager, Real Estate to Principal, Portfolio Management

1 Senior Project Architect to Program Manager

Replace: 1 Program Manager, Real Estate with Department Manager, Acquisitions & Development

REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17
Administrative Assistant II (Classified)	4	3
Asset Manager	5	7
Department Manager, Acquisitions & Development	0	1
Department Manager, Asset Management	0	1
Department Manager, Business Development	0	1
Department Manager, Real Estate	4	2
Department Manager, Redevelopment	0	1
Principal, Portfolio Management	0	1
Program Manager, Real Estate	7	5
Senior Project Architect	1	0
Staff Assistant II	0	1
TOTAL	21	23

Real Estate Development - Portfolio Management

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ 4,863,378	\$ 5,079,600	\$ 3,246,000	\$ (1,833,600)	-36.1%
Non-Personnel Expense	2,966,678	2,918,100	1,369,600	(1,548,500)	-53.1%
Total Direct Expense	\$ 7,830,056	\$ 7,997,700	\$ 4,615,600	\$ (3,382,100)	-42.3%
Less: Capitalized Expense	-	(6,500)	(14,400)	(7,900)	121.5%
Equipment Outlay	421,200	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 8,251,256	\$ 7,991,200	\$ 4,601,200	\$ (3,390,000)	-42.4%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Salaries and Wages	\$ 2,845,239	\$ 2,977,500	\$ 1,979,700	\$ (997,800)	-33.5%
Overtime	1,731	-	-	-	-
Burden	1,678,796	1,780,700	1,054,800	(725,900)	-40.8%
OPEB Annual Expense	337,612	321,400	211,500	(109,900)	-34.2%
Temporary Personnel	-	-	-	-	-
TOTAL PERSONNEL EXPENSE	\$ 4,863,378	\$ 5,079,600	\$ 3,246,000	\$ (1,833,600)	-36.1%

Real Estate Development - Portfolio Management
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
600110 Overtime						
Total:	\$ 1,731	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL: OVERTIME & TEMPS	\$ 1,731	\$ -	\$ -	\$ -	\$ -	N/A
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 500		\$ -		
Total:	\$ 327	\$ 500	\$ 500	\$ -	\$ (500)	-100.0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 1,600		\$ 1,200		
Total:	\$ 1,593	\$ 1,600	\$ 1,600	\$ 1,200	\$ (400)	-25.0%
610120 Memberships & Dues						
AMERICAN INSTITUTE OF ARCHITECTS		\$ 800		\$ -		
ASSOCIATIONS		500		-		
CERT COM'L INVEST MEMBER INSTITUTE		1,200		-		
HOTEL MOTEL ASSOCIATION		500		1,000		
INT'L RIGHT OF WAY ASSOCIATION		300		300		
MARINA RECREATION ASSOCIATION		-		800		
MEMBERSHIP & DUES		-		500		
NAT'L ASSOC OF IND AND OFFICE PROP		1,000		300		
URBAN LAND INSTITUTE		1,200		900		
Total:	\$ 4,749	\$ 5,500	\$ 5,500	\$ 3,800	\$ (1,700)	-30.9%
610140 Seminars & Training						
ADA TRAINING		\$ 100		\$ -		
AMER INST OF ARCHITECHS CONT EDUC		500		-		
AMERICAS LODGING INVESTMENT SUMMIT		2,500		6,400		
ARCGIS TRAINING		1,000		-		
CERT COM'L INVEST MEMBER INST 101		1,600		-		
CERT COM'L INVEST MEMBER INST CLASS		1,600		4,200		
INT'L COUNCIL OF SHOPPING CTRS RECO		-		3,600		
LEED CONTINUING EDUCATION		300		-		
LODGING CONFERENCE		2,500		6,900		
MARINA RECREATION ASSOC CONFERENCE		1,000		2,000		
MICROSOFT OFFICE SUITE TRAINING		1,400		-		
NYU INT'L HOSPITALITY INDUSTRY		-		5,000		
P3C - PUBLIC PRIVATE PARTNERSHIP CO		-		2,500		
REAL ESTATE CONFERENCE		4,000		-		
SEMINARS & TRAINING		6,300		16,600		
SMARTSHEET TRAINING		1,000		-		
USD REAL ESTATE CONFERENCE		-		2,100		
Total:	\$ 9,998	\$ 23,800	\$ 23,800	\$ 49,300	\$ 25,500	107.1%

Real Estate Development - Portfolio Management
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
615100 Mileage Reimbursement MILEAGE & PARKING		\$ 2,500		\$ 3,900		
Total: \$	1,762	\$ 2,500	\$ 2,500	\$ 3,900	\$ 1,400	56.0%
615110 Travel						
AMERICAS LODGING INVESTMENT SUMMIT		\$ 1,500		\$ 3,000		
INT'L COUNCIL OF SHOPPING CTRS RECO		-		3,000		
LODGING CONFERENCE		1,900		3,600		
MARINA RECREATION ASSOC CONFERENCE		2,000		-		
MTG WITH NAT'L/INT'L DEVELOPERS		-		5,000		
NYU INT'L HOSPITALITY INDUSTRY		-		4,600		
P3C - PUBLIC PRIVATE PARTNERSHIP CO		-		2,000		
TRAVEL		12,000		8,000		
URBAN LAND INSTITUTE MEETING		-		2,500		
Total: \$	16,075	\$ 17,400	\$ 17,400	\$ 31,700	\$ 14,300	82.2%
620100 Services - Professional & Other						
BENCH MARKING STUDY		\$ 100,000		\$ -		
CONV CTR GARAGE MAINT		40,400		-		
COSTAR REAL ESTATE DATA SERVICES		1,400		-		
CV BAYFRONT FINANCIAL ADVISOR		-		150,000		
CV BAYFRONT MASTER SCHEUDLUE		-		32,700		
CV BAYFRONT PLAN OF FIN/O&M CONSLT		40,000		-		
CV BAYFRONT RETAIL CONSULTANTS		25,000		-		
DESIGN CONSLT - RENT-A-CAR SITE		90,000		-		
DIGITIZING DOCUMENTS CONSULTANTS		60,000		-		
INFRASTRUCTURE FINANCING STUDIES		100,000		-		
KORPACZ DATA REPORTS		400		-		
LOOP NET DATA SERVICES		3,600		2,400		
MARSHALL VALUATION SERVICE		1,500		1,000		
MISCELLANEOUS REAL ESTATE REPORTS		1,000		1,000		
MULTI-YEAR ON CALL CONSULTANTS		500,000		722,300		
ON-CALL APPRAISER		-		155,000		
PKF HOTEL INDUSTRY REPORTS		1,000		1,000		
POND 20 FEASIBILITY STUDY		50,000		-		
PROJECT VIDEOS		-		10,000		
SURVEY CONSULTANT		30,000		-		
TITLE AND ESCROW LAND EXCHANGE		2,500		-		
UNANTICIPATED NEEDS (ASSET MGMT)		-		125,000		
Total: \$	1,033,229	\$ 1,046,800	\$ 1,046,800	\$ 1,200,400	\$ 153,600	14.7%
630110 Equipment & Systems						
MISC EQUIP & FURNITURE		\$ 3,500		\$ -		
Total: \$	8,439	\$ 3,500	\$ 3,500	\$ -	\$ (3,500)	-100.0%

Real Estate Development - Portfolio Management

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 13,000		\$ -		
Total:	\$ (8,579)	\$ 13,000	\$ 13,000	\$ -	\$ (13,000)	-100.0%
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 3,000		\$ -		
Total:	\$ 1,785	\$ 3,000	\$ 3,000	\$ -	\$ (3,000)	-100.0%
630150 Safety Equipment & Supplies						
Total:	\$ 86	\$ -	\$ -	\$ -	\$ -	N/A
640100 Space Rental I.B. PARKING LOT AMORTIZATION SLC LEASE, E HARBOR ISLND AREA		\$ 7,700 12,000		\$ - 13,100		
Total:	\$ 19,676	\$ 19,700	\$ 19,700	\$ 13,100	\$ (6,600)	-33.5%
640150 Facility Management Services C.C. HOTEL PARKING STRUCTURE CONVENTION CENTER PARKING LANE FIELD PARKING NAVY PIER LOT PARKING METER MANAGEMENT		\$ 292,200 1,081,500 77,300 194,800 130,000		\$ - - - - -		
Total:	\$ 1,859,960	\$ 1,775,800	\$ 1,775,800	\$ -	\$ (1,775,800)	-100.0%
650130 Equipment Maintenance - Outside Services						
Total:	\$ 547	\$ -	\$ -	\$ -	\$ -	N/A
660100 Advertising ADVERTISING		\$ -		\$ 25,000		
Total:	\$ 4,097	\$ -	\$ -	\$ 25,000	\$ 25,000	N/A
660105 Marketing/Outreach MARKETING/OUTREACH		\$ -		\$ 26,200		
Total:	\$ 450	\$ -	\$ -	\$ 26,200	\$ 26,200	N/A
660110 Promotional Services TENANT & PUBLIC OUTREACH		\$ 5,000		\$ 15,000		
Total:	\$ 12,482	\$ 5,000	\$ 5,000	\$ 15,000	\$ 10,000	200.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 2,966,678	\$ 2,918,100	\$ 2,918,100	\$ 1,369,600	\$ (1,548,500)	-53.1%
GRAND TOTAL:	\$ 2,968,409	\$ 2,918,100	\$ 2,918,100	\$ 1,369,600	\$ (1,548,500)	-53.1%

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Technology Management Program

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	4,242,867	3,774,500	6,528,100	2,753,600	73.0%
Total Direct Expense	\$ 4,242,867	\$ 3,774,500	\$ 6,528,100	\$ 2,753,600	73.0%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	32,472	35,000	50,000	15,000	42.9%
TOTAL DEPARTMENTAL EXPENSE	\$ 4,275,339	\$ 3,809,500	\$ 6,578,100	\$ 2,768,600	72.7%

Technology Management Program

EQUIPMENT OUTLAY

DESCRIPTION	QTY	UNIT COST	BUDGET FY 16/17
UPGRADES TO OPEN PORT PUBLIC WIFI	1	50,000	\$ 50,000
TOTAL	1		\$ 50,000

Technology Management Program

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
620100 Services - Professional & Other						
ACCESS CONTROL		\$ 15,000		\$ 15,000		
AS-NEEDED JOOMLA SUPPORT SERVICES		-		25,000		
AS-NEEDED PROJECT MGT SERVICES		-		50,000		
AS-NEEDED PROJECT SERVER - LEVEL		-		90,000		
AS-NEEDED SHAREPOINT - LEVEL 3		-		50,000		
BOARD ROOM MAINTENANCE		6,000		6,000		
BUS WHSE - LOAD MONITORING		-		8,000		
BUSINESS WAREHOUSE-LOAD MONIT		7,800		-		
CCTV MAINTENANCE		648,900		650,000		
CONFERENCE EQPT MAINTENANCE		15,000		15,000		
CONSULTING FEES		-		600,000		
ENTERPRISE DESKTOP MGT & ENG		8,000		8,000		
ENTERPRISE SERVER ENG SVCS		12,000		10,000		
FIBER OPTIC MAINTENANCE		50,000		50,000		
IT TECH SERVICES - LEVEL 3		200,000		200,000		
IT TECHNICAL SERVICES		200,000		200,000		
MICROSOFT TECH SERVICES-LEVEL 3		100,000		100,000		
SAP ADMINISTRATION		93,000		113,000		
SAP UNICODE CONVERSION		-		23,600		
SDMIS MAINTENANCE SERVICES		25,000		24,700		
SHAREPOINT APPLICATION PHASE 2		-		20,000		
SOLARIS AND ORACLE - AS-NEEDED		-		50,000		
STORMWATER DATABASE MANAGEMENT		-		180,000		
TESTING AND QTY ASSURANCE - ORASI		-		20,000		
TRAVEL ON DEMAND		9,000		-		
VESSEL COPPER/SPEED REDUCTION		-		20,000		
WEBSITE REDESIGN		-		80,000		
Total:	\$ 1,775,057	\$ 1,389,700	\$ 1,389,700	\$ 2,608,300	\$ 1,218,600	87.7%
630110 Equipment & Systems						
800 MHZ RADIOS		\$ 10,000		\$ 5,000		
ACTIVE DIRECTORY FEDERATED SERVICES		-		40,000		
ADOBE CREATIVE CLOUD		-		4,200		
AUTODESK LICENSES		-		34,000		
BACK-UP TAPES		6,000		3,000		
BONFIRE - WEB BASED SOLICITATION		-		11,500		
CABLES, DISKS		35,000		35,000		
CELL PHONES		25,000		25,000		
CISCO INFRASTRUCTURE-MODIFICATIONS		25,000		25,000		
CLOUD BACKUP SERVICES		-		36,000		
CLOUD DNS		-		15,000		
CLOUD SOFTWARE AS A SERVICE		319,400		322,400		
COMPUTERS/LAPTOPS		-		215,000		

Technology Management Program

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
EXPENSE DETAILS	FY 14/15	FY 15/16	FY 15/16	FY 16/17	dollars	pct
DIRECTORY SVCS & FILE SYSTEM		-		20,000		
EBINDER ANNUAL SUBSCRIPTION		-		3,800		
EXECUTIVE CYBER SECURITY TRAINING		-		6,000		
FORM 700 AUTOMATION		-		5,200		
HARVARD MGT/ONLINE COURSE LICENSE		-		7,500		
INFRASTRUCTURE AS A SERVICE		30,000		30,000		
INTERNAL APPLICATIONS		41,300		41,300		
IT SECURITY PROGRAM SUBSCRIPTIONS		120,000		120,000		
LCP TRACKER		-		10,000		
LINKEDIN		-		29,000		
LOGIKCULL SUBSCRIPTION		-		48,000		
MS ISAC - SECURITY INTRUSION		-		12,000		
NEW EMPLOYEE COMPUTER EQUIPMENT		-		10,000		
PIERS T1 ANNUAL SUBSCRIPTION		-		10,400		
PLACEMETER		-		40,000		
PLANNED COLLOBORATIVE - ARC DOC		-		10,000		
QUANTUM BACKUP		-		40,000		
SECURITY EQPT UPGRADE/REPAIRS		80,000		85,000		
SMALL TOOLS TRACKING SOFTWARE		-		4,000		
SOFTWARE/SUBSCRIPTIONS		22,600		22,600		
SURVEY MONKEY		-		600		
USER SECURITY AWARENESS TRAINING		-		20,000		
WEB HOSTING		-		12,000		
WEBDAM - PHOTO & VIDEO ARCHIVING		-		12,000		
WINDOW SERVER OS		10,000		10,000		
YARDI - LICENSE/MAINTENANCE		-		147,000		
Total: \$	877,845	\$ 724,300	\$ 724,300	\$ 1,527,500	\$ 803,200	110.9%
640110 Telephone & Communications						
3 C'S ANNUAL LINE FEES		\$ 3,000		\$ 3,000		
CELLULAR - VOICE/DATA SERVICES		60,600		80,000		
HS - RCS SYSTEM FEES		20,000		25,000		
INTERNET CONNECTIVITY		65,000		30,000		
LOCAL/LONG DIST & TEL CONNECTIVITY		262,000		360,600		
SATELLITE TELEVISION SERVICES		3,000		6,000		
WAN CONNECTIVITY		90,000		118,000		
WIFI / DATA		8,000		-		
Total: \$	575,053	\$ 511,600	\$ 511,600	\$ 622,600	\$ 111,000	21.7%
650130 Equipment Maintenance - Outside Services						
3 C'S-MAINTENANCE		\$ 1,500		\$ 3,000		
800 MHZ RADIO		30,000		30,000		
ACCESS CONTROL		15,000		15,000		
AUTOMATED LIC PLATE READER MAINT		-		10,000		
BACK-UP HARDWARE		23,000		24,500		
CCTV HARDWARE MAINTENANCE		20,000		30,000		
CISCO INFRASTR SMARTNET MAINT		100,000		180,000		
DATA CTR FIRES SUPPRESSION MAINT		5,000		5,000		

Technology Management Program

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
EXPENSE DETAILS	FY 14/15	FY 15/16	FY 15/16	FY 16/17	dollars	pct
DELL COMPELLENT-SAN MAINT		100,000		100,000		
FIREWALL MAINTENANCE		-		15,000		
PRINTER/COPIER/METER MAINT		85,000		270,000		
UPS-MAINTENANCE		13,000		15,000		
VIDEO CONFERENCING MAINTENANCE		15,000		15,000		
WAV CAM		-		45,000		
Total:	\$ 344,813	\$ 407,500	\$ 407,500	\$ 757,500	\$ 350,000	85.9%
650140 Software Maintenance						
ACCELOPS SUBSCRIPTION/MAINTENANCE		\$ -		\$ 25,000		
ACCESS CONTROL MAINTENANCE		15,000		15,000		
ACRONIS BACKUP & RECOVERY		2,000		6,000		
CCTV CAMERA ANALYTICS		34,000		34,000		
CCTV VIDEO MGMT SYSTEM		15,000		18,000		
CIS DATACENTER MGMT SUITE		60,000		60,000		
CITRIX LICENSE/SUPPORT/MAINTENANCE		-		3,000		
COLLABORATION SOFTWARE MAINT		21,400		24,200		
DOCUMENT MANAGEMENT		130,000		130,000		
DS METER/RAZOR MAINTENANCE		-		4,000		
EMAIL FORWARDING SERVICES		-		20,000		
EMBARK SOFTWARE-MAINTENANCE		1,000		1,000		
ENT SEASAM BACK-UP MAINT		32,000		35,000		
GIS MAINTENANCE		33,500		38,500		
MICROSOFT ENTERPRISE MAINT		81,000		250,000		
NOVELL SOFTWARE MAINT		90,000		90,000		
SAP ERP MAINTENANCE		165,200		179,000		
SEA-WEB SYSTEM SUBSCRIPTION		4,000		5,000		
SECURITY SOFTWARE MAINT		29,500		29,500		
TECHNICAL SUPPORT & MAINTENANCE		-		10,000		
VIRTUAL MACHINE MAINTENANCE		25,000		25,000		
VM SUPPORT/SUBSCRIPTION		2,800		-		
VM WARE SUPPORT		-		10,000		
Total:	\$ 670,099	\$ 741,400	\$ 741,400	\$ 1,012,200	\$ 270,800	36.5%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 4,242,867	\$ 3,774,500	\$ 3,774,500	\$ 6,528,100	\$ 2,753,600	73.0%
GRAND TOTAL:	\$ 4,242,867	\$ 3,774,500	\$ 3,774,500	\$ 6,528,100	\$ 2,753,600	73.0%

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Utilities

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 14/15	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FY 16/17-15/16 BUDGET	% CHANGE
Personnel Expense	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel Expense	2,961,168	3,326,300	3,543,800	217,500	6.5%
Total Direct Expense	\$ 2,961,168	\$ 3,326,300	\$ 3,543,800	\$ 217,500	6.5%
Less: Capitalized Expense	-	-	-	-	-
Equipment Outlay	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 2,961,168	\$ 3,326,300	\$ 3,543,800	\$ 217,500	6.5%

Utilities

EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS FY 14/15	ORIGINAL BUDGET FY 15/16	ADJUSTED BUDGET FY 15/16	BUDGET FY 16/17	CHANGE FROM ADJUSTED BUDGET	
					dollars	pct
SUBTOTAL: OVERTIME & TEMPS	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
640120 Utilities-Gas & Electric UTILITIES-GAS & ELECTRIC		\$ 2,017,600		\$ 2,078,100		
Total:	\$ 1,788,959	\$ 2,017,600	\$ 2,017,600	\$ 2,078,100	\$ 60,500	3.0%
640130 Utilities-Water UTILITIES-WATER		\$ 1,308,700		\$ 1,465,700		
Total:	\$ 1,172,209	\$ 1,308,700	\$ 1,308,700	\$ 1,465,700	\$ 157,000	12.0%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 2,961,168	\$ 3,326,300	\$ 3,326,300	\$ 3,543,800	\$ 217,500	6.5%
GRAND TOTAL:	\$ 2,961,168	\$ 3,326,300	\$ 3,326,300	\$ 3,543,800	\$ 217,500	6.5%



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Glossary of Terms

Accrual Basis of Accounting – under this method, revenues are recorded when earned and expenses are recorded when incurred.

Actual – is earned revenue or incurred expense during the stated fiscal year.

Americans with Disabilities Act (ADA) – prohibits, under certain circumstances, discrimination based on disability.

AMP – Asset Management Program

Appropriation – is an authorization made by the Board of Port Commissioners that permits District departments to make expenditures of governmental resources. All appropriations that have not been expended or lawfully encumbered lapse at the end of the fiscal year. The Board of Port Commissioners may increase or decrease appropriations by majority vote.

Asset – are resources owned or held that have an economic value.

Balanced Budget – is one in which revenues and other sources of funds equal or exceed expenditures and other uses of funds.

Bond – is a written promise to pay a designated amount (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the budget, these payments are identified as debt service. Bonds are usually used to obtain long-term financing for capital improvements.

Board – Board of Port Commissioners

Board of Port Commissioner (BPC) Policies – San Diego Unified Port District Act requires the Board of Port Commissioners to make and enforce necessary rules and regulations governing the use and control of all navigable waters, tidelands, and submerged lands within the District and to make and enforce certain local police and sanitary regulations relating to the District.

Brown Act – guarantees the public's right to attend and participate in meetings of local legislative bodies.

Budget – is a financial plan for a specified period of time (fiscal year) that matches plan expenses and revenues with planned services.

Budgetary Control – is the control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Burden – is the benefits and taxes that a company must or chooses to pay on their payroll. These can include, but are not limited to, all of the following: payroll taxes (both federal and state), retirement/pension costs, fringe benefits, health care, life/AD&D insurance, paid time off, worker's compensation costs, long-term disability insurance, and short-term disability insurance.

California Environmental Quality Act (CEQA) – requires state and local agencies within California to follow a protocol of analysis and public disclosure of environmental protection a mandatory part of every California state and local agency's decision making process.

Glossary of Terms

California Fair Employment and Housing Act (FEHA) – is used to fight sexual harassment and other forms of unlawful discrimination in employment and housing.

California Public Records Act – requires inspection and/or disclosure of governmental records to the public upon request, unless exempted by law.

Caltrans – California Department of Transportation

Capital Improvement Program (CIP) – is the District's five-year fiscal plan detailing the amount and timing of anticipated capital expenditures. It is updated annually with the adoption of the budget.

Capital Labor – is internal labor costs (personnel and overhead) that are directly incurred in the development and construction of capital projects.

CCDC – Center City Development Corporation

CEO – Chief Executive Officer

Coastal Act – addresses issues such as shoreline public access and recreation, lower cost visitor accommodations, terrestrial and marine habitat protection, visual resources, landform alteration, agricultural lands, commercial fisheries, water quality, offshore oil and gas development, transportation, development design, power plants, ports, and public works. The Coastal Commission, in partnership with coastal cities and counties, plans and regulates the use of land and water in the coastal zone.

Cost Center – is a unit within the District to which costs may be charged for accounting purposes.

CST – Cruise Ship Terminal

DEA-NTF – Drug Enforcement Administration Narcotic Task Force

Department – is a major administrative unit of the District, which indicates overall management responsibility for an operation or a group of related operations within a functional area, and the organizational level at which the budget is adopted and controlled.

District – San Diego Unified Port District

EDMS – Electronic Document Management System

EMOS – Electronic Maritime Operation System

Enterprise Fund – in governmental accounting, a fund that provides goods and services to the public for a fee that makes the entity self-supporting.

Expense – is a charge incurred (whether paid immediately or accrued) for operations, maintenance, interest or other charges.

Fiscal Year (FY) – is the annual period beginning July 1st and ending June 30th.

Glossary of Terms

GASB – Government Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

GDP – Gross Domestic Product

Generally Accepted Accounting Principles (GAAP) – is the conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GFOA – Government Finance Officers Association

GIS – Geographic Information System

Grant – is a contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the grantee.

IMP – Infrastructure Management Program

JHOC – Joint Harbor Operations Center

JTTF – Joint Terrorism Task Force

MIIF – Maritime Industrial Impact Fund

MM – Major Maintenance

MOIS – Maritime Operations Information System

MOTEMS (Marine Oil Terminal Engineering and Maintenance Standard) – Are the standards that apply to all existing and new marine oil terminals in California, and include criteria for inspection, structural analysis and design, mooring and berthing, geotechnical considerations, fire, piping, and mechanical and electrical systems.

MOU – Memorandum of Understanding

MTF – Marine Task Force

NEVP – North Embarcadero Visionary Plan

NCMT – National City Marine Terminal

NOAA – National Oceanic Atmospheric Administration

Non-Personnel Expense (NPE) – includes costs for materials and supplies, equipment, communications, outsourced services, travel, and other expenses.

Operating Reserves – are unrestricted funds, usually accumulated over several years that are available for appropriation (also see Unreserved Fund Balance).

Glossary of Terms

Other Post-Employment Benefits (OPEB) – that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for are life insurance premiums, healthcare premiums, and deferred-compensation arrangements.

OPH – Old Police Headquarters

Overhead Expense (Overhead) – refers to an expense in the District that cannot be directly associated and charged to a service or project.

Personnel Expense – is the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by an employer.

Public Contract Code – requires competitive bidding for the vast majority of public projects.

RCS – Regional Communications System Interoperability

Revenue – sources of income financing the operations of government

RFP – Request for Proposal

RFQ – Request for Qualifications

RIMS – Records & Information Management System

RSVP – Retired Senior Volunteer Program

SANDAG – San Diego Association of Governments

San Diego Unified Port District Act – provides for the calling of municipal elections therefor; describing the powers, duties, and functions thereof, authorizing the district to borrow money and issue bonds for district purposes; to provide means of raising revenues for the operation, maintenance and bond redemption of the district; and to provide, for the transfer to such district of tidelands and lands lying under inland navigable waters.

SDCRAA – San Diego County Regional Airport Authority

TAMT – Tenth Avenue Marine Terminal

Team – is a sub-administrative unit of a department, which has responsibility for an operation or a group of related operations within a functional area.

TUOP – Tidelands Use Occupancy Permit

TUP – Temporary Use Permit

TWIC – Transportation Worker Identity Card



(3)

BPC Policy No. 090

SUBJECT: TRANSFER BETWEEN OR WITHIN APPROPRIATED ITEMS IN BUDGET

PURPOSE: To establish a policy for the transfer of amounts between appropriated items in the budget in accordance with Section 86 of the San Diego Unified Port District Act (Act), as well as within appropriated items.

POLICY STATEMENT:

The Act requires the Board of Port Commissioners (Board) adopt an annual budget by ordinance. After the budget is adopted, circumstances may arise that require adjustments by way of transfers between appropriated items in the budget. The Act authorizes the Executive Director to request in writing to the Board for a transfer of amounts from one appropriated item to another in the budget. On the approval of the Board by a two-thirds vote, the Port Auditor will make the transfer. Furthermore, circumstances may arise that require adjustments by way of transfers within appropriated items in the budget. The Act does not set forth when such intra-item transfers require Board approval.

TRANSFER GUIDELINES:

1. Appropriated items are defined as broad categories of budgeted costs within each budget class as follows:

Ordinary Annual Expenses (Class):

Personnel Expenses (appropriated Item)

Non-Personnel Expenses (appropriated Item)

Expense Major Maintenance (appropriated Item)

Capital Outlay (Class):

Capital Improvement Program (CIP) (appropriated Item)

Technology Management Program (TMP) (appropriated Item)

Capital Major Maintenance (appropriated Item)

Equipment Outlay (appropriated Item)

*Clerk's Note: This document supersedes Clerk's Document No. 64142, and corrects the inadvertent omission of language approved by the Board on March 3, 2015.

Prior Indebtedness (Debt Service Principal) (Class)

The entire amount assigned to this class is the appropriated item.

2. The following rules shall be used to determine whether a transfer requires Board approval:

A. Rules for All Transfers:

- Individual transfer amounts may be made in a single transfer or multiple transfers if, in aggregate, they do not exceed the amount authorized.

B. Rules for Transfers Between Appropriated Items or Classes:

- A transfer between classes (e.g., amounts transferred between Ordinary Annual Expenses and Capital Outlay) requires Board approval.
- A transfer between appropriated items requires Board approval.

C. Rules for Transfers Within Appropriated Items:

- Applicable to all appropriated items except CIP, Expense Major Maintenance and Capital Major Maintenance:
 - Transfer of amounts within each appropriated item requires approval of the Executive Director.
- CIP (appropriated item):
 - Board approval is required for any transfers between CIP projects.
 - Transfer amounts between fiscal years within the 5-year CIP approved project budget, requires approval of the Executive Director with notification to the Board.
 - If the transfer amount exceeds the 5-year CIP approved project budget, Board approval is required.
- Capital or Expense Major Maintenance (appropriated items):
 - Transfer amounts to projects related to emergency, safety and health require approval of the Executive Director with notification to the Board.
 - All other transfers involving planned projects within Capital or Expense Major Maintenance require approval of the Executive Director for individual transfer amounts not in excess of \$175,000 with notification to the Board. If individual transfer amounts exceed \$175,000, Board approval is required.

- o All other transfers involving unplanned projects within Capital or Expense Major Maintenance require approval in compliance with BPC Policy No. 080 – Unplanned Work Consideration. Transfers involving unplanned projects with a total cost equal to or less than \$175,000 require approval of the Executive Director with notification to the Board. Board approval is required for transfers involving unplanned projects with total costs in excess of \$175,000, *or in aggregate exceeding \$500,000 per year.
- 3. To ensure compliance with auditing standards, when the Board approves a transfer, the Port Auditor shall make the Board-approved transfer with the understanding that if this activity becomes a part of the District's annual audit plan, it must be reviewed by a party independent of the Port Auditor.

RESOLUTION NUMBER AND DATE: 2015-138, dated October 21, 2015 (Supersedes BPC Policy No. 090, Resolution 2015-17, dated March 3, 2015; and Resolution 2013-109, dated June 11, 2013)

BPC Policy No. 090

Page 3 of 3

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(14)

BPC Policy No. 115

SUBJECT: GUIDELINES FOR PRUDENT INVESTMENTS

PURPOSE: To define the District's investment program objectives and to establish policies and procedures for the prudent investment of the District's cash.

POLICY STATEMENT:

1.0 INTRODUCTION

It is the policy of the San Diego Unified Port District (the District) to invest public funds in a manner that will provide the highest security of the funds under management while meeting the daily cash flow demands of the District. The investment policies and practices of the District are based upon prudent money management and conform to all state and local statutes governing the investment of public funds.

This policy also addresses risk management because risk management is an integral part of managing a fixed income portfolio. To focus only on maximizing return is imprudent; therefore, policy issues will be directed to limiting the investment portfolio's exposure to each issue and issuer of debt, and criteria for establishing minimum credit requirements that firms must have in order to effect security transactions with the District.

2.0 SCOPE

This investment policy applies to all the District's investment activities, except for the Employees Retirement and Deferred Compensation funds, which are administered separately. The financial assets of all other District funds shall be administered in accordance with the provisions of this policy. These funds are accounted for in the District's Comprehensive Annual Financial Report and include:

2.1 Funds

2.1.1 General Fund

2.1.2 Capital Outlay Fund

2.1.3 Any new fund created by the Board of Port Commissioners or operation of law, unless specifically exempted.

3.0 PRUDENCE

Persons authorized to make investment decisions for the District are trustees and therefore fiduciaries subject to the prudent investor standard.

3.1 When investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency.

3.2 Investment officials acting in accordance with written procedures and investment policy and exercising due diligence shall be relieved of personal responsibility of an individual security's credit risk or market price changes, provided deviation from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4.0 OBJECTIVES

The primary objectives, in priority order, of the District's investment activities shall be:

4.1 **Safety of principal:** Safety of principal is the District's foremost objective. To accomplish this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. Each investment transaction shall seek to ensure that capital losses are avoided, whether from issuer default, broker/dealer default, or erosion of market value. The District shall seek to preserve principal by mitigating credit risk and market risk.

4.1.1 Credit Risk is the risk of loss due to failure of the issuer to repay an obligation and shall be mitigated by investing in only the highest quality credits and by diversifying the investment portfolio so that the failure of any one issuer would not unduly harm the District's cash flows.

4.1.2 Market risk is the risk of market value fluctuations due to overall changes in the general level of interest rates and shall be mitigated by structuring the portfolio so that securities mature at the same time major cash outflows occur, thereby eliminating the need to sell securities prior to their maturity; and, by prohibiting the taking of short positions, that is, selling securities that the District does not own.

4.1.3 It is explicitly recognized, however, that in a diversified portfolio occasional losses may occur and must be considered within the context of overall investment return.

4.2 **Liquidity:** The District's investment portfolio will be structured to provide sufficient liquidity to meet the operating requirements of the District.

4.3 **Return on investment:** State law requires that the objective of return on investment be subordinate to the objectives of safety and liquidity. Therefore, investment officials shall seek to achieve a return on the funds under their control throughout all economic cycles, taking into consideration the District's investment risk constraints and cash flow requirements.

5.0 AUTHORITY TO INVEST FUNDS

The monies entrusted to the District will be invested and actively managed. This

function is viewed as a full-time responsibility. The authority to execute investment transactions shall be limited to the Treasurer and Deputy Treasurer. The Treasurer and Deputy Treasurer will observe, review, and react to the changing conditions that affect the investment portfolio. The Treasurer and Deputy Treasurer will meet on a regular basis to discuss current market conditions and future trends and how each of these affects the investment portfolio and the District. The Treasurer and Deputy Treasurer shall establish a system of controls to ensure compliance with the District's investment policy and to regulate the activities of subordinate officials.

6.0 ETHICS AND CONFLICTS OF INTEREST

Board Commissioners, District officers or District employees involved in the investment process shall refrain from any activity that could conflict with proper execution of the investment program, or which could impair the Treasurer's or Deputy Treasurer's ability to make impartial investment decisions. District staff involved with the investment process shall disclose to the Executive Director/President and Chief Executive Officer any material financial interest in financial institutions that conduct business with the District, and they shall further disclose any large personal financial and/or investment positions that could be related to the performance of the District's portfolio. Board Commissioners, District officials and District employees shall subordinate their personal investment transactions to those of the District, particularly with regard to the timing of purchases and sales.

7.0 QUALIFIED DEALERS

The District shall transact business only with commercial banks, savings and loans, and investment securities dealers. The dealers must be primary dealers regularly reporting to the Federal Reserve Bank of New York. Regional dealers that qualify under the Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) will be approved at the discretion of the Treasurer.

7.1 All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer with an audited financial statement, proof of National Association of Security Dealers certification, trading resolution, proof of state registration, completed broker/dealer questionnaire, and certification of (a) having read the District's investment policy and depository contracts and (b) recommending and executing only transactions that comply with same. The Treasurer shall determine if they are adequately capitalized, make markets in securities appropriate to the District's needs, and are recommended by managers of portfolios similar to the District's.

7.2 An annual review of the financial condition and registration of qualified bidders will be conducted by the Treasurer. A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the District invests.

7.3 The District shall at least annually send a copy of the current investment policy to all financial institutions and broker/dealers approved to do business with the District. Confirmation of receipt of this policy shall be considered evidence that the dealer understands the District's investment policy and will recommend and execute only

transactions suitable for and in compliance with the District's investment policy.

8.0 AUTHORIZED INVESTMENTS

The District is authorized by California Government Code Section 53600 et seq. to invest in the following types of securities, further limited herein:

8.1 **United States Treasury Bills, Bonds, and Notes**, or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no limitation as to the percentage of the portfolio that can be invested in this category.

8.2 **Obligations issued by United States Government Agencies** such as, but not limited to, the Government National Mortgage Association (GNMA), the Federal Farm Credit Bank System (FFCB), the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association (FNMA), the Federal Home Loan Mortgage Corporation (FHLMC), the Student Loan Marketing Association (SLMA) and the Tennessee Valley Authority (TVA). Although there is no percentage limitation of the dollar amount that can be invested in these issuers, the "prudent person" rule shall apply for any single agency name.

8.3 Bills of exchange or time drafts drawn on and accepted by a commercial bank, otherwise known as **bankers acceptances** which are eligible for purchase by the Federal Reserve System, may not exceed 180 days to maturity or 40 percent of the market value of the portfolio. No more than 10 percent of the market value of the portfolio may be invested in banker's acceptances issued by any one bank.

8.4 **Commercial paper** of prime quality and ranked P1 by Moody's Investor Services and A1 by Standard and Poor's and issued by a domestic corporation having assets in excess of \$500 million and having an A or better rating on its long term debt as provided by Moody's or Standard and Poor's. Purchases of eligible commercial paper may not exceed 270 days to maturity. Purchases of commercial paper may not exceed 15 percent of the market value of the portfolio. No more than 10 percent of the market value of the portfolio may be invested in commercial paper issued by any one corporation. An additional 15 percent, or 30 percent of the market value of the portfolio, may be invested in eligible commercial paper only if the dollar-weighted average maturity of the entire amount does not exceed 31 days. "Dollar-weighted average maturity" means the sum of the amount of each outstanding commercial paper investment multiplied by the number of days to maturity, divided by the total amount of outstanding commercial paper.

8.5 **Negotiable certificates of deposit (NCDs)** issued by a nationally or state-chartered bank or a state or federal savings institution. Purchased NCDs may not exceed 30 percent of the market value of the portfolio and the maximum maturity date shall not exceed one year.

8.5.1 The Treasurer shall use a nationally recognized statistical rating organization (NRS RO), as designated by the Securities and Exchange Commission, for the qualitative and quantitative analysis of financial institutions.

8.5.2 The Treasurer shall specify minimum criteria for investment as derived from the evaluation service.

8.6 **Medium Term Notes** (MTNs) issued by corporations organized and operating within the United States. MTNs eligible for purchase shall be rated "A" or better by Standard and Poor's or by Moody's rating services. MTNs with an "A" rating shall be limited to 24 months maximum maturity; AA rated MTNs shall be limited to 36 months. The aggregate total of all purchased MTNs may not exceed 30 percent of the market value of the investment portfolio. No more than 5 percent of the market value of the portfolio may be invested in notes issued by any one corporation. Commercial paper holdings shall be considered when calculating the maximum percentage of any issuer name.

8.7 **Repurchase agreements** (RPAs) shall only be made with primary dealers of the Federal Reserve Bank of New York. The Public Securities Association master repurchase agreement shall be the District's master repurchase agreement.

8.7.1 The term of the agreement may not exceed one year.

8.7.2 The market value of the securities used as collateral for repurchase agreements shall be monitored daily by the Deputy Treasurer and will not be allowed to fall below 102 percent of the value of the repurchase agreement.

8.7.3 The market value of the securities that underlay the repurchase agreement shall be adjusted no less than quarterly.

8.7.4 In order to conform with provisions of the Federal Bankruptcy Code, which provides for the liquidation of securities held as collateral for repurchase agreements, the only securities acceptable as collateral shall be certificates of deposit, eligible banker's acceptances, or securities that are direct obligations of the United States government.

8.8 **Reverse Repurchase Agreements** (RRPAs) shall only be made with primary dealers of the Federal Reserve Bank of New York and are authorized when the security to be sold on reverse repurchase agreement has been owned and fully paid for a minimum of 30 days prior to sale, the earnings from the matching investment(s) are greater than or equal to the cost of the reverse(s), and the terms and conditions are otherwise favorable to the District. Reverse repurchase agreements may not exceed 60 days to maturity and the maturity of the security purchased with the proceeds of the reverse must coincide with the date of the expiry of the reverse. No more than 10 percent of the portfolio may be invested in reverse repurchase agreements.

8.9 The **Local Agency Investment Fund** (LAIF), established by the State Treasurer for the benefit of local agencies and identified under Government Code Section 16429.1, is authorized up to the maximum amount permitted by State law.

8.10 The District may place funds in **inactive deposits** with those banks having offices in San Diego County. Such deposits in each bank shall be limited to no more than five percent (5%) of the total assets of the bank. All deposits shall be secured in accordance with California Government Code § 53652 and the District shall not waive the first

\$100,000 of deposit insurance for collateral purposes. No more than ten percent (10%) of the portfolio may be invested in this category since time deposits are not liquid. Further, in accordance with California Government Code § 53635, to be eligible to receive funds, a bank, savings association, federal association, or federally insured industrial loan company shall have received an overall rating of not less than "satisfactory" in its most recent evaluation by the appropriate federal financial supervisory agency of its record in meeting the credit needs of California's communities, including low-and moderate-income neighborhoods, pursuant to Section 2906 of Title 12 of the United States Code.

8.11 The District may place funds in **shares of beneficial interest** issued by diversified management companies investing in the securities and obligations as authorized by California Government Code § 53601 subdivisions (a) to (l) inclusive. To be eligible for investment, these companies shall either:

8.11.1 attain the highest ranking or the highest letter and numerical rating provided by not less than two of the three largest nationally recognized rating services, or,

8.11.2 retain an investment adviser registered with the Securities and Exchange Commission with not less than five years' experience investing in the securities and obligation as authorized by California Government Code §53601 subdivision (a) to (m), inclusive and with assets under management in excess of five hundred million dollars (\$500,000,000).

8.11.3 The purchase price of shares of beneficial interest shall not exceed 20 percent of the portfolio's market value and no more than 10 percent of the portfolio's market value may be invested in shares of beneficial interest of any one mutual fund.

8.12 **Derivative securities** are those securities that derive their value from another asset or index, such as Treasury securities or the prime interest rate. A derivative security offers a yield higher than a comparable security because of the intrinsic risk associated with the security's imbedded option (e.g., an interest rate that floats off the prime rate versus a fixed interest rate). Investments in derivative securities shall be made using the prudent investor person standard and shall be limited to federal agency issues.

8.13 **Investment Trust of California** (CalTRUST), a Public Joint Powers Authority pooled investment program, created by local public agencies and authorized by Government Code sections 53601(p) and 53635. Investments in CalTRUST shall not exceed 30 percent of the portfolio's market value.

8.14 The District may place funds in **Certificates of Deposit** pursuant to California Government Code Sections 53601.8 and 53635.8. Purchases of Certificates of Deposit pursuant to Sections 53635.8 and subdivision (h) of Section 53601 shall not, in total, exceed 30 percent of the portfolio's market value.

8.15 In accordance with California Government Code Section 53601 (d), the District may place funds in **California State & Local Agency Obligations** or registered treasury notes or bonds of any other 49 United States in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled,

or operated by a state or by a department, board, agency, or authority of any of the other 49 United States, in addition to California; provided that the obligations are rated AAA by a nationally recognized statistical-rating service organization (NRSRO).

8.16 Supranational Obligations issued in United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank, with a maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments under this subdivision shall be rated "AA" or better by an NRSRO and shall not exceed 30 percent of the agency's moneys that may be invested pursuant to this section.

9.0 PROHIBITED INVESTMENTS

Investments not described herein, including but not limited to, inverse floating rate notes, range notes, interest-only strips that are derived from a pool of mortgages, common stocks, and long-term corporate notes or bonds are prohibited from use in this portfolio. The District shall not invest any funds in any security that could result in zero interest accrual if held to maturity. Investments that exceed five years to maturity require authorization by the Board of Port Commissioners prior to purchase.

10.0 INVESTMENT POOLS/MUTUAL FUNDS

A thorough investigation of the pool/fund is required prior to investing and on a continual basis. There shall be a questionnaire developed which will answer the following general questions:

- A description of the eligible investment securities and a written statement of investment policy and objectives.
- A description of interest calculations and how interest is distributed and how gains and losses are treated.
- A description of how the securities are safeguarded, including settlement processes, and how often the securities are priced and the program is audited.
- A description of who may invest in the program, how often, what size deposit and withdrawals are allowed, and notification requirements pertaining to deposits or withdrawals.
- A schedule for receiving statements and portfolio holdings.
- A statement that indicates if reserves, retained earnings, etc. are utilized by the pool/fund.
- A fee schedule and when and how fees are assessed.
- A statement that indicates if the pool/fund is eligible for the deposit of bond proceeds and/or if the pool/fund will accept such proceeds.

A published prospectus that answers these questions may be used in lieu of the District questionnaire.

11.0 SAFEKEEPING OF SECURITIES

To protect against potential losses by the collapse of individual securities dealers, all securities owned by the District shall be held in safekeeping by a third party bank trust department acting as agent for the District under the terms of a custody agreement executed by the bank and the District. All securities will be received and delivered using standard **delivery-versus-payment** procedures.

12.0 MAXIMUM MATURITY

The portfolio's weighted average days to maturity shall be limited to a maximum of three years. The maximum maturity of any one security, unless otherwise restricted by Government Code, shall be limited to five years. Investments that exceed five years to maturity require authorization by the Board of Port Commissioners prior to purchase.

13.0 SELLING OR SWAPPING SECURITIES

13.1 The Treasurer has the authority to sell any security in the District's portfolio in order to take advantage of profitable market movements or for the purpose of raising cash. Any security that is sold at a loss will be recorded as such in the District's accounting system; all securities that are sold will be identified in the investment reports issued by the Treasurer.

13.2 A swap is the movement from one security to another and may be done for a variety of reasons, such as to increase yield, lengthen or shorten maturities, to take a profit, or to increase investment quality. Losses or gains on security swaps shall be recorded as a completed sale and purchase in the District's accounting system.

14.0 PORTFOLIO ADJUSTMENTS

Should an investment percentage-of-portfolio limitation be exceeded due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Treasurer shall consider reconstructing the portfolio basing the decision in part on the expected length of time that the portfolio will be imbalanced.

15.0 PERFORMANCE STANDARDS

The investment portfolio shall be designed with the objective of obtaining a rate of return commensurate with the District's investment risk constraints and its anticipated cash flow requirements.

15.1 Benchmark Market Yield: The basis used by the Treasurer to determine whether market yields are being achieved shall be a comparison of the District's yield to maturity at month end to:

15.1.1 The month end yield to maturity of the State of California's Local Agency Investment Fund; and,

15.1.2 The average monthly yield of the Constant Maturity Treasury (CMT) whose duration most closely approximates the duration of the District's portfolio at month end.

Although the duration of either the LAIF portfolio or the CMT may not be exactly equal to the duration of the District's portfolio, the rationale for using these two benchmarks is to show whether the District's portfolio is following market trends with respect market yields.

16.0 REPORTING REQUIREMENTS

16.1 On a quarterly basis, the Treasurer shall render a report to the Executive Director/President and Chief Executive Officer, the Internal Auditor, and the Board of Port Commissioners.

16.1.1 The report shall be submitted within 30 days of the end of the quarter covered by the report.

16.1.2 The report shall include the type of investment, issuer, date of maturity, par and dollar amount invested on all securities, investments and moneys held by the District.

16.1.3 The report shall include a description of any funds, investments, or programs that are under the management of contracted parties.

16.1.4 The report shall also include a current market value as of the report date and identify the source of the valuation.

16.1.5 The report shall state compliance of the portfolio to the statement of investment policy, or the manner in which it is not in compliance.

16.1.6 The report shall state the District's ability to meet its budgeted expenditure requirements for the next six months, or to explain why sufficient money may not be available.

16.2 The report will consist of:

16.2.1 **Portfolio Master Summary:** A summary of the District's investment holdings. This report identifies, by investment type, book value (cost), percent of portfolio, average term, average days to maturity, and yield to maturity on a 360 day basis (bond equivalent yield) and 365 day basis (CD equivalent yield).

16.2.2 **Investment Portfolio Details:** A detailed accounting of the District's investment holdings by investment type. This report identifies each security by subsidiary investment number, issuer, purchase date, book value (cost), face value (par value), market value, stated rate (either interest rate or discount rate), yield to maturity on a 360- and 365-basis, maturity date and days to maturity. Additionally, this report identifies the average balance for each investment class.

16.2.3 **Investment Activity Summary:** A summary of the District's historic investment activity from the beginning of the fiscal year through the current reporting period. This report identifies, by month, the number of active investments, the total dollar amount

invested, the yield to maturity on a 360- and 365- day basis, the number of securities purchased, the number of securities matured or sold, the average term, and the average days to maturity. The report concludes with averages of each reporting category.

16.2.4 Interest Earnings Summary: A summary of the portfolio earnings for the current month and fiscal year to date.

17.0 INTERNAL CONTROL

The development of internal controls is a function of management. The Treasurer and Deputy Treasurer shall establish an annual process of independent review by an external examiner.

18.0 INVESTMENT POLICY ADOPTION

This investment policy shall be reviewed annually and adopted by resolution to ensure its consistency with the District's objectives of preservation of principal, liquidity, rate of return, and the policy's relevance to current law and financial and economic trends. The Treasurer is responsible for maintaining guidance over this investment policy and ensuring that the District can adapt readily to changing market conditions and shall submit to the Board of Port Commissioners any modification to the investment policy prior to implementation.

GLOSSARY OF TERMS

AGENCIES: Federal agency securities.

ASKED: The price at which securities are offered (that is, the price at which a firm will sell a security to an investor).

BANKERS' ACCEPTANCE (BA): A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BASIS POINT: One one-hundredth of a percentage point (i.e., 0.01%).

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BID: The price offered for securities (that is, the price at which a firm will pay to purchase a security an investor owns).

BROKER: A broker brings buyers and sellers together for a commission paid by the initiator of the transaction or by both sides; he does not take a position. In the money market, brokers are active in markets in which banks buy and sell money and in interdealer markets.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large denomination CDs are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

CONSTANT MATURITY TREASURY: An index for a U.S. Treasury maturity that reflects the weekly or monthly average yield adjusted to a constant maturity. Yields on Treasury securities at "constant maturity" are interpolated by the U.S. Treasury from the daily yield curve, which is based on the closing market bid yields on actively traded Treasury securities in the over-the-counter market. The CMT indexes are volatile and move with the market. They reflect the state of the economy, and respond quickly to economic changes.

COUPON: (a) The annual rate of interest that bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt (also called free delivery). Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT: The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be selling at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value (e.g., U.S. Treasury bills).

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

DURATION: A measurement of a bond's price volatility. It is the weighted-average term-to-maturity of the bond's cash flows, with the weights being the present value of each cash flow. Mathematically, duration is the first derivative of price with respect to yield.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals (e.g., small business firms, students, farmers, and farm cooperatives).

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which the Fed funds are traded. This rate is currently pegged by the Federal Reserve through open market operations.

FEDERAL HOME LOAN BANKS (FHLB): The institutions that regulate and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-à-vis member commercial banks.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development, H.U.D. It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and 4,115 commercial banks (at December 31, 1994) that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by FHA or VA mortgages. The term pass-throughs is often used to describe Ginnie Maes.

INVERSE FLOATING RATE NOTE: A debt security with an interest rate stated as a fixed rate minus an index. This calculation causes the rate on the inverse floater to move in the opposite direction of general interest rates. This instrument generally performs well in a declining interest rate environment but will lose value if rates rise.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between the bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment. The State of California's pool is known as the Local Agency Investment Fund, or LAIF.

MARKET VALUE: The price at which a security is trading and could presumably be sold.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase agreements and reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MEDIUM-TERM NOTES: A class of debenture.

MONEY MARKET: The market in which short-term debt instruments (Treasury bills, commercial paper, bankers' acceptances, discount notes, etc.) are issued and traded.

MORTGAGE POOL: A group of mortgages sharing similar characteristics in terms of class of property, interest rate, and maturity. Investors buy participations and receive income derived from payments on the underlying mortgages.

MUTUAL FUND: A fund operated by an investment company that raises money from shareholders and invests it in stocks, bonds, options, commodities, or money market securities. These funds offer investors the advantages of diversification and professional management.

OFFER: The price asked by a seller of securities. See also Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PRIMARY DEALER: A group of government securities dealers that submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC) registered securities broker/dealers, banks, and a few unregulated firms.

PRUDENT INVESTOR STANDARD: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the state, the-so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORY: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RANGE NOTE: A debt security with a varied interest payment that depends on the number of days the designated index falls within (or in some cases outside) an established range of interest rates. Should rates move beyond the range on either end, the investor faces the risk of a reduced, or zero, interest payment for the applicable interest period.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate the buyer for this. Dealers use RP extensively to finance their positions. Exception: when the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES AND EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1: See Uniform Net Capital Rule.

STRIP (Bonds): Brokerage-house practice of separating a bond into its principal and interest, which are then sold as zero coupon bonds.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (e.g., FHLB, FNMA, SLMA, etc.) and Corporations that have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

SUPRANATIONAL OBLIGATIONS: Bonds and Notes issued by two or more international institutions with the purpose of promoting economic development for the member countries. Examples include The International Finance Corporation and The World Bank.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Treasury bills are issued to mature in one month, three months, or six months.

TREASURY BONDS: Long-term U.S. Treasury securities having initial maturities of more than ten years.

TREASURY NOTES: Intermediate term coupon bearing U.S. Treasury securities having initial maturities of from one year to ten years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called *net capital rule* and *net capital ratio*. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

RESOLUTION NUMBER AND DATE: 2015-72, dated June 11, 2015 (Supersedes BPC Policy No. 115, Resolution 2014-135, dated July 8, 2014; Resolution 2013-115, dated July 16, 2013; Resolution 2012-94, dated July 10, 2012; 2011-146, dated October 11, 2011; Resolution 2010-89, dated June 8, 2010; Resolution 2009-123, dated July 7, 2009, Resolution 2008-284, dated December 2, 2008, Resolution 2008-126, dated July 1, 2008, Resolution 2007-103, dated June 12, 2007; Resolution 2006-113, dated July 11, 2006; Resolution 2005-99, dated June 21, 2005; Resolution 2004-87, dated June 22, 2004; Resolution 2003-114, dated June 17, 2003; Resolution 2002-148, dated June 18, 2002; Resolution 2001-118, dated June 19, 2001; Resolution 2000-132, dated June 27, 2000; Resolution 99-151, dated June 22, 1999; Resolution 98-158, dated June 30, 1998; Resolution 97-115, dated June 17, 1997; Resolution 96-165, dated June 25, 1996; Resolution 95-242, dated July 25, 1995; Resolution 95-321, dated September 26, 1995; Resolution 86-23, dated January 14, 1986; Resolution 81-328, dated October 6, 1981; and Resolution 75-15, dated January 21, 1975)



(3)

San Diego Unified Port District
Document No. **55299**
Filed **AUG 07 2009**
Office of the District Clerk

BPC Policy No. 117

SUBJECT: OPERATING RESERVE POLICY

PURPOSE: The purpose of this policy is to establish general guidelines for the establishment, maintenance, and use of an operating reserve.

POLICY STATEMENT:

Operating reserves (i.e., cash reserves) are a measurement of sound fiscal management. Operating reserves generate investment income, provide a margin of safety and stability to protect the Port from exposure to catastrophic events and economic impacts, and provide flexibility to pursue emergent opportunities. To ensure long-term financial sustainability, the San Diego Unified Port District shall establish and endeavor to maintain an operating reserve balance that is available at the end of each fiscal year in an amount equal to six months of budgeted operating and maintenance expenditures.

PROCEDURE:

1. Establishing the operating reserve balance
 - a. The operating reserve balance shall be established annually upon the adoption of the fiscal year budget.
 - b. The dollar amount of the operating reserve balance shall be one-half the sum of budgeted operating and maintenance expenses minus budgeted expenses for the SDCRAA Harbor Police Service Level Agreement and any other operating expense for which a separate reserve exists.
 - c. The operating reserve balance includes a \$20 million minimum required operating reserve balance, which is established for the purpose of self-insurance against possible losses that could occur as the result of a catastrophic event (i.e., a natural or man-made disaster).
2. Maintaining the operating reserve balance
 - a. At least annually, Financial Services staff will forecast cash inflows and outflows over a five-year period to evaluate the sufficiency of the target operating reserve balance over the forecast horizon.

- b. Financial Services staff will present the results of the cash flow forecast to the Senior Management Team and discuss the target operating reserve balance over the forecast horizon.
- c. In the event that forecast cash inflows are insufficient to maintain the target operating reserve balance, staff will propose strategies to replenish the operating reserve balance, which include using one-time revenues, reducing expenses, suspending programs not linked to strategic goals, increasing revenues, or any combination of those strategies.
- d. At no time, except due to the occurrence of a catastrophic event, shall the operating reserve balance be allowed to fall below the \$20 million minimum required operating reserve balance without approval by the Board of Port Commissioners.

3. Uses of the operating reserve balance

- a. Operating reserves above the \$20 million minimum required operating reserve balance are authorized for use for the following purposes and in accordance with the following criteria.
 - i. A project is needed to comply with a current regulatory requirement or legal mandate.
 - ii. Cash flow requirements

Temporarily needed as a result of unfavorable financial performance due to the impact of an unfavorable economic environment.
 - iii. Major maintenance
 - 1. Project is necessary for the preservation of prior capital investment or an existing revenue stream; or
 - 2. Project costs exceed initial estimates due to higher than expected construction or material costs or an unforeseen problem during construction; or
 - 3. Project is scheduled to commence in a future fiscal year but is critical to complete earlier than planned.

iv. Capital development

Project is directly linked to and strongly supports one of the Port's strategic goals and is needed to start, resume, accelerate, or augment a currently approved Capital Development Program project.

v. Emergent opportunities

1. Directly benefits the Port by:
 - a. Creating a new revenue stream; or
 - b. Significantly enhancing an existing revenue stream; or
 - c. Preserving an existing revenue stream; or
 - d. Strengthening the Port's financial performance; and
2. Project payback is five years or less.
- b. Except in the case of a catastrophic event and in accordance with the San Diego Unified Port District Act § 58 "Suspension of Rules and Regulations in Emergencies; Emergency Regulations," any use of the \$20 million minimum required operating reserve balance requires approval by the Board of Port Commissioners.
4. The balance in the operating reserve shall be reported quarterly as necessary. Use of the operating reserve balance in no way contradicts, nullifies or usurps any other Board Policy, including but not limited to, BPC 110, "Procedure for the Administration of Contracts, Agreements, and the Purchasing of Supplies, Materials, and Equipment."

RESOLUTION NUMBER AND DATE: 2009-128, dated July 7, 2009

BPC Policy No. 117

Page 3 of 3

(1)

Re Adoption of BPC Policy 117,]
Operating Reserve Policy]
_____]

REFERENCE
COPY
55299

RESOLUTION 2009-128

BE IT RESOLVED by the Board of Port Commissioners of the San Diego Unified Port District, as follows:

That Board of Port Commissioners Policy No. 117, Operating Reserve Policy, a copy of which shall be placed on file in the office of the District Clerk, is hereby adopted.

ADOPTED this 7th day of July, 2009.

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7/7/09



(13)

BPC Policy No. 120

SUBJECT: CAPITAL IMPROVEMENT PROGRAM (CIP)

PURPOSE: To establish a policy for the orderly development or improvement of the capital assets of the Port District through a Capital Improvement Program ("CIP Policy").

PREAMBLE: The Unified Port District of San Diego has a responsibility to provide for the orderly development and improvement of the lands and capital assets under its jurisdiction to execute its State Tidelands Trust obligations. The Port District acknowledges that each area of tidelands in its trust offers different Public Trust assets and value, and that each possesses varying degrees of opportunity for development, real estate, maritime, recreation and conservation as well as constraints.

The Port District, therefore, establishes this CIP Policy for the purpose of improving its CIP process and results. This CIP Policy is intended to facilitate capital development projects and budgets which are strategically cohesive, ensure clear and consistent treatment of all proposed capital projects on the tidelands, streamline the process, increase efficiency, reduce costs and improve outcomes.

It is the policy of the Port District to evaluate capital development projects as follows:

- To reflect sound land use and capital improvement planning principles, as well as the strategic development, business and operational goals set by the Board of Port Commissioners ("BPC").
- To implement the appropriate and necessary sequencing of capital improvement projects based upon operational and business demands.
- To ensure projects given priority have a direct relationship to the establishment or improvement of capital assets needed to facilitate upcoming priority developments and pressing operational needs.
- To distribute the Port's capital investments in a balanced manner throughout the tidelands located in all of the Member Cities.
- To advance projects that are consistent with the Port District Act and the Port's numerous duties and state mandates:
 - A) To serve as an economic engine for the region;

- B) To be an environmental steward of the bay and tidelands;
- C) To provide public access to the waterfront;
- D) To provide recreational and community services as specified under the Port District Act; and
- E) To ensure public safety and Homeland Security.

The CIP process will proceed as follows:

Five Year CIP Program

1. The CIP will be developed using a long-term land use planning strategy every five (5) years. A flow chart of a typical five year process is shown in Attachment (1).
2. The CIP project selection process should be open, inclusive, efficient and effective by producing a program within a reasonable period of time. The resulting CIP program should reflect the Port District's specific strategic goals (COMPASS) and business or operational needs. Application forms for new projects can be submitted by Port staff, Commissioners and representatives of member cities. Port Tenants and other public stakeholders can propose CIP project through Port staff, Commissioners and representatives of member cities.

Projects:

3. For consideration during the five-year CIP review process, a project proponent will develop for each proposed on-tidelands project the following objective assessment:
 - A) A project description including a statement of need for the project;
 - B) Identification of the specific strategic goals (COMPASS) the project addresses;
 - C) A financial analysis of the costs of the project, the availability of grant funding, matching funds, or other District funds (i.e., a CIP project could also potentially receive funding from the Maritime Industrial Impact Fund), as well as any expected return on investment ("ROI") – including operational costs, maintenance costs, and life-cycle costs – of the project;
 - D) An analysis of any anticipated non-monetary public benefits of the project;
 - E) An explanation of the project's compatibility with existing, related development projects both on and off-tidelands (including non-Port District

development projects);

- F) A rational assessment of the need for the timing of the improvements, and an explanation of the appropriateness of the timing of the investment;
 - G) An explanation of how the project implements or facilitates the implementation of the Port Master Plan or other approved plans; and
 - H) An analysis of the project's potential to create future economic benefit or impact if no immediate economic benefit is identified.
- 4. [Intentionally Omitted]: The Maritime Terminal Impact Fund previously discussed in this section has been revised and relocated to a standalone Policy No. 773]
 - 5. Where a proponent proposes a CIP project, the Port District must receive the proponent's completed information regarding the project at least 120 days before the BPC begins its five year review of the CIP. Once this information is received, an objective Port Staff assessment of the project including the factors set forth in section 3 will be prepared.
 - 6. The proposed list of CIP projects, along with the proponent's information and Port Staff's assessment, shall be made publicly available at least 10 days before a CIP workshop or BPC meeting in which the CIP program will be considered.
 - 7. Proposed CIP projects will be evaluated and ranked based on factors set forth in section 3 and the following criteria (in no particular order). Port Staff shall attach the proposed projects evaluation and ranking, including the proponent's information, to the BPC as part of the annual CIP process described in section 8 of this policy:
 - A) Contribution to the Port's strategic goals (COMPASS);
 - B) Adherence to Port objectives and the Port District Act;
 - C) Represents a balanced distribution of the Port District's proposed capital investment throughout the tidelands and Member Cities;
 - D) Capacity to produce revenue and to enhance local and regional economic growth; and
 - E) Capacity to provide non-monetary public benefits.

Annual CIP Reviews

The annual CIP reviews will focus on review of existing projects in the approved CIP. Working through a staff committee, staff will review the existing CIP to determine recommendations for existing projects (such as remain funded; be postponed, delayed

or removed; or added back into the CIP list if previously removed). New projects will be considered for funding during the annual reviews only when new funding is available, as defined below. A flow chart of a typical annual review process is shown in Attachment (2).

8. The procedure for the annual reviews shall be as follows:

- A. For the annual reviews, an additional set of project filters will be applied to evaluate the status of existing projects. An example list of project filters is included in Attachment (3). Filters applied to the existing projects may be modified from time to time based upon Board direction.
- B. Existing projects will not be re-ranked against each other during the annual reviews. The project filters will be applied to determine if projects remain on the list, are removed from the list or deferred for future consideration. If projects are removed or deferred, any remaining funding balances will be reallocated to the CIP Reserve. Projects deferred will remain in the CIP until the Board removes the project from the CIP. The Board may elect to remove an existing project from the CIP at any time. The project filters applied to existing projects can be used as guidelines for the Board's determination to remove projects.
- C. During the annual reviews, additional funding may be recommended for continuation of existing approved projects as determined by the CIP staff committee.
- D. With respect to funding for new projects, each spring prior to the fall workshop, there shall be a determination made by District staff regarding availability of additional funding for CIP.
- E. Provided that the CIP is fully funded, annually at the April Board meeting, the Board will determine the amount of funding available for new CIP projects and the subsequent decision to solicit project application forms for consideration at the following fall CIP workshop.
- F. Application forms for new projects may be submitted for the annual CIP reviews by Port staff, Commissioners and Member Cities. Forms must be received by July 15th of each year for consideration for the fall CIP workshop.
- G. For new projects, application forms shall be prepared in accordance with section (3).
- H. New projects will be evaluated based upon criteria in sections 3 and 7 (pages 2 and 3) above. Proposed new projects must meet both criteria 7(A) and 7(B) and at least one of the criteria 7(C), 7(D), or 7(E). Projects which do not meet the criteria as described will not be considered for funding during that year's annual review. New projects which are found to

meet the initial criteria will be reviewed for funding recommendation and will be ranked through the staff committee reviews. BPC will determine which new projects will be funded by the CIP.

- I. For the annual reviews, the proposed list of CIP projects (new and existing), shall be made publicly available at least 7 calendar days before the CIP workshop or BPC meeting in which the CIP program will be considered.

Out of Cycle Requests

9. Out of cycle requests are defined as requests for modifications to the CIP which arise between the fall CIP workshops.

Out of cycle requests may be considered by the Board for the following situations:

- i. Additional funding needed to complete approved CIP projects in progress,
- ii. Unplanned projects as defined in Board Policy No. 080, Unplanned Work Consideration,
- iii. Opportunities for grants that require matching funds or to position the District to receive grants,
- iv. Member City requests for re-prioritization of funds among existing approved projects which require no additional CIP funding and where there is a business reason for consideration as an out of cycle request

Out of cycle requests will be reviewed by the staff committee and if recommended to move forward will proceed to the Board as soon as practical.

10. Funding for CIP projects will be established by the Executive Director consistent with the BPC-adopted budget. Funds for new CIP projects will be placed in a CIP Reserve at the end of each fiscal year based on available unrestricted/undesignated reserves. Once in the CIP Reserve, the funds can be allocated to projects in the five-year plan in accord with the procedures set forth above.

CIP projects may be phased such that the completion of a phase of the project results in a complete and usable product even if the project in its entirety is not complete.

11. [Intentionally Omitted]: The Maritime Terminal Impact Fund previously discussed in this section has been revised and relocated to a standalone Policy No, 773]

12. Reporting to the Board:

The CIP budget once approved by the BPC shall constitute direction from the

BPC regarding Port District administration of the program. The Executive Director will update the BPC periodically on the execution of the approved CIP program, and may propose on an individual basis, consistent with the objectives and analysis identified above, additional projects for BPC consideration and approval. If new or additional information is discovered during the implementation of an approved CIP project that makes the implementation of the project infeasible or impractical, then this information will be reported promptly to the Board.

13. CIP Contingency:

As a recommended guideline, when the Board approves new funding for the CIP, the Board may approve an additional funding amount for a program contingency. The program contingency will be used for unforeseen conditions during the execution of CIP projects. The budgeting guidelines for the program contingency amount will be based on a percentage of the total program budget per the following table:

Guidelines for Program Contingency Amount - Table 1

Total CIP Program Budget	Program Contingency Amount
Less than \$25 million	12%
Greater than \$25 million, and Less than \$50 million	10%
Greater than \$50 million	8%

At the completion of a CIP project, any funds remaining in the approved CIP budget will be reallocated to the CIP Reserve account. Reserve funds are available for allocation to existing or new CIP projects at the discretion of the Board. Reallocation of funds from CIP Reserve to any individual projects will require Board approval in accordance with this policy as well as other applicable policies including Board Policy No. 090, Transfer Between or Within Appropriated Items in Budget.

14. Notwithstanding any other provision of this policy, the annual funding for the CIP may be changed or otherwise suspended from time to time if the BPC makes a finding that, because of a fiscal emergency there is an established need for all or part of these funds to be expended for the repair, operation, maintenance or development of Port District infrastructure critical and paramount to the operation of the Port District.

For purposes of this provision, "fiscal emergency" means an extraordinary occurrence or combination of circumstances that was unforeseen and unexpected and which requires immediate and sudden action of a drastic but temporary nature.

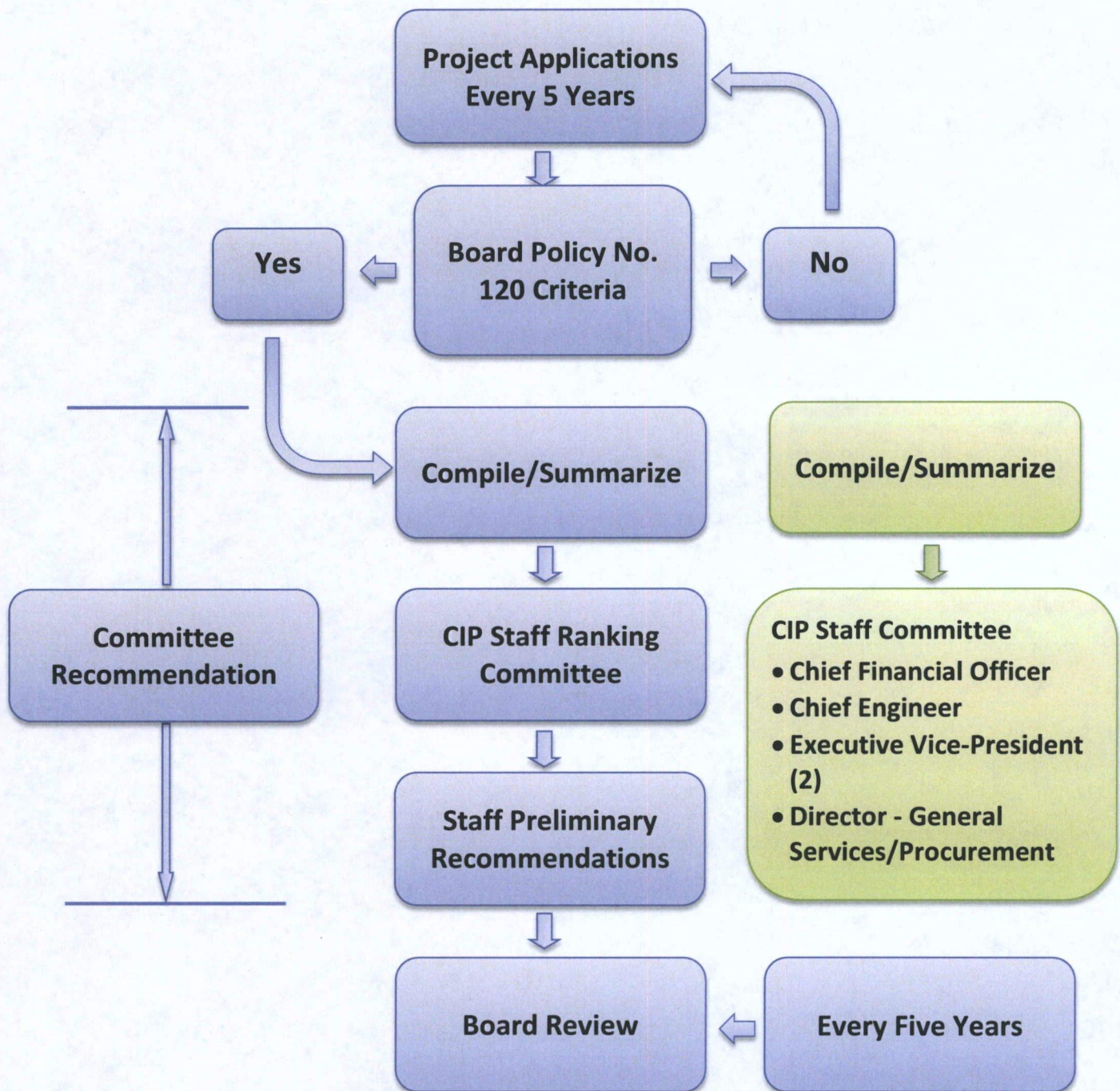
Attachment (1): Flow chart – typical five year CIP process (EXAMPLE)

Attachment (2): Flow chart – typical annual CIP process (EXAMPLE)

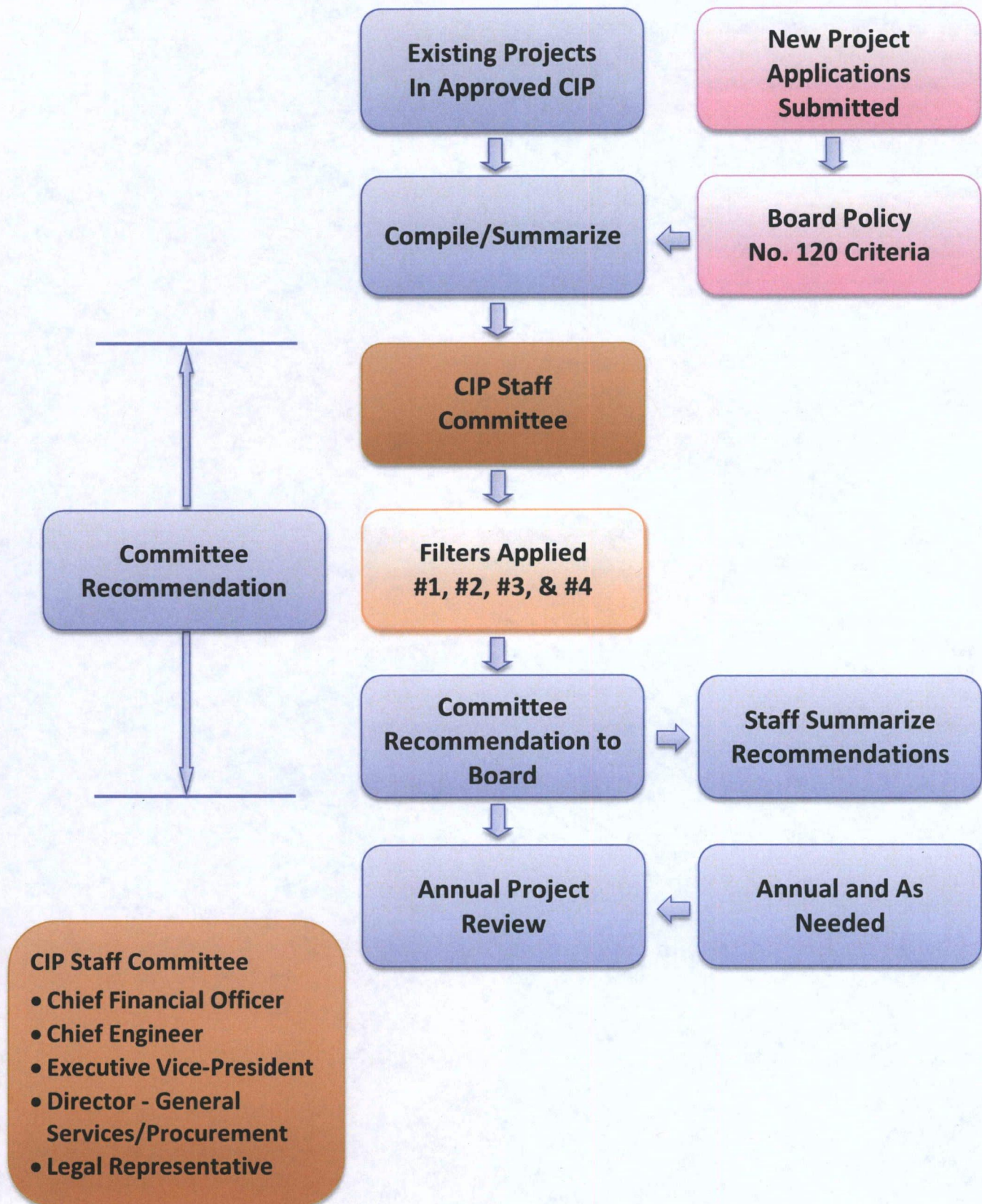
Attachment (3): Project filters for annual reviews (EXAMPLE)

RESOLUTION NUMBER AND DATE: 2015-138, dated October 21, 2015 (Supersedes BPC Policy No.120, Resolution 2015-28, dated April 14, 2015; Resolution 2015-25, dated March 10, 2015; Resolution 2014-45, dated March 4, 2014; Resolution 2011-45, dated April 12, 2011; Resolution 2008-116, dated July 1, 2008; and Resolution 82-13, dated January 5, 1982)

Attachment (1)
Capital Improvement Program (CIP)
5 Year-Process Used in 2012-Per Board Policy 120 (Example)



Attachment (2)
Capital Improvement Program (CIP)
Annual Review (Example)



Attachment (3)

Capital Improvement Program Filters for Project Reviews

Project Filters 1- Go Forward	
Under Construction	Board has awarded construction contract and project is in construction phase.
Legal/Contractual Obligations	There is a legal or contractual obligation related to the project.
Regulatory Mandate Or Permit Requirement	Project is required to comply with a Federal, state or local regulation or required under a permit issued by a jurisdictional agency.
Public Safety Or Homeland Security	Project will enhance protection of public safety and/or Homeland Security.
Operational Necessity	Project is necessary to improve Port operations and implement District's strategic goals and objectives.

Capital Improvement Program Filters for Project Reviews

Project Filters 2-Continue Stay Funded	
Implements Approved Plan Or Board Direction	Project will implement a Board approved plan or direction.
Revenue Generating	Project is estimated to generate a Return on Investment (ROI).
Short Payback Period	Project is projected to have a payback period of three years or less.
Public & Or Stakeholder Expectation	There is a stakeholder expectation surrounding the completion of the project that has been confirmed through Board action or direction.
Grant or Outside Funding Potential	Project will position the District for potential grants or outside funding agreements and priority is confirmed through Board action or direction.
Project That Has Obtained Entitlements	Project has obtained entitlements necessary to implement project through design and construction.

Capital Improvement Program Filters for Project Reviews

Project Filters 3- Postpone/Delay/Remove	
New Information/Infeasible	Projects determined infeasible to implement based upon new information or developments.
Changes In Applicable Laws, Regulations Or Contractual Requirements	Projects for which new laws, regulations or contractual requirements render them infeasible as scoped.
New Funding Source	Projects where a new funding source has been identified and District funding is anticipated to be reduced or modified substantially.
Blocked Or Stalled	Projects which have been blocked or stalled and implementation as planned is no longer feasible.
Removal Requested By Proponent	Projects which original proponents no longer desire to implement.

Capital Improvement Program Filters for Project Reviews

Project Filters 4- Back on the List	
Changes Which Warrant Reconsideration	Changes in project circumstances which warrant a reevaluation or reconsideration for funding approval.
Change In Litigation Status	Resolution of pending or ongoing litigation will permit project to proceed.
Reasons Put "On-Hold" Resolved	Factors which led to project being placed in an "on hold" status were resolved.
Project Proponent Request Reconsideration	Request was received to reconsider project previously removed from CIP list.

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(2)

BPC Policy No. 130

SUBJECT: MAJOR MAINTENANCE PROGRAM

PURPOSE: To establish a policy for the orderly maintenance of the capital assets of the San Diego Unified Port District (District) through a Major Maintenance Program Policy.

PREAMBLE: The District has a responsibility to provide for the orderly maintenance of the lands and capital assets under its jurisdiction for the execution of its responsibilities under the State of California Tidelands Trust obligations. Each area of tidelands within the District's jurisdiction offers different kinds of assets, function and value; accordingly, there exist different cost levels of and justifications for maintenance for real estate, maritime, recreation and conservation assets.

The District, therefore, establishes this Major Maintenance Policy for the purpose of improving its Major Maintenance process and results, to streamline project selection and funding process, and to address the repair, operation, maintenance or development of District infrastructure and facilities.

Major Maintenance is distinguished from routine operational maintenance in that Major Maintenance replaces or restores an asset to an improved condition, typically through a public works contract and may require an engineering design or technical evaluation prior to commencement of work.

Major Maintenance Annual Project Approval Process:

Projects recommended for Major Maintenance funding are primarily derived from the District's Asset Management Program which utilizes a systematic process to assess and optimally manage physical assets. District staff will review the project list on an annual basis each January and February, to determine staff capacity and available funding.

Staff recommendations will be formulated, and then submitted as an agenda item to the Board of Port Commissioners (Board) annually in the first quarter of the calendar year with project details included.

The staff submission will include a recommendation for a contingency fund to address emergency projects and emergent Major Maintenance needs. The Board's review and preliminary approval will be conducted at either an annual Major Maintenance Workshop or Board meeting early in the budget preparation cycle so that final selection and funding decisions will be available for the Preliminary Budget Workshop in May or June.

Major Maintenance Actions that require Board Approval:

The Major Maintenance project list and budget, once approved by the Board, shall constitute Board direction regarding staff administration of the program. Throughout the year, the following actions require Board approval:

- Recommendations for deferral or cancellations of approved projects;
- Recommendations for any new Major Maintenance projects which exceed \$175,000 in total cost and were not included in the Board approved annual budget, require approval in compliance with PBC Policy No. 080, Unplanned Work Consideration and BPC Policy No. 090, Transfer Between or Within Appropriate Items in Budget. New projects with a total cost equal to or less than \$175,000 require approval of the Executive Director with notification to the Board; the aggregate of such projects may not total more than \$500,000 per fiscal year;
- Recommendations for transfer of funds from one project to another where the amount of the funds transferred exceeds the threshold as defined in BPC Policy No. 090, Transfer Between or Within Appropriated Items in Budget.

Major Maintenance Reporting to the Board:

The Major Maintenance budget, once approved by the Board, shall constitute Board direction regarding staff administration of the program. The Executive Director or Designee will update the Board quarterly on the execution of the approved Major Maintenance Program, on a project-by-project basis, through the issuance of a report that will include the following elements:

- Project description, schedule, and budget;
- Status and issues for each project;
- Information concerning actions taken by staff, that did not require Board approval, in the prior quarter;
- Information concerning actions taken in the prior quarter, approved by the Board for deferrals, delays, cancellations, addition of new projects, transfers of funds.

Quarterly reports will be submitted to the Board after the end of each quarter.

RESOLUTION NUMBER AND DATE: 2016-37, dated March 8, 2016 (Supersedes BPC Policy No. 130, Resolution 2015-17, dated March 3, 2015; and Resolution 2013-104, dated June 11, 2013)



(12)

BPC Policy No. 608

SUBJECT: TENANT PERCENT FOR ART

PURPOSE: To establish a policy for the inclusion of Artworks in San Diego Unified Port District (District) Tenant improvements.

The Board of Port Commissioners (Board) is committed to expanding opportunities for the citizens of California and visitors to the region to experience public art and other Artworks resulting from the creative expression of Artists throughout the District's Public Places. Such Artworks have the ability to encourage artistic exploration of the tidelands and give art a key role in making the District's mission and operations more understandable to the public at large. The District envisions building a critically acclaimed art collection that embodies the essence of the District's maritime, environmental and civic character.

To that end, a Public Art Office was created and invested with the mission of supporting the District, its Tenants and member communities by providing leadership, advocacy and stewardship for art; acquiring Artworks, organizing exhibitions and supporting Tenant Artworks that enhance the visual excitement, aesthetic appeal and cultural richness of the tidelands; and managing the Tidelands Collection as a regional cultural asset. Furthermore, a Public Art Committee was established to serve in an advisory capacity to the Board and the Public Art Office, upholding the District's vision for art on the tidelands, ensuring that the District's Artwork policies and procedures are followed and supporting the development and stewardship of the District's Tidelands Collection and other Artwork on District Public Places.

POLICY STATEMENT:

1. Tenant Percent for Art Applicability and Calculations

- a. **Calculations.** Tenants undertaking improvements to their leaseholds, unless otherwise exempted below, shall be required to provide a Tenant Percent for Art Allocation no less than one percent of the Tenant improvement's total Project Cost. Project Cost is defined as the combined total of all hard and soft costs for Tenant projects, exclusive of furnishings, fixtures and equipment. The Tenant shall allocate at least eighty percent of the Tenant Percent for Art Allocation to the Art Budget. In addition, the Tenant may utilize up to twenty percent of the Tenant Percent for Art Allocation for Artwork related expenses approved by the Curator.

b. **Categories.** For the purpose of the Tenant Percent for Art Allocation, Tenant improvements shall be divided into the following two categories:

- (1) Tenant improvements with a Project Cost of \$5,000,000 and up to \$17,500,000 (equaling a Tenant Percent for Art Allocation of \$50,000 - \$175,000 for Artwork).
- (2) Tenant improvements with a Project Cost of more than \$17,500,000 (equaling a Tenant Percent for Art Allocation of more than \$175,000 for Artwork).

c. **Exemptions.**

- (1) Tenant improvements with a Project Cost of less than \$5,000,000 shall be exempt from the Tenant percent for requirement set forth herein; or
- (2) The following types of projects, unless occurring in conjunction with Tenant leasehold development and/or redevelopment, shall be exempt from the Tenant Percent for Art Allocation requirements of this section:
 - (a) Mechanical, plumbing and electrical system upgrades
 - (b) Seismic upgrades
 - (c) Modifications for disabled access
 - (d) Landscape renovation and replanting projects
 - (e) Dredging and sand replenishment
 - (f) Sewer and waterline repair or replacement
 - (g) Drainage and irrigations system repair or replacement
 - (h) Erosion control projects
 - (i) Repaving and new paving projects
 - (k) Sign changes or new signs
 - (l) Utilities
 - (m) Lighting
 - (n) Maintenance and repair of existing facilities
 - (q) Demolition projects

2. Tenant Percent for Art Options

The Tenant Percent for Art Allocation shall be used by the Tenant to comply with the requirements set forth herein through one, or more, of the following means:

- a. **Commission.** Commission one or more Artworks to be sited in an Open and Accessible area on the leasehold in accordance with the provisions in section 1. If the Art Budget of the commissioned Artwork and Artwork related expenses is not equal to or greater than the Tenant Percent for Art Allocation, the Tenant shall pay to the Public Art Fund an amount equal to the difference between the amount of the Tenant Percent for Art Allocation and the Art Budget of the commissioned Artwork and Artwork related expenses.
- b. **Purchase.** Purchase and install one or more Artworks in an Open and Accessible area on the leasehold in accordance with the provisions in section 1. If the Art Budget of the purchased Artwork and Artwork related expenses is not equal to or greater than the Tenant Percent for Art Allocation, the Tenant shall pay to the Public Art Fund an amount equal to the difference between the amount of the Tenant Percent for Art Allocation and the Art Budget of the purchased Artwork and Artwork related expenses.
- c. **In-Lieu Contribution.** Deposit into the Public Art Fund payment of an in-lieu contribution in an amount equivalent to the Tenant Percent for Art Allocation as specified in section 1.
- d. **Designated In-Lieu Contribution.** Tenants who chose to make in-lieu contributions to the Public Art Fund in accordance with sections 2.c and Tenants making partial in-lieu contributions as required by sections 2.a and 2.b may designate their in-lieu contributions specifically for use in the District's San Diego – Coronado Bay Bridge Lighting Project. This Tenant percent for art option shall remain in effect until such time that the District determines that additional funds for this project are no longer needed. In the event that this project is not realized for any reason, these funds shall remain the Public Art Fund to be used for future public art projects at the District's discretion.

3. Tenant Percent for Art Review Process

The Tenant percent for art review process is divided into two categories. Tenants should follow the corresponding review process, as follows:

Tenant improvements with a Project Cost of \$5,000,000 and up to \$17,500,000 (equaling a Tenant Percent for Art Allocation of \$50,000 - \$175,000 for Artwork) shall follow the review process outlined in section 3a(1) - (15); or Tenant improvements with a Project Cost of more than \$17,500,000 (equaling

a Tenant Percent for Art Allocation of more than \$175,000 for Artwork) shall follow the review process outlined in section 3b(1) - (17).

a. **Review Process for Category \$5,000,000 - \$17,500,000.** For Tenant improvements with a Project Cost of \$5,000,000 and up to \$17,500,000 (equaling a Tenant Percent for Art Allocation of \$50,000 - \$175,000 for Artwork) the Tenant shall complete the following steps:

- (1) **Tenant Percent for Art Application.** Complete and submit a Tenant Percent for Art Application to the Public Art Office.
- (2) **Preliminary Meeting.** Meet with the Public Art Office to discuss the Tenant Percent for Art requirement as set forth herein.
- (3) **Tenant Art Worksheet.** Declare in a Tenant Art Worksheet the means by which the Tenant will comply with the requirements as set forth herein.
- (4) **Approval of Tenant Art Worksheet.** Submit the completed Tenant Art Worksheet to the Public Art Office. The Curator shall review the Tenant Art Worksheet ensuring that it meets the evaluation criteria outlined in section 4a.
- (5) **Payment.** If applicable, pay an in-lieu contribution or any remaining obligation into the District's Public Art Fund in accordance with the provisions of section 2.
- (6) **Artist's Name and Qualifications.** The Tenant shall declare and submit the name and qualifications of the selected Artist or Artists to the Public Art Office.
- (7) **Approval of Artist.** The Curator shall review the name and qualifications of the selected Artist(s) utilizing the evaluation criteria outlined in section 4c.
- (8) **Draft Artist Agreement.** The Tenant shall submit to the Public Art Office the draft Artist agreement which shall be reviewed by the Curator to ensure that the District's interests and role are accurately represented.
- (9) **Copy of Artist Agreement.** The Tenant shall enter into an agreement with the approved Artist(s) and provide the Public Art Office with a fully executed copy thereof.

- (10) **Concept Proposal or Proposed Purchase of Artwork.** The Tenant shall submit to the Public Art Office the concept proposal or information about the proposed purchase of Artwork. The concept proposal, at a minimum, should include the following documentation: a written description of the proposed Artwork; a graphic representation of the Artwork in the form of scale drawings, renderings, models and/or photographs; a site plan; and an initial Art Budget.
- (11) **Approval of the Concept Proposal or Proposed Purchase of Artwork.** The Curator shall review the concept proposal or information about the proposed Artwork to be purchased utilizing the evaluation criteria outlined in section 4d or 4e.
- (12) **Final Design or Final Information about Artwork.** The Tenant shall submit to the Public Art Office the final design or final information about the Artwork that is to be purchased. The final design should include any updated, or more fully developed information, about the Artwork since the original concept proposal and should include current versions of the following documentation: a written description of the proposed Artwork; a graphic representation of the Artwork in the form of scale drawings, renderings, models and/or photographs; a site plan; and the final Art Budget.
- (13) **Review of Final Design or Final Information about Artwork.** The Curator shall review the final design or final information to ensure that the District's Tenant percent for art requirement set forth herein is satisfied and that it is consistent with the approved concept proposal or approved Artwork that is to be purchased.
- (14) **Access to Installation Site.** The Tenant shall provide to the Public Art Office access to the site(s) where the Artwork is to be installed to ensure that installation of the Artwork satisfies the District's Tenant percent for art requirement set forth herein and is in compliance with the approved final design or final information.
- (15) **Documentation.** The Tenant shall install signage identifying the Artist, Artwork, and date, and shall provide the District with photographic documentation of the installed Artwork.

- b. **Review Process Category above \$17,500,000.** For Tenant improvements with a Project Cost over \$17,500,000 (equaling a Tenant Percent for Art Allocation of more than \$175,000 for Artwork) the Tenant shall complete the following steps:
- (1) **Tenant Percent for Art Application.** Complete and submit a Tenant Percent for Art Application to the Public Art Office.
 - (2) **Preliminary Meeting.** Meet with the Public Art Office to discuss the Tenant Percent for Art requirement as set forth herein.
 - (3) **Tenant Art Worksheet.** Declare in a Tenant Art Worksheet the means by which the Tenant will comply with the requirements as set forth herein.
 - (4) **Approval of Tenant Art Worksheet.** Submit the completed Tenant Art Worksheet to the Public Art Office. The Curator shall review the Tenant Art Worksheet ensuring that it meets the evaluation criteria outlined in section 4a.
 - (5) **Payment.** If applicable, pay an in-lieu contribution or any remaining obligation into the District's Public Art Fund in accordance with the provisions of section 2.
 - (6) **Tenant Art Plan.** Declare in a Tenant Art Plan the means by which the Tenant will comply with the requirements as set forth herein.
 - (7) **Approval of Tenant Art Plan.** Submit the completed Tenant Art Plan to the Public Art Office. The Curator shall review the Tenant Art Plan ensuring that it meets the evaluation criteria outlined in section 4b. The Curator shall then submit the Tenant Art Plan to the Public Art Committee for review and recommendation to the Curator utilizing the evaluation criteria outlined in section 4b.
 - (8) **Artist's Name and Qualifications.** The Tenant shall declare and submit the name and qualifications of the selected Artist or Artists to the Public Art Office.
 - (9) **Approval of Artist.** The Curator shall review the name and qualifications of the selected Artist(s) utilizing the evaluation criteria outlined in section 4c.

- (10) **Draft Artist Agreement.** The Tenant shall submit to the Public Art Office the draft Artist agreement which shall be reviewed by the Curator to ensure that the District's interests and role are accurately represented.
- (11) **Copy of Artist Agreement.** The Tenant shall enter into an agreement with the approved Artist(s) and provide the Public Art Office with a fully executed copy thereof.
- (12) **Concept Proposal or Proposed Purchase of Artwork.** The Tenant shall submit to the Public Art Office the concept proposal or information about the proposed purchase of Artwork. The concept proposal, at a minimum, should include the following documentation: a written description of the proposed Artwork; a graphic representation of the Artwork in the form of scale drawings, renderings, models and/or photographs; a site plan; and an initial Art Budget.
- (13) **Approval of the Concept Proposal or Proposed Purchase of Artwork.** The Curator and the Public Art Committee shall review the concept proposal or information about the proposed Artwork to be purchased utilizing the evaluation criteria outlined in section 4d or 4e. The Curator shall prepare a report for the Board with the Public Art Committee's recommendation regarding approval of the project. The Board's role shall be to ensure that procedures were followed utilizing the criteria outlined in section 4f.
- (14) **Final Design or Final Information about Artwork.** The Tenant shall submit to the Public Art Office the final design or final information about the Artwork that is to be purchased. The final design should include any updated or more fully developed information about the Artwork since the original concept proposal and should include current versions of the following documentation: a written description of the proposed Artwork; a graphic representation of the Artwork in the form of scale drawings, renderings, models and/or photographs; a site plan; and the final Art Budget.
- (15) **Review of Final Design or Final Information about Artwork.** The Curator shall review the final design or final information to ensure that the District's Tenant percent for art requirement set forth herein is satisfied and that it is in compliance with the approved concept proposal or approved Artwork that is to be purchased.

- (16) **Access to Installation Site.** The Tenant shall provide to the Public Art Office access to the site(s) where the Artwork is to be installed to ensure that installation of the Artwork satisfies the District's Tenant percent for art requirement set forth herein and is in compliance with the approved final design or final information.
- (17) **Documentation.** The Tenant shall install signage identifying the Artist, Artwork, and date, and shall provide the District with photographic documentation of the installed Artwork.

4. Evaluation Criteria

a. Criteria for Evaluating Tenant Art Worksheets

- (1) Reflects a commitment to fulfilling the Tenant percent for art requirement set forth herein.
- (2) Is consistent with any applicable redevelopment plans or other District approved plans for the area.
- (3) Includes all information as required for the Tenant Art Worksheet.

b. Criteria for Evaluating Tenant Art Plans

- (1) Reflects a commitment to fulfilling the Tenant percent for art requirement set forth herein.
- (2) Is consistent with any applicable redevelopment plans or other District-approved plans for the area.
- (3) Establishes clear goals and processes against which the project can later be evaluated.
- (4) Includes all information as required for the Tenant Art Plan.

c. Criteria for Evaluating Artist Qualifications

- (1) Meets the definition of Artist, as set forth herein.
- (2) Demonstrates artistic excellence, innovation and originality as represented in past work and supporting materials.

- (3) Demonstrates capacity for working in media and with concepts that are appropriate to the project goals and site.
- (4) Demonstrates interest and capability in creating public Artworks in collaboration with the Tenant (if applicable) the design team (if applicable) and other project partners.
- (5) Demonstrates experience in successfully completing Artworks of similar scope, scale, budget and complexity, or ability to articulate how he or she would be able to bring the necessary artistic and technical skills to this project.
- (6) Demonstrates interest in and understanding of the project.
- (7) Is available to perform the scope of the work in a timely and professional manner.

d. Criteria for Evaluating Concept Proposals

- (1) Meets the definition of Artwork as set forth herein.
- (2) Demonstrates excellence in aesthetic quality, workmanship, innovation and creativity.
- (3) Demonstrates appropriateness in scale, form and is of materials/media suitable for the site.
- (4) Demonstrates feasibility in terms of budget, timeline, safety, durability, operation, maintenance, conservation, legal and ethical issues related to possession and use of proposed Artwork, security, and/or storage and siting.
- (5) For projects with a Tenant Percent for Art Allocation of more than \$175,000, meets the project's goals as outlined in the Tenant Art Plan.

e. Criteria for Evaluating Tenant Purchases of Existing Artworks

- (1) Meets the definition of Artist as set forth herein.
- (2) Meets the definition of Artwork as set forth herein.

- (3) Demonstrates excellence in aesthetic quality, workmanship, innovation and creativity.
- (4) Demonstrates appropriateness in scale, form and is of materials/media suitable for the site.
- (5) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, condition, maintenance, conservation, legal and ethical issues related to possession and use of Artwork, security, and/or storage and siting.
- (6) For projects with a Tenant Percent for Art Allocation of more than \$175,000, meets the project's goals as outlined in the Tenant Art Plan.

f. Criteria for Board Evaluation

- (1) The District policy, as set forth herein, and as administered by the Public Art Office and/or the Public Art Committee, have been followed properly.
- (2) All relevant District departments have appropriately undertaken all necessary reviews, as set forth herein.

DEFINITIONS:

For purposes of this policy, the following definitions shall apply:

Art Budget: The allocated budget for the design, fabrication and installation of an Artwork that is newly Commissioned, or the budget for the purchase, shipping and installation of an existing Artwork that is being purchased.

Artist: An individual generally recognized by critics and peers as a professional practitioner of the visual, performing or language arts, based on his or her body of work, educational background, experience, exhibition history, publication and/or creation of Artworks.

Artwork: An aesthetic creation resulting from the skill and creativity of an Artist or Artists. An Artwork may be made of any materials or combination of materials and may be permanent, temporary, fixed or portable. An Artwork can be an integral part of a building or structure, and can be integrated with the work of other design professionals. For the purposes of the Public Art Office, Artwork shall be defined in terms of the visual arts, as distinguished from performing arts and literary arts. However, artworks can include visual

representations of performing and literary arts, or can incorporate performative or narrative elements.

Commission: An Artwork, permanent or temporary, that is created by an Artist specifically for Public Places.

Open and Accessible: The availability for viewing and/or use without a fee by the general public during normal hours of business operation consistent with the operation and use of the leasehold.

Project Cost: The combined total of all hard costs and soft costs for Tenant projects, exclusive of furnishings, fixtures and equipment.

Public Art Committee: A committee appointed by the Chair of the Board of Port Commissioners that serves as an advisory body to the Public Art Office and to the Board of Port Commissioners. The Public Art Committee upholds the Public Art Office's vision, ensuring that the District's Artwork policies and procedures are followed, and supporting the development and stewardship of the District's Tidelands Collection and other Artwork on District Public Places.

Public Art Fund: An annual allocation of \$1.2 million from the District's general operating budget that is set aside for the Public Art Office. The amount includes expenses for staffing, operations, new permanent and temporary public art commissions and purchases, project management activities, competition costs, Artist design fees, fabrication and installation of Artworks and collections management. The Public Art Fund can accept additional funds dedicated to acquiring Artwork, such as tenant contributions or monetary donations.

Public Places: The tidelands and submerged lands granted to the District pursuant to the Port Act and any other lands conveyed to the District by any City or the County of San Diego or acquired by the District, or any area, land water, building or otherwise, where the District manages its land management authority or powers.

Tenant: The persons or entities holding leasehold interest(s) within the District's jurisdiction.

Tenant Art Plan: A detailed plan that Tenant making leasehold improvements with a Project Cost of more than \$17,500,000 submits to provide additional detail about how the Tenant intends to fulfill the Tenant percent for art requirement that is generated by the leasehold improvements that are being made.

Tenant Art Worksheet: The summary sheet that all Tenants wishing to make improvements to leaseholds with a Project Cost of \$5,000,000 or more submit to the Public Art Office.

Tenant Artworks: Artworks commissioned or purchased by District Tenants.

Tenant Percent for Art Allocation: The percentage of the Project Cost for qualifying Tenant projects in accordance with the requirements set forth herein which is set aside for Artwork on the leasehold or an in-lieu contribution to the Public Art Fund.

Tenant Percent for Art Application: The application that all Tenants wishing to make physical improvements to leaseholds with a Project Cost of \$5,000,000 or more submit to the Public Art Office.

RESOLUTION NUMBER AND DATE: 2016-77, dated May 10, 2016 (Supersedes BPC Policy 608, Resolution 2015-29, dated April 14, 2015; Resolution 2011-160, dated November 8, 2011)



(34)

BPC Policy No. 609

SUBJECT: PUBLIC ART

PURPOSE:

To establish a policy for the inclusion of Artworks in Public Art Office and Capital Improvement Program projects within San Diego Unified Port District's (District) Public Places while providing for Public Art Office and Public Art Committee operations, strategic curatorial planning, project management activities and Collections Management.

The Board of Port Commissioners (Board) is committed to expanding opportunities for the citizens of California and visitors to the region to experience Public Art and other Artworks resulting from the creative expression of Artists in Public Places throughout the District's tidelands. Such Artworks have the ability to encourage artistic exploration of the tidelands and give art a key role in making the District's mission and operations more understandable to the public at large. The District envisions building a critically acclaimed art collection that embodies the essence of the District's maritime, environmental and civic character.

To that end, a Public Art Office was created and invested with the mission of supporting the District, its tenants and member communities by providing leadership, advocacy and stewardship for art; acquiring Artworks, organizing exhibitions and supporting Tenant Artworks that enhance the visual excitement, aesthetic appeal and cultural richness of the tidelands; and managing the Tidelands Collection as a regional cultural asset. Furthermore, a Public Art Committee was established to serve in an advisory capacity to the Board and the Public Art Office, upholding the District's vision for art on the tidelands, ensuring that the District's Artwork policies and procedures are followed, and supporting the development and stewardship of the District's Tidelands Collection and other Artwork on District Public Places.

POLICY STATEMENT:

1. Public Art Office

The Public Art Office oversees the District's Public Art, Tenant Percent for Art, and other Artwork related programs, services and activities. The Office supports the District, its tenants and member communities by providing leadership, advocacy and stewardship for Public Art; acquires Artworks, organizes

exhibitions and supports Tenant Artworks that enhance the visual excitement, aesthetic appeal and cultural richness of the Tidelands; and manages the Tidelands Collection as a regional cultural asset.

2. Duties and Functions – Public Art Office

The Public Art Office shall:

- a. Prepare the Annual Office Budget.
- b. Develop collaborative relationships within the District staff and with potential project partners.
- c. Facilitate the development of the multi-year Curatorial Strategy as outlined in section 15a.
- d. Oversee the Acquisition and exhibition of Artworks as outlined in section 15.
- e. Oversee the review and approval of Tenant Artwork projects.
- f. Oversee the review of proposed Donations, loans and temporary exhibits of Artworks.
- g. Develop and ensure that the District's adopted art policies and procedures are followed.
- h. Serve as the steward of the Tidelands Collection, ensure that the Tidelands Collection is documented, maintained and conserved and manage any financial transactions related to Collections Management and public art project activities pertaining to all existing and proposed Artworks in/proposed for the Tidelands Collection, or contracted for, exhibited on, or erected on Public Places.
- i. Develop materials, programs and initiatives to inform and engage the public about the District's Tidelands Collection and other Artworks on District Public Places.
- j. Staff the Public Art Committee.

3. Public Art Committee

There is hereby established an advisory Public Art Committee consisting of thirteen members, who shall serve without compensation. No more than two Commissioners shall serve on the Committee. Commissioners shall not offer a motion of vote on any matter coming before the Committee. The Chair of the Board shall approve all recommendations to the Public Art Committee, subject to the following conditions: 1) Seven members shall be recommended by the Public Art Office Curator, in concurrence with the Public Art Committee Chair; 2) Five members, one from each of the five member cities, shall be recommended by their respective city mayors; 3) One member shall be recommended by the San Diego Port Tenant's Association, in concurrence with the Curator. The Curator shall develop a list of candidates to submit to the Chair of the Board for appointment or reappointment to the Public Art Committee in January.

4. Duties and Functions – Public Art Committee

The Public Art Committee serves in an advisory capacity upholding the District's vision for art on the tidelands and making recommendations for programs, services and activities related to Public Art, Tenant Artworks or otherwise to the Board and the Public Art Office, when appropriate.

The Public Art Committee shall:

- a. Serve as an advocate for the District's Public Art Office and the District's vision for art on the tidelands.
- b. Assist the Public Art Office in reviewing and recommending adoption of the Public Art master plan as outlined in section 15a.
- c. Assist the Public Art Office in reviewing District art related policies.
- d. Assist the Public Art Office Curator in developing the Curatorial Strategy to implement the Office's Creative Directions and recommend approval of the Curatorial Strategy to the Board as outlined in section 15a.
- e. Assist the Public Art Office Curator in developing Individual Project Plans and recommend approval of Individual Project Plans to the Board as outlined in section 15a.

- f. Assist the Public Art Office in reviewing Artwork commissioned or purchased through the Public Art Fund or as part of Capital Improvement Projects as outlined in section 15b and 15c.
- g. Assist the Public Art Office in reviewing Tenant Artwork projects as required.
- h. For proposed Donations of Artworks, evaluate the Artwork, Artist, and project for aesthetic and site review, and recommend acceptance or rejection of the proposed Donation, as required.
- i. Make recommendations regarding the Deaccession of Artwork from the Tidelands Collection as outlined in section 19.
- j. Make recommendations regarding Incoming Loans and temporary exhibits as outlined in sections 21 and 22.

5. **Qualifications of Public Art Committee Members**

Members shall be recommended based upon their substantive professional or volunteer experience in the visual arts (professional or volunteer experience for this purpose shall be defined as: individuals recognized by peers as curators, Artists, art critics, art historians, art collections managers, professors of art, art collectors, art fabricators, art preparators; and other persons with considerable visual arts experience as well as architects and landscape architects); an interest in contributing to the development of the District's art activities; and the ability to commit to volunteering time to serve on the Public Art Committee, as well as on Selection Panels on an as needed basis.

Membership of the Public Art Committee shall include individuals from diverse locales throughout the region as well as representation from all five District member cities.

Elected officials, agents, officers, and employees of the District and its member cities shall not be considered for an appointment to the Public Art Committee or accept such a position while a member of the Public Art Committee.

6. Designation of Public Art Committee Chair

The Chair of the Public Art Committee may be a Public Art Committee member, appointed by the Chair of the Board. The Chair of the Board may appoint a Commissioner to serve as Committee Chair. Commissioners shall not offer a motion or vote on any matter before the Board.

7. Public Art Committee Members Terms

Public Art Committee members may serve up to two consecutive three-year terms. The expiration date of all terms shall be December 31. No member shall serve for more than two, three-year terms.

At the request of the Chair of the Board, a member may serve until a successor is duly recommended and approved.

The Public Art Committee Chair shall serve a one-year term and may be reappointed as Chair by the Chair of the Board.

Should a Public Art Committee vacancy occur prior to the end of a member's scheduled term, the Curator shall recommend candidates to fill the seat or review recommendations in accordance with section 3. The Chair of the Board shall approve any recommendation to fill the vacated seat.

8. Public Art Committee Meetings and Reporting

Meetings of the Public Art Committee shall be noticed and open to the public. Public Art Committee meetings shall be conducted according to applicable California state laws.

Summary reports of each Public Art Committee meeting shall be prepared by Public Art Office staff. The summary reports shall be forwarded to the Board, and Public Art Committee updates may be reported at Board meetings.

9. Resignation and Removal of Public Art Committee Members

Any Public Art Committee member may submit written resignation to the Public Art Office Curator. The Curator shall notify the Public Art Committee Chair and the Chair of the Board of any such resignation.

The Curator may recommend to the Chair of the Board that an individual Public Art Committee member be removed.

10. **Public Art Committee Quorum**

A quorum shall be a majority of the members of the PAC.

11. **Public Art Committee Conflicts of Interest**

To the extent required by law, the Committee will operate in compliance with the Political Reform Act and Government Code section 1090 regarding conflicts of interest. Committee members with financial interests in matters coming before the Committee shall be required to disclose the interest and abstain from any participation as to the matter.

12. **Public Art Fund**

The Public Art Fund is a designated District fund that exists for the purpose of accumulating funds from various sources for use in the commissioning and acquisition of permanent and temporary artworks for exhibition within the District's jurisdiction. It contains funds received from past annual budget set-asides and also serves as a depository for funds received from other sources, such as tenant percent for art in-lieu contributions, art sales and loans, sales of licensed artwork reproductions, public art-related grants and/or grant-matching funds, monetary bequests, and donations received from the public or other agencies for public artworks.

The Public Art Fund shall be used solely to meet costs directly associated with the commissioning and acquisition of permanent or temporary artworks within the District's jurisdiction. Balances in the Public Art Fund shall be carried over annually, and the interest that accrues thereon shall remain in the Public Art Fund.

13. **Inclusion of Artworks in Public Art Office Projects**

a. **Artwork Allocation.** Public Art Office initiated projects, including the Acquisition of Artworks, exhibition of Artworks or otherwise, funded through the Public Art Fund and/or other sources, in whole or in part, shall be consistent with section 15.

b. **Miscellaneous Provisions.**

The Public Art Office shall be the project manager and contract administrator for all Artist and Artworks agreements awarded by the District.

14. Inclusion of Artworks in Capital Improvement Program (CIP) Projects

- a. **Percent for Art Allocation.** All requests for appropriations for the construction of any CIP projects set forth in subsection 14b, with the exception of those outlined in subsection 14c, shall include an amount no less than one (1) percent of the total proposed project budget of such CIP project for Artworks. When the Board approves such a CIP project request, the appropriation shall be made and the same shall include an appropriation of funds for Public Art, at the rate of no less than one (1) percent of the total proposed project budget presented to the Board to be held in the appropriate District fund.
- b. **Application.** The Percent for Art Allocation requirement shall apply to the construction and/or Alteration of the following:
 - (1) a building;
 - (2) an aboveground structure;
 - (3) a park or green space;
 - (4) a trail or bikeway;
 - (5) a transportation improvement project;
 - (6) transit facility; or
 - (7) above-grade utility.
- c. **Exemptions.** The following shall be exempt from the Percent for Art Allocation requirements of this section:
 - (1) Transportation projects limited to construction of a street, slurry or restriping.
 - (2) Mechanical, plumbing and electrical system upgrades, structural or seismic upgrades, and modifications for disabled access, unless occurring in conjunction with the construction or Alteration of any of the project types in section 14b;
 - (3) Landscape renovation projects, unless occurring in conjunction with the construction or Alteration of any of the project types in section 14b, including, landscape replanting; dredging and sand replenishment; sewer and water lines; drainage and irrigation systems; wells; erosion control; repaving; new paving; stairway repair or replacement; utilities; modifications for disabled access; signage; lighting; fence replacement or repair; and replacement or repair of existing play structures.

- (4) Demolition projects, when not occurring in conjunction with the construction or Alteration of any of the project types in section 14b.
 - (5) CIP funded improvements for security/public safety and health deficiencies when not occurring in conjunction with the construction or Alteration of any of the project types in section 14b.
- d. **Artwork Related Expenses.** The Public Art Office shall supervise and control the expenditure of all Percent for Art Allocations and may allocate up to twenty percent of said allocations for each project for all necessary and reasonable project and administrative costs incurred in connection therewith and for Collections Management purposes, including maintenance and conservation. Funds set aside pursuant to this section shall be deposited into the designated District public art maintenance fund.
- e. **Aggregation of Funds.** When the Public Art Office and Engineering and Construction Department mutually determine that the Percent for Art Allocation is either insufficient to execute a significant Artwork, or other factors, such as lack of public visibility or accessibility make an Artwork at a particular location undesirable, the Public Art Office shall have the authority to aggregate Percent for Art Allocation funds for use at other Public Places.
- f. **Miscellaneous Provisions**
 - (1) Public Art projects funded through CIP funds shall be consistent with section 15.
 - (2) The Public Art Office shall be the project manager and contract administrator for all Artist and Artwork agreements awarded by the District.

15. **Planning and Acquisition Process for Artworks**

To carry out its responsibilities under sections 13 and 14, the Public Art Office shall conduct program and project management activities which include, but are not limited to, the following tasks:

a. **The Planning Process**

- (1) Prepare, adopt, and evaluate a Public Art master plan to develop the District's programs, services and activities related to Public Art, Tenant Artwork or otherwise. The Public Art master plan shall be submitted to

the Public Art Committee for input and recommendation to the Board for approval. The Board's role shall be to ensure that procedure was followed utilizing the criteria for the Board outlined in section 16d.

- (2) Prepare and submit a Curatorial Strategy and periodic updates thereof, as needed, that outline the priorities for the types of projects that it will be developing over a finite period of time to the Public Art Committee for input and recommendation. The Public Art Committee's recommendation to approve the Curatorial Strategy shall be submitted to the Board for approval. The Board's role shall be to ensure that the Curatorial Strategy conforms to relevant budgets and that procedure was followed utilizing the criteria for the Board outlined in section 16d.
- (3) Prepare and submit Individual Project Plans for each Acquisition, exhibition or otherwise that it desires to pursue, to the Public Art Committee for input and recommendation. The Public Art Committee's recommendation to approve the Individual Project Plans shall be submitted to the Board for approval. The Board's role shall be to ensure that Individual Project Plans conform to relevant budgets and that procedure was followed utilizing the criteria for the Board outlined in section 16d.

b. The Commissioning Process

- (1) Identify potential Artists through a variety of selection methods, including but not limited to requests for qualifications that will be considered for new projects which shall result in collecting qualifications.
- (2) Organize Selection Panels and manage selection activities as needed to select and recommend Artists for each new Acquisition, exhibition or otherwise utilizing the evaluation criteria outlined in section 16a.
- (3) Submit Selection Panels' recommendations to the Public Art Committee for review and recommendation utilizing the evaluation criteria outlined in section 16a.
- (4) Review and submit the Public Art Committee's recommendation to the Curator, the Executive Director's (President/CEO) authorized designee or the Board, depending on the amount of the Art Budget as follows:
 - (a) The Curator shall have the authority to approve the Artist selection and authorize an agreement with Artist for projects, with

an Art Budget of up to \$75,000, ensuring that it has adequately addressed the evaluation criteria outlined in section 16a.

- (b) The Curator shall recommend approval of the Artist selection and recommend authorizing an agreement with Artist to the Executive Director's (President/CEO) authorized designee for projects, with an Art Budget greater than \$75,000 and up to \$125,000, ensuring that it has adequately addressed the evaluation criteria outlined in section 16a. The Executive Director's (President/CEO) authorized designee shall determine, at their discretion, whether projects with Art Budgets within this subsection should go to the Board for final approval as set forth in subsection 15b(4)(c).
 - (c) The Curator shall prepare a report for the Board, with the Public Art Committee's recommendation for approval of the project, and recommend authorizing an agreement with Artist, with an Art Budget greater than \$125,000. The Board's role shall be to ensure that the selection conforms to the approved budget, and that procedures were followed utilizing the criteria for the Board outlined in section 16d.
- (5) When projects are approved by District staff as outlined in sections 15b(4)(a) and 15b(4)(b), prepare a Board memo and periodic project update memos.
 - (6) Review and submit Artist Concept Proposals to the Public Art Committee who shall review and make recommendations to the Curator utilizing the evaluation criteria outlined in section 16b.
 - (7) Review and submit final design of Artwork to the Public Art Committee who shall review and make recommendations to the Curator utilizing the evaluation criteria outlined in section 16b.
 - (8) When, Artists are requested to develop Artist Concept Proposals as part of the Artist selection process, the Artist Concept Proposals and Artist qualifications shall be reviewed and processed together as set forth in subsections 15b(2)-15b(5) and 15b(7) utilizing the evaluation criteria outlined in section 16a and 16b.
 - (9) During progress of the agreement with the Artist, authorization to negotiate and execute any amendments is as follows:

- (a) The Curator shall have the authority to authorize any amendments to agreements with Artists as long as the aggregate agreement total does not exceed \$75,000.
- (b) The Curator shall recommend authorizing any amendments to agreements with Artists greater than \$75,000 and up to \$125,000 to the Executive Director's (President/CEO) authorized designee as long as the aggregate agreement total does not exceed \$125,000.
- (c) The Curator shall recommend authorizing any amendments to agreements with Artists greater than \$125,000 to the Board when the aggregate agreement total exceeds \$125,000.
- (d) The Curator shall provide the Board with a written summary reporting any Artist agreements and/or amendments executed by the Curator or Executive Director's (President/CEO) authorized for the prior month.

c. The Purchasing Process

- (1) Identify potential Artworks through a variety of selection methods which shall result in collecting qualifications, images, asking prices and other pertinent information about Artworks.
- (2) Organize Selection Panels and manage selection activities as needed to select and recommend Artworks utilizing the evaluation criteria outlined in section 16c.
- (3) Submit Selection Panels' recommendations to the Public Art Committee for review and recommendation utilizing the evaluation criteria outlined in section 16c.
- (4) Review and submit the Public Art Committee's recommendation to Curator, the Executive Director's (President/CEO) authorized designee or the Board, depending on the amount of the Art Budget that follows:
 - (a) The Curator shall have the authority to approve Artwork selection and authorize purchase of Artwork, with negotiated prices of up to \$75,000 ensuring that it has adequately addressed the evaluation criteria outlined in section 16c.

- (b) The Curator shall recommend approval of Artwork selection and recommend authorizing purchase of Artwork, to the Executive Director's (President/CEO) authorized designee for purchases with negotiated prices greater than \$75,000 and up to \$125,000 ensuring that it has adequately addressed the evaluation criteria outlined in section 16c. The Executive Director's (President/CEO) authorized designee shall determine, at their discretion, whether projects with Artworks with negotiated purchase prices within this subsection should go to the Board for final approval as set forth in subsection 15c(4)(c).
 - (c) The Curator shall prepare a report for the Board, with the Public Art Committee's recommendation for approval of the project, and recommend authorizing purchase of Artwork with a negotiated purchase price greater than \$125,000. The Board's role shall be to ensure that the selection conforms to the relevant budget, and that procedure was followed utilizing the criteria for the Board outlined in section 16d.
- (5) When projects are approved by District staff as outlined in sections 15c(4)(a) and 15c(4)(b), prepare an initial Board memo and periodic project update memos.
 - (6) When Artwork is being considered for direct purchase, the Public Art Office shall prepare and submit a report to Public Art Committee and follow the purchasing process as set forth in subsections 15c(4)-15c(5).

16. Evaluation Criteria

a. Criteria for Evaluating Artist Qualifications

- (1) Meets the definition of Artist as set forth herein.
- (2) Demonstrates artistic excellence, innovation and originality as represented in past work and supporting materials.
- (3) Demonstrates capacity for working in media and with concepts that are appropriate to the project goals and site.
- (4) Demonstrates interest and capability in creating public Artworks in collaboration with the District, Public Art Office, the design team (if

applicable) and other project partners.

- (5) Demonstrates experience in successfully completing Artworks of similar scope, scale, budget and complexity, or ability to articulate how he or she would be able to bring the necessary artistic and technical skills to this project.
- (6) Demonstrates interest in and understanding of the project.
- (7) Is available to perform the scope of the work in a timely and professional manner.
- (8) Builds the diversity of the District's Tidelands Collection.
- (9) If applicable, demonstrates a cohesive team.
- (10) If applicable, past performance on agreements.

b. Criteria for Evaluating Artist Concept Proposals

- (1) Clearly responds to the District's vision for art on the tidelands.
- (2) Meets the definition of Artwork as set forth herein.
- (3) Demonstrates excellence in aesthetic quality, workmanship, innovation, and creativity.
- (4) Demonstrates appropriateness in scale, form and is of materials/media suitable for the site.
- (5) Meets the project's goals as outlined in the Individual Project Plan and relates to one or more of the Public Art Office's Creative Directions.
- (6) Demonstrates feasibility in terms of budget, timeline, safety, durability, operation, maintenance, conservation, legal and ethical issues related to possession and use of proposed Artwork, security, and/or storage and siting.
- (7) Builds the diversity of the District's Tidelands Collection.

c. Criteria for Evaluating Purchases of Existing Artworks

- (1) Clearly responds to the District's vision for art on the tidelands.
- (2) Meets the definition of Artwork as set forth herein.
- (3) Demonstrates excellence in aesthetic quality, workmanship, innovation and creativity.
- (4) Demonstrates appropriateness in scale, form, and is of materials /media suitable for the site.
- (5) Meets the project's goals as outlined in the Individual Project Plan and relates to one or more of the Public Art Office's Creative Directions.
- (6) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, condition, maintenance, conservation, legal and ethical issues related to possession and use of Artwork, security, and/or storage and siting.
- (7) Builds the diversity of the District's Tideland Collection.

d. Criteria for Board Evaluation

- (1) The District policy, as set forth herein, and as administered by the Public Art Office and/or the Public Art Committee, have been followed properly.
- (2) Recommendations are consistent with relevant budgets, Curatorial Strategies, Individual Project Plans, and/or redevelopment plans.

17. Management and Control of Artworks

Any Artworks proposed to be contracted for, exhibited on, or erected on Public Places, or become the property of the District by Acquisition or otherwise, or be in the custody of the District by loan or otherwise, shall first have been submitted to Public Art Office staff, and following review and recommendation as required by the Curator, Public Art Committee and the Board as set forth in this policy.

No existing Artworks owned by or in the custody of the District shall be Deaccessioned, removed, relocated, conserved, altered, exhibited or disposed of in any way without the approval of Public Art Office staff, and following review

and recommendation as required in section 19 by the Curator, Public Art Committee and the Board.

Collections Management shall be the responsibility of the Public Art Office staff under the direction of the Curator, with input from the Public Art Committee and Board, as required in this policy. The General Services and Procurement Department shall support the Public Art Office's Collections Management activities by providing Ordinary Artwork Maintenance for Artworks at the direction of Public Art Office staff.

18. Acquisition of Artworks

Title to all Acquisitions accepted by the District shall be vested and held in the name of the District.

19. Deaccession and Disposal of Artworks

The District intends to acquire Artworks for the Tidelands Collection through such thoughtful evaluation that deaccessioning Artworks is seldom necessary.

However, careful deaccessioning of Artworks may be considered in the interest of improving the quality and value of the Tidelands Collection over time. Deaccessioning should be applied only after evaluation of an Artwork to avoid the premature Disposal of an Artwork from the Tidelands Collection.

a. General Provisions

- (1) An Artwork accessioned into the Tidelands Collection, in general, will not be deaccessioned within five years of its Acquisition and Accession, unless the Artwork has been acquired for the stated purpose of being sold or special circumstances apply.
- (2) The District shall comply with state, federal, or international laws such as the Visual Artists Rights Act of 1990 (17 U.S.C. 106A and 113 [d]) or the California Art Preservation Act of 1979 (California Civil Code, Section 987) pertaining to the Disposal of certain Artworks. The District shall comply with legal agreements pertaining to Deaccession and/or Disposal of certain Artworks.
- (3) The District shall observe any mandatory restrictions applied to Artworks acquired through Donation, unless deviation from those restrictions is authorized by the Donor, the Donor's official legal

designee, or a court of competent jurisdiction. Reasonable efforts to comply with any non-binding restrictions will be made.

- (4) Public Art Office staff shall initiate Deaccession evaluations as part of a periodic review of the Tidelands Collection.

b. Deaccession Evaluation. The Public Art Office shall:

- (1) Initiate a Deaccession evaluation, which includes recommendations from Public Art Office staff on whether to Deaccession Artworks from the Tidelands Collection.
- (2) Submit a Deaccession evaluation to the Public Art Committee for each Deaccession evaluation for input and recommendation.
- (3) Review and submit the Public Art Committee's recommendation as follows:
 - (a) The Curator shall have the authority to approve the Deaccession of Artworks from the Tidelands Collection with a fair market value up to \$75,000 utilizing the Deaccession criteria outlined in subsection 19c.
 - (b) The Curator shall recommend approval of the Deaccession of Artworks from the Tidelands Collection to the Executive Director's (President/CEO) authorized designee with a fair market value greater than \$75,000 and up to \$125,000 utilizing the Deaccession criteria outlined in subsection 19c.
 - (c) The Curator shall prepare a report for the Board, with the Public Art Committee's recommendation for approval of the Deaccession of Artworks from the Tidelands Collection, and make a recommendation for approval of the Deaccession of Artworks with a fair market value greater than \$125,000. The Board's role shall be to ensure that the Deaccession evaluation process outlined herein has been followed utilizing the criteria for the Board outlined in section 16d.
- (4) When Deaccession of an Artwork from the Tidelands Collection is approved by District staff as outlined in sections 19b(3)(a) and 19b(3)(b), prepare a memo informing the Board of the Deaccession evaluation outcome.

- (5) When Deaccession of an Artwork is approved, the Curator shall determine the preferred method of Disposal and authorize the Disposal of the Artwork.
- (6) Proceeds from the Disposal of Artworks shall be deposited into the Public Art Fund.

c. Deaccession Criteria

Criteria for deaccessioning Artworks from the Tidelands Collection may include, but are not limited to:

- (1) Condition. The Artwork has deteriorated beyond a reasonable means of conservation, has been damaged beyond reasonable repair or is actively deteriorating in a manner that affects the Artwork's site and/or other District property.
- (2) Maintenance. The Artwork needs excessive maintenance or conservation or the Artwork repeatedly fails to operate properly.
- (3) Excellence. The authenticity, level of aesthetic quality and workmanship of the Artwork and/or the relationship of the Artwork to the Artist's body of work is determined to be false, insufficient or insignificant.
- (4) Duplicative. The Artwork is redundant or is a duplicate in a large holding of Artwork of that type, category or by that Artist.
- (5) Legal and Ethical Considerations. The District's possession of the Artwork violates state, federal or international laws, the provenance of the Artwork is unknown or unconfirmed, and/or the District does not have a clear legal title to the Artwork.
- (6) Site. The Artwork is located at a site undergoing changes in ownership, use, design and/or environmental conditions which may affect the integrity of or access to the Artwork.
- (7) Significance. The Artwork has little or no correlation to the District's vision for art on the tidelands and Creative Directions.
- (8) Safety. The security of the Artwork cannot be sustained; the Artwork

poses public safety, public health risks, and/or other potential safety risks for the District.

- (9) **Resources.** The Artwork requires a total amount of funds to exhibit, operate, store, maintain and/or conserve in excess of its fair market value or is an excessive financial burden to the District.

20. **Outgoing Loans**

The Curator is authorized to loan Artworks from the Tidelands Collection for use in exhibitions, research and education. In general, the District lends Artworks to government entities, agencies, institutions, or organizations and only to private individuals, companies and commercial galleries when to do so is likely to elevate the value and/or significance of the Tidelands Collection.

21. **Incoming Loans**

The District may accept Incoming Loans of Artworks. The District shall consider the following types of proposed Incoming Loans to be placed on Public Places:

- a. **Public Art Office Initiated Incoming Loans.** In cases where Public Art Office staff solicits the loan, Public Art Office staff shall prepare an Individual Project Plan as outlined in section 15a(3) and as applicable, follow the process for purchasing existing Artwork as outlined in section 15c. The term "incoming loan" shall replace the term "purchase."
- b. **Outside Party Initiated Incoming Loans.** In cases where an Incoming Loan of Artwork and/or Commemorative Artwork is proposed by any party other than the Public Art Office, the process shall include the following steps:
 - (1) **Preliminary Inquiry.** All potential lenders shall begin the process by contacting the Public Art Office staff about the requirements as set forth herein.
 - (2) **Application.** All potential lenders shall submit to Public Art Office staff applications for proposed Incoming Loans of Artworks.
 - (3) **Preliminary Review.** The Curator shall conduct preliminary reviews of applications for all proposed Incoming Loans of Artworks satisfactory to the Curator, that they:

- (a) Include all required elements as set forth in the application.
 - (b) Meet the definition of Artwork as set forth herein.
 - (c) Meet the criteria for review of aesthetic and site outlined in section 21b(9)(c).
 - (d) When applicable, meet the criteria for review of social and merit for Commemorative Artworks outlined in section 21b(9)(a).
- (4) **Technical Review.** For proposed Incoming Loans of Artworks that pass the preliminary review as outlined in subsection 21b(3), Public Art Office staff shall organize an interdepartmental technical review conducted by District staff utilizing the criteria for technical review outlined in section 21b(9)(b).
- (5) **Staff Approval or Rejection.** After technical review, applications for proposed Incoming Loans of Artworks shall be either:
- (a) Returned to the potential lender for additional development and documentation;
 - (b) Forwarded to the Public Art Committee; or
 - (c) Rejected.
- (6) **Public Art Committee.** The Public Art Committee shall review applications for proposed Incoming Loans of Artworks and accompanying staff reports and make recommendations to either accept or reject proposed Incoming Loans of Artworks utilizing the criteria for aesthetic and site review in section 21b(9)(c).
- (7) **Final Approval.**
- (a) For proposed Incoming Loans of Artworks that the Public Art Committee recommends to accept, the Curator shall have the authority to approve the Incoming Loan.
 - (b) When Incoming Loans of Artworks are approved, the Curator shall prepare a Board memo to inform the Board of the approval of the loan.

- (8) **Acceptance Conditions for Incoming Loans of Artworks from Outside Parties.** The following conditions shall be met for the District to consider accepting proposed Incoming Loans of Artworks from outside parties:

- (a) All expenses for proposed Incoming Loans of Artworks from outside parties shall be the responsibility of the lender, except in extraordinary circumstances. These expenses may include, but are not limited to: design, fabrication, shipping, insuring, site preparation, installation, signage and lighting.
- (b) The Public Art Office shall consider funding a portion of the costs associated with proposed Incoming Loan of Artworks from outside parties only if, in the opinion of the Public Art Office and the Public Art Committee, the Artworks meet all the criteria to be considered as Artworks that the District would acquire on its own.
- (c) Proposed Loans of Commemorative Artworks shall be presented by a Civic Lender.

- (9) **Evaluation Criteria for Incoming Loans of Artworks from Outside Parties**

- (a) **Criteria for Review of Social and Merit Issues**

- 1) Proposed Incoming Loans of Artworks for commemorating individuals should not be considered until at least ten years after the death of the individual. Proposed Incoming Loans of Artworks for commemorating ideas or events will not be considered until at least twenty years after the occurrence of the event. Where an overwhelming and undisputed community consensus exists, proposals may be considered before these periods have passed.
- 2) Proposed Incoming Loans of Artworks that commemorate specific disasters (whether natural or man-made), health-related themes, or organizations in general should not normally be considered, unless it can be demonstrated that they are unique to the tidelands and that their long-term impact has uniquely shaped the history of the tidelands or its member cities.

- 3) Proposed Incoming Loans of Artworks that are commemorative in nature must concern subjects that have been tangibly and directly associated with the tidelands or the member cities of the District. The strongest consideration will be given to proposals with a direct relation to the tidelands, as opposed to the member cities in general. In the case of contributions of an individual or a particular group of people, for example, strongest consideration will be given to those who have had an impact on the history of the tidelands, which goes beyond the impact they may have had on a particular community, or the world at large.
- 4) Proposed Incoming Loans of Artworks that are commemorative in nature must have cultural significance to the general public, not one interest group. The subject will be commemorated only if it is generally accepted as having had an exemplary and a positive influence on the tidelands, or on the life of residents of member cities of the District.
- 5) Proposed Incoming Loans of Artworks that are commemorative in nature must not duplicate the themes or subject matter of an existing Artwork and/or commemorative site in the tidelands or its member cities.
- 6) In no instance should proposed Incoming Loans of Artworks that are commemorative in nature depict subjects that are trademarked or commercially licensed.

(b) Criteria for Technical Review

- 1) Ownership. Has the potential lender documented that the Artwork can be legally loaned to the District?
- 2) Financial Costs. Has the potential lender documented that the financial costs associated with the Artwork have been adequately anticipated and can be met? These costs may include, but are not limited to, shipping, insurance, site preparation, installation, dedication, signage and lighting.
- 3) Safety and Liability. Is Artwork durable? Does it pose any safety or liability concerns?

- 4) **Maintenance and Conservation.** Has the potential lender provided a professional art conservator's report indicating anticipated maintenance needs?
- 5) **Availability of Site.** Is the proposed site available for the installation of Artwork? Are necessary electrical, plumbing or other utility requirements defined and available?

Additional criteria for technical review may be developed as necessary by Public Art Office staff.

(c) Criteria for Aesthetic / Site Review

- 1) Clearly responds to the District's vision for art on the tidelands, relates to one or more of the Public Art Office's Creative Directions, and relates to its Curatorial Strategy.
 - 2) Meets the definition of Artwork, as set forth herein.
 - 3) Demonstrates excellence in aesthetic quality, workmanship, innovation and creativity.
 - 4) Demonstrates appropriateness in scale, form, and is of materials/media suitable for the site.
 - 5) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, condition, maintenance, conservation, legal and ethical issues related to possession and use of Artwork, security, and/or storage and siting.
 - 6) Builds the diversity of the District's Tideland Collection.
- (10) **Loan Agreement.** Before Incoming Loans of Artworks are approved and accepted by the District, any agreements including the terms and conditions of the loan, between lender and the District, must be prepared by or approved by the District's Legal Department. Public Art Office staff is authorized to negotiate loan period extensions when it is determined to be advantageous to District.

22. Temporary Exhibits of Artworks from Outside Parties

If a temporary exhibit of Artworks is proposed by a party other than the Public Art

Office, the Public Art Office staff may authorize temporary exhibits of Artworks in Public Places. All temporary exhibits of Artworks from outside parties other than the Public Art Office shall follow the process for Incoming Loans set forth in section 21b using the criteria given in section 21b(9) herein. The term "temporary exhibit" shall replace the term "incoming loan" and the term "exhibitor" shall replace the term "lender."

Any temporary exhibit of artwork proposed for exhibition in Public Places for one year or longer will be identified and processed as an Incoming Loan.

23. Donations of Artworks

- a. **Donation Proposal Types.** The District through the Public Art Office shall consider the following types of proposed Donations of Artworks to be placed on Public Places:

- (1) A Donor's offer to Commission an Artwork.
- (2) A Donor's offer of an already existing Artwork.
- (3) A Donor's offer to support projects or initiatives of the Public Art Office through a Monetary Donation.

Donations are solely offers until accepted by the District. Bequests of Artworks are subject to the same review process for Donations of Artwork as outlined herein.

- b. **Acceptance Conditions.** The following conditions shall be met for the District to consider accepting proposed Donations of Artworks:

- (1) All expenses for proposed Donations of Artworks shall be the responsibility of the Donors, except in extraordinary circumstances. These expenses may include, but are not limited to: design, fabrication, shipping, insuring, site preparation, installation, signage and lighting.
- (2) The Public Art Office shall consider funding a portion of the costs associated with proposed Donations of Artworks only if, in the opinion of the Public Art Office and the Public Art Committee, the Artworks meet all the criteria to be considered as Artworks that the District would acquire on its own.

- (3) A Donor shall deposit funds equal to or greater than ten percent of the Commission cost or the fair market value of an Artwork into the designated District public art maintenance fund for Collections Management, at the time the proposed Donation of Artwork is accepted by the District.
 - (4) Proposed Donations of Commemorative Artworks shall be presented by a Civic Donor.
- c. **Review Process for Proposed Donations of Artworks.** The process for proposing and reviewing proposed Donations of Artworks to the District shall include the following steps:
 - (1) **Preliminary Inquiry.** All potential Donors shall begin the process by contacting the Public Art Office staff about the requirements as set forth herein.
 - (2) **Application.** All potential Donors shall submit to Public Art Office staff applications for proposed Donations of Artworks. Applications can be obtained from Public Art Office staff.
 - (3) **Preliminary Review.** The Curator shall conduct preliminary reviews of applications for all proposed Donations of Artworks satisfactory to the Curator, that they:
 - (a) Include all elements as required in the application.
 - (b) Meet the definition of Artwork as set forth herein or is for an Artist Commission.
 - (c) Meet the criteria for aesthetic and site review outlined in section 23h(3).
 - (d) When applicable, meet the criteria for review of social and merit for Commemorative Artworks outlined in section 23h(1).
- d. **Technical Review.** For proposed Donations of Artworks that pass the preliminary review as outlined in section 23c, Public Art Office staff shall organize an interdepartmental technical review conducted by District staff utilizing the criteria for technical review outlined in section 23h(2).

- e. **Staff Approval or Rejection.** After technical review, applications for proposed Donations of Artworks shall be either:

- (1) Returned to the Donor for additional development and documentation;
- (2) Forwarded to the Public Art Committee, with a staff report, for review and recommendation as set forth in section 23f; or
- (3) Rejected.

The Curator, at his or her discretion, may convene an ad hoc panel to review proposed Donations of Artworks and make recommendations to the Public Art Committee.

The Curator, at his or her discretion, may undertake additional community consultation, before forwarding the application to the Public Art Committee.

- f. **Public Art Committee.** The Public Art Committee shall review applications for proposed Donations of Artworks and accompanying staff reports and make recommendations to either accept or reject proposed Donations of Artworks as set forth in section 23g utilizing the criteria for aesthetic and site review in section 23h(3). In the event that the Public Art Committee makes recommendations to reject proposed Donations of Artworks, the Donor shall be notified and given the option of revising the proposed Donation and resubmitting for review as set forth in section 23c.

- g. **Final Approval.**

- (1) For proposed Donations of Artworks with a fair market value of up to \$75,000 that the Public Art Committee recommends to accept, the Curator shall have the authority to accept the Donations.
- (2) For proposed Donations of Artworks with a fair market value of greater than \$75,000 and up to \$125,000 that the Public Art Committee recommends to accept, the Curator shall submit the recommendation to the Executive Director's (President/CEO) authorized designee, whom shall have the authority to either accept the Donations or forward the recommendation to the Board for final approval as set forth in section 23g(4).

- (3) When Donations of Artworks are approved and accepted by District staff as outlined in sections 23g(1) and 23g(2), the Curator shall prepare a Board memo to inform the Board of the acceptance.
- (4) For proposed Donations of Artworks with a fair market value of more than \$125,000 that the Public Art Committee recommends to accept, the Public Art Office staff shall prepare and submit a report, including the Public Art Committee's recommendation and staff's recommendation to the Board for review. The Board's role shall be to ensure that the review process was followed utilizing the criteria for the Board outlined in section 23h(4).

h. Evaluation Criteria for Reviewing Donations of Artworks

(1) Criteria for Review of Social and Merit Issues

- (a) Proposed Donations for commemorating individuals should not be considered until at least ten years after the death of the individual. Proposed Donations of Artworks for commemorating ideas or events will not be considered until at least twenty years after the occurrence of the event. Where an overwhelming and undisputed community consensus exists, proposals may be considered before these periods have passed.
- (b) Proposed Donations that commemorate specific disasters (whether natural or man-made), health-related themes, or organizations in general should not normally be considered, unless it can be demonstrated that they are unique to the tidelands and that their long-term impact has uniquely shaped the history of the tidelands or its member cities.
- (c) Proposed Donations that are commemorative in nature must concern subjects that have been tangibly and directly associated with Public Places or the member cities of the District. The strongest consideration will be given to proposals with a direct relation to the tidelands, as opposed to the member cities in general. In the case of contributions of an individual or a particular group of people, for example, strongest consideration will be given to those who have had an impact on the history of the tidelands, which goes beyond the impact they may have had on a particular community, or the world at large.

- (d) Proposed Donations that are commemorative in nature must have cultural significance to the general public, not one interest group. The subject will be commemorated only if it is generally accepted as having had an exemplary and a positive influence on the tidelands, or on the life of residents of member cities of the District.
- (e) Proposed Donations that are commemorative in nature must not duplicate the themes or subject matter of an existing Artwork and/or commemorative site in the tidelands or its member cities.
- (f) In no instance should proposed Donations that are commemorative in nature depict subjects that are trademarked or commercially licensed.

(2) Criteria for Technical Review

- (a) Ownership. Has the potential Donor documented that the Artwork can be legally donated to the District?
- (b) Financial Costs. Has the potential Donor documented that the financial costs associated with the Artwork have been adequately anticipated and can be met? These costs may include, but are not limited to, shipping, insurance, site preparation, installation, dedication, signage, lighting and maintenance.
- (c) Safety and Liability. Is Artwork durable? Does it pose any safety or liability concerns?
- (d) Maintenance and Conservation. Has the potential Donor provided a professional art conservator's report indicating anticipated maintenance needs?
- (e) Availability of Site. Is the proposed site available for the installation of Artwork? Are necessary electrical, plumbing or other utility requirements defined and available?

Additional criteria for technical review may be developed as necessary by the Public Art Office staff.

(3) Criteria for Aesthetic / Site Review

- (a) Clearly responds to the District's vision for art on the tidelands, relates to one or more of the Public Art Office's Creative Directions, and relates to its Curatorial Strategy.
- (b) Meets the definition of Artwork, as set forth herein.
- (c) Demonstrates excellence in aesthetic quality, workmanship, innovation and creativity.
- (d) Demonstrates appropriateness in scale and form, and is of materials/media suitable for the site.
- (e) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, condition, maintenance, conservation, legal and ethical issues related to possession and use of Artwork, security, and/or storage and siting.
- (f) Builds the diversity of the District's Tidelands Collection.

(4) Criteria for Board Review

- (a) The District's policy, as set forth herein, and as administered by the Public Art Office and/or the Public Art Committee, have been followed properly.
- (b) Recommendations are consistent with relevant budgets, Curatorial Strategies, and/or redevelopment plans.

i. No Obligation to Accept Proposed Donations

Within thirty business days following the District's decision to accept or reject the proposed Donation of Artwork, designated Public Art Office staff shall give notice of the District's decision to the Donor. The District has no obligation to accept any Artworks proposed for Donation to the District. The District has the right to determine, in its sole and absolute discretion, what Artwork offered to it will be accepted by the District.

j. **Records of Donations**

District staff will be responsible for maintaining detailed Donation records. Upon acceptance of a Monetary Donation, District staff will deposit the Monetary Donation according to the terms of the District's acceptance.

k. **Transfer of Donations of Artworks**

(1) **Acceptance**

All Donations of Artworks shall become District property upon formal acceptance by the District.

(2) **Condition of Title**

The District prefers Unrestricted Donations of Artworks. Restricted Donations may, however, be accepted, if the District pre-approves the restrictions or limitations and such are expressly stated in the title conveyance documents.

l. **Legal Documents**

Before Donations of Artworks are accepted by the District, title conveyance documents, including any limitations or restrictions, and/or any agreements between Donor and the District regarding same, must be prepared by or approved by the District's Legal Department.

m. **Appraisals**

The District will not provide or assume responsibility for appraisals for tax-deduction or other external purposes.

n. **Compliance with Laws**

The District reserves the right to require a Donor to comply with state, federal, or international laws.

24. Reproductions or Adaptations of Artworks

Public Art Office staff is authorized to negotiate with the copyright holder for each Artwork in or proposed for inclusion in the Tidelands Collection or exhibited on District Public Places for the purpose of acquiring a license to make, or cause to be made reproductions or adaptations of an Artwork. Reproductions or adaptations of Artworks are made according to the terms and conditions of licensing agreements.

25. Proceeds from the Sale, Loan, Reproduction or Adaptation of Artworks

Funds realized from the sale of Artworks from the Tidelands Collection shall be expended on new Acquisitions for the Tidelands Collection. Proceeds from the loan of Artworks from the Tidelands Collection or from the licensing of the making of reproductions or adaptations thereof, less any payments due, shall be deposited into the Public Art Fund.

26. Administrative Procedures

The Public Art Office shall promulgate office administrative procedures and/or guidelines as needed consistent with this policy to facilitate the implementation of its responsibilities under this policy.

DEFINITIONS:

For purposes of this policy, the following definitions shall apply:

Accession: The formal process used to accept and record an Artwork as a Tidelands Collection Artwork.

Acquisition: Artworks that are Commissioned or purchased by the District or transferred to the District by Donation, bequest, transfer or exchange.

Alteration: Substantial refurbishments, betterments and/or upgrades to existing assets which may include, but are not limited to, additions to, removal of, and modification of elements such as walls, ceilings, and doors.

Annual Office Budget: The Public Art Office's budget, which is folded into the annual District budget. It outlines broad categories of expenditures, such as personnel, operations, administrative expenses, new projects, committed/continuing projects, marketing, and Collections Management.

Art Budget: The allocated budget for the design, fabrication and installation of an Artwork that is newly Commissioned, or the budget for the purchase, shipping and installation of an existing Artwork that is being purchased.

Artist: An individual generally recognized by critics and peers as a professional practitioner of the visual, performing or language arts, based on his or her body of work, educational background, experience, exhibition history, publication and/or creation of Artworks.

Artist Concept Proposal: The Artist's Concept Design before it has been approved by the Curator, the Executive Director's (President/CEO) Authorized Designee, or the Board of Port Commissioners.

Artwork: An aesthetic creation resulting from the skill and creativity of an Artist or Artists. An Artwork may be made of any materials or combination of materials and may be permanent, temporary, fixed or portable. An Artwork can be an integral part of a building or structure, and can be integrated with the work of other design professionals. For the purposes of the Public Art Office, Artwork shall be defined in terms of the visual arts, as distinguished from performing arts and literary arts. However, Artworks can include visual representations of performing and literary arts, or can incorporate performative or narrative elements.

Capital Improvement Program: Any acquisition, construction or Alteration project, or portion or phase thereof, by the District.

Civic Donor: A Donor that is an incorporated, non-profit organization, organized at least five years before submitting written information and/or application for a proposed Donation to the District, or a municipal government or other public agency.

Civic Lender: A lender that is an incorporated, non-profit organization, organized at least five years before an Application for a proposed Incoming Loan of Commemorative Artwork to the District, or a municipal government or other public agency.

Collections Management: Activities that include, but are not limited to, the Acquisition, incoming loan, outgoing loan, Deaccession, Disposal, relocation, removal, exhibition, operation, maintenance, conservation, documentation, storage, reproduction and/or adaptation of Artworks.

Commemorative Artwork: An Artwork that commemorates an individual, idea or event that has shaped or impacted the tidelands.

Commission: An Artwork, permanent or temporary, that is created by an Artist specifically for Public Places.

Concept Design: The initial design phase of an Artwork project in which an Artist creates a design concept that is detailed enough to communicate the intended content, scale, location, artistic media and relationship of components and materials of proposed Artwork. The documentation of the design concept can include a narrative description of the work, diagrams and/or a maquette.

Creative Direction: A broadly described thematic area, established in the public art master plan, that the Public Art Office will use to explore curatorial possibilities and define individual projects.

Curatorial Strategy: A multi-year work plan that establishes priorities for the types of projects the Public Art Office will be developing over a three to five year period. The strategy describes the types of projects the Public Art Office will work to develop, the kinds of Artists it wishes to recruit, any specific geographic areas it wishes to focus on and any partnerships it would like to establish. It will anticipate upcoming Capital Improvement Program projects, Tenant projects and redevelopment plans, and describe how those can be shaped to support the Public Art Office's Creative Directions.

Deaccession: The formal process used to remove an Artwork from the Tideland Collection.

Disposal: The permanent exchange, sale, destruction or transfer of an Artwork.

Donation: A charitable contribution to the District, during lifetime or testamentary transfer, whether whole or fractional interest, including, but not limited to, cash and cash equivalents, personal tangible property, intellectual property, and/or Artworks which would serve a useful purpose in the fulfillment of District's goals and priorities.

Donor: An individual or entity that proposes a Donation to the District.

Incoming Loan: An Artwork borrowed by the District.

Individual Project Plan: A detailed document outlining all parameters for each Acquisition or exhibition that the Public Art Office intends to pursue.

Monetary Donation: Cash and cash equivalents.

Ordinary Artwork Maintenance: The routine oversight of the operation, maintenance and superficial cleaning of and around Artworks.

Outgoing Loan: The loan of an Artwork from the Tidelands Collection.

Percent for Art Allocation: The percentage of the total proposed project budget in accordance with the requirements set forth herein which is set aside for the administrative fees, Art Budget and Collections Management associated with a Public Art project.

Public Art: Artworks acquired using funds appropriated by the District and located in Public Places.

Public Art Committee: A committee appointed by the Chair of the Board that serves as an advisory body to the Public Art Office and to the Board. The Public Art Committee upholds the Public Art Office's vision, ensuring that the District's art policies and procedures are followed, and supporting the development and stewardship of the District's Tidelands Collection and other Artworks on District Public Places.

Public Art Fund: A designated District fund established in 1982 for the purpose of accumulating funds from various sources for commissioning and acquisition of permanent or temporary public artworks for exhibition within the District's jurisdiction. Originally funded through an annual budget set-aside, the Public Art Fund now serves as a depository for outside funds received, such as tenant percent for art in-lieu contributions, sales of licensed artwork reproductions, public art-related grants and/or grant-matching funds, monetary bequests and donations received from the public or other agencies for public artworks.

Public Places: The tidelands and submerged lands granted to the District pursuant to the Port Act and any other lands conveyed to the District by any City of the County of San Diego or acquired by the District or any area, land, water, building or otherwise, where the District manages its land management authority and powers.

Restricted Donation: A Donation to the District with limitations placed on its use. Restrictions must be formally outlined in writing and are distinct from informal recommendations or expressions of preference.

Selection Panel: An ad-hoc panel that reviews Artist materials and makes recommendations to the Public Art Committee and Public Art Office Curator regarding Acquisitions and exhibitions.

Tenant Artworks: Artworks commissioned or purchased by District tenants.

Tidelands Collection: Artworks which have been Accessioned and are publicly owned, possessed, or controlled by the District and administered by the Public Art Office. Incoming loans of Artworks shall be incorporated into the Tidelands Collection for the duration of the loan but are not considered Acquisitions.

Unrestricted Donation: A Donation to the District without any limitation placed on its use.

RESOLUTION NUMBER AND DATE: 2016-62, dated May 10, 2016 (Supersedes BPC Policy No. 609, Resolution 2013-27, February 12, 2013; Resolution 2011-160, dated November 8, 2011; Resolution 2008-89, dated June 10, 2008; Resolution 2003-125, dated July 7, 2003; Resolution 2002-94, dated April 23, 2002; Resolution 98-81, dated March 31, 1998; Resolution 96-236, dated September 24, 1996; Resolution 86-63, dated February 18, 1986; Resolution 86-234, dated August 5, 1986; Resolution 82-343, dated December 14, 1982)



(7)

San Diego Unified Port District
Document No. **58391**
Filed **JAN 04 2012**
(Office of the District Clerk)

BPC Policy No. 611

SUBJECT: RECEIPT OF DONATIONS AND LOANS

PURPOSE:

To establish a policy to be followed by the San Diego Unified Port District (District) in reviewing and accepting Donations as well as reviewing and lending or borrowing property.

Donations can be useful ways of developing the District's Public Places and serving the community, if the Donations are in keeping with the District's overall goals and priorities, if they are placed or used in appropriate Public Places and integrated appropriately with their sites, and with proper advance planning. Procedures and evaluation criteria which guide the review of such Donations ensure that the District possess suitable plans and adequate resources, if required, for administering such Donations.

In addition to Donations, there are occasions when the District is requested to lend property. Likewise, on occasion, the District may wish to borrow property.

POLICY STATEMENT:

1. DONATIONS

a. Offers of Donations

- (1) Donations are solely offers until accepted by the District.
- (2) Donations may only be accepted by the District representatives authorized in this policy.
- (3) All Donations shall be evaluated to determine whether the Donation is consistent with the District's goals and priorities.
- (4) All offers of Donations of artworks and commemorative artworks as defined in Board Policy 609 shall be processed in compliance with the donations of artworks section outlined in Board Policy 609.

b. Acceptance Conditions

The following conditions shall be met for the District to consider accepting

Page 1 of 7

proposed Donations:

- (1) All expenses for proposed Donations shall be the responsibility of the Donors, except in extraordinary circumstances.
- (2) Proposed Donations of Memorials shall be presented by a Civic Donor.

c. **Review Process for Donations**

The process for proposing and reviewing offers of Donations to the District shall include the following steps:

- (1) **Preliminary Inquiry.** Potential Donors shall begin the process by contacting the External Relations Division about the requirements as set forth herein and to request guidelines for submitting information about the proposed Donation.
- (2) **Written Proposals.** Potential Donors shall submit to External Relations Division offers of Donations in writing, accompanied by information about the proposed Donation.
- (3) **Preliminary Review.** The External Relations Division shall conduct preliminary reviews of written information for proposed Donations satisfactory to the External Relations Division, that they include adequate information to evaluate the proposed Donation.

- d. **Technical Review.** For proposed Donations that pass the preliminary review as outlined in section 1c, External Relations Division shall organize an interdepartmental technical review conducted by District staff. The members of the technical review shall evaluate the proposed Donation utilizing the criteria for technical review outlined in section 1g(1), and, when applicable, the criteria for review of social and merit for Memorials outlined in section 1g(2).

If the Donation requires expenditures not included in the approved District budget, approval of the Donation shall be contingent on the District first certifying the availability of funds for such expenditures.

- e. **Staff Approval or Rejection.** After technical review, written Donation proposals shall be either:

- (1) Returned to the Donor for additional development and documentation;



- (2) Forwarded to the higher level District staff or the Board of Port Commissioners (Board) as set forth in section 1f; or
 - (3) Rejected.
- f. **Final Approval.** Once proposed Donations are reviewed and a recommendation is determined, the External Relations Division will submit the matter for consideration to either the higher level District staff or the Board depending on the fair market value of the Donation as follows:
- (1) For proposed Donations with a fair market value of up to \$125,000 that the members of the technical review recommend to accept, the External Relations Division shall have the authority to accept the Donations.
 - (2) When Donations are approved and accepted by District staff as outlined in section 1f(1), the External Relations Division shall prepare a Board memo to inform the Board of the acceptance.
 - (3) For proposed Donations with a fair market value of more than \$125,000 that the members of the technical review recommend to accept, the External Relations Division shall prepare and submit a report, including the technical review members' recommendation and External Relations Division staff's recommendation to the Board for review. The Board's role shall be to ensure that the review process was followed utilizing the criteria for the Board outlined in section 1g(3).

g. **Evaluation Criteria for Reviewing Donations**

The evaluation criteria for reviewing Donations shall, when applicable, include:

(1) **Criteria for Technical Review**

- (a) Significantly affects or changes any aspect of District operations and/or Public Places.
- (b) Necessitates the District to make expenditure, which has not been included in the approved District budget.
- (c) Requires ongoing maintenance which has not been included in the approved District budget.

Additional criteria for technical review may be developed as necessary by District staff.

(2) Criteria for Review of Social and Merit Issues for Memorials

- (a) Proposed Donations for commemorating individuals should not be considered until at least ten years after the death of the individual. Proposed Donations of Memorials for commemorating ideas or events will not be considered until at least twenty years after the occurrence of the event. Where an overwhelming and undisputed community consensus exists, proposals may be considered before these periods have passed.
- (b) Proposed Donations that commemorate specific disasters (whether natural or man-made), health-related themes, or organizations in general should not normally be considered, unless it can be demonstrated that they are unique to the tidelands and that their long-term impact has uniquely shaped the history of the tidelands or its member cities.
- (c) Proposed Donations that are commemorative in nature must concern subjects that have been tangibly and directly associated with the tidelands or the member cities of the District. The strongest consideration will be given to proposals with a direct relation to the tidelands, as opposed to the member cities in general. In the case of contributions of an individual or a particular group of people, for example, strongest consideration will be given to those who have had an impact on the history of the tidelands, which goes beyond the impact they may have had on a particular community, or the world at large.
- (d) Proposed Donations that are commemorative in nature must have cultural significance to the general public, not one interest group. The subject will be commemorated only if it is generally accepted as having had an exemplary and a positive influence on the tidelands, or on the life of residents of member cities of the District.
- (e) Proposed Donations that are commemorative in nature must not duplicate the themes or subject matter of an existing Memorial, commemorative artwork and/or commemorative site in the tidelands or its member cities.

- (f) In no instance should proposed Donations that are commemorative in nature depict subjects that are trademarked or commercially licensed.

(3) Criteria for Board Review

- (a) The District's policy, as set forth herein, and as administered by the External Relations Division have been followed properly.
- (b) Recommendations are consistent with relevant budgets and/or redevelopment plans.

h. No Obligation to Accept Proposed Donations

Within thirty business days following the District's decision to accept or reject the proposed Donation, designated District staff shall give notice of the District's decision to the Donor. The District has no obligation to accept, any property proposed for Donation to the District. The District has the right to determine, in its sole and absolute discretion, what property offered to it will be accepted by the District.

i. Records of Donations

The District will be responsible for maintaining detailed Donation records.

j. Transfer of Donation

(1) Acceptance

All Donations shall become District property upon formal acceptance by the District.

(2) Condition of Title

The District prefers Unrestricted Donations. Restricted Donations may, however, be accepted if the District pre-approves the restrictions or limitations and such are expressly stated in the title conveyance documents which must be approved or prepared by the District.

k. Legal Documents

Before Donations are accepted by the District, title conveyance documents, including any limitations or restrictions and/or any agreements between Donor and the District regarding same, must be prepared by or approved by the District's Legal Department.

l. Appraisals

The District will not provide or assume responsibility for appraisals for tax-deduction or other external purposes.

m. Compliance with Laws

The District reserves the right to require a Donor to comply with state, federal, or international laws.

2. LOANS

a. Outgoing Loans

- (1) The Executive Director's authorized designee is authorized to loan District property. In general, the District lends property to government entities, agencies, institutions, or organizations and only to private individuals and companies when to do so is likely to support the District's mission.
- (2) Outgoing loans of artwork and commemorative artwork as defined in Board Policy 609 shall be processed in compliance with the outgoing loans section outlined in Board Policy 609.

b. Incoming Loans

- (1) All incoming loans with the exception of artwork shall follow the process for Donations set forth in section 1a-1i and 1l-1m using the criteria given in section 1g herein. The term "incoming loan" shall replace the term "donation" and the term "lender" shall replace the term "donor."
- (2) Incoming loans of artwork and commemorative artwork as defined in Board Policy 609 shall be processed in compliance with the incoming loans section outlined in Board Policy 609.

3. Administrative Procedures

The External Relations Division shall promulgate office administrative procedures and/or guidelines as needed consistent with this policy to facilitate the implementation of its responsibilities under this policy.

DEFINITIONS:

For purposes of this policy, the following definitions shall apply:

Civic Donor: A Donor that is an incorporated, non-profit organization, organized at least five years before submitting written information and/or application for a proposed Donation to the District, or a municipal government or other public agency.

Donation: A charitable contribution to the District, during lifetime or testamentary transfer, whether whole or fractional interest, including, but not limited to, cash and cash equivalents, personal tangible property, intellectual property, and/or artworks which would serve a useful purpose in the fulfillment of District's goals and priorities.

Memorial: A monument, plaque, fountain, basic park accessories such as landscaping, plazas, site furnishings, or otherwise, erected to commemorate an individual, idea or event that has shaped or impacted the tidelands. Memorials specified or designed by an artist are considered commemorative artworks.

Donor: An individual or entity that proposes a Donation to the District.

Public Places: The tidelands and submerged lands granted to the District pursuant to the Port Act and any other lands conveyed to the District by any City or the County of San Diego or acquired by the District, or any area, land water, building or otherwise, where the District manages its land management authority or powers.

Restricted Donation: A Donation to the District with limitations placed on its use. Restrictions must be formally outlined in writing and are distinct from informal recommendations or expressions of preference.

Unrestricted Donation: A Donation to the District without any limitation placed on its use.

RESOLUTION NUMBER AND DATE: 2011-160, dated November 8, 2011 (Supersedes BPC Policy 611, Resolution 2008-182, dated September 2, 2008; and Resolution 2000-27, dated January 25, 2000)

(2)
RESOLUTION 2011-160

**RESOLUTION AUTHORIZING ADOPTION OF
BOARD OF PORT COMMISSIONER POLICY 608,
AND REVISED POLICIES 609, 611, AND
RESCENDING POLICY 610.**

WHEREAS, the San Diego Unified Port District (District) is a public corporation created by the Legislature in 1962 pursuant to Harbors and Navigation Code Appendix I; and

WHEREAS, in June 2008, the Board of Port Commissioners (Board) requested an assessment of the District's public art activities, and

WHEREAS, in August 2009, the Public Art Department, initiated the development of a new Public Art Master Plan (PAMP), and

WHEREAS, in March 2010, the Public Art Committee (PAC) reviewed and recommended approval of the PAMP by the Board, and

WHEREAS, on May 4, 2010, the Board adopted the PAMP, and

WHEREAS, staff received additional feedback from member city mayors in the South Bay and based on the additional feedback District staff amended the PAMP, and

WHEREAS, on March 8, 2011, the Board adopted the amendments to the PAMP, and

WHEREAS, the PAMP serves a guide for acquiring and exhibiting artworks on tidelands, and

WHEREAS, after the adoption of the PAMP District staff examined and evaluated the accuracy and effectiveness of the District's three existing public art related BPC policies, specifically BPC Policy No. 609- Public Art Program, BPC Policy No. 610- Monuments, Memorials and Plaques, And BPC Policy No. 611- Donations/Loaned Items, and

WHEREAS, the evaluation revealed that thorough revisions were necessary to bring the policies into alignment with the new vision and processes adopted in the PAMP, and

2011-160

WHEREAS, the processes for reviewing donations of artwork and commemorative artworks addressed separately in BPC Policy No. 610 and BPC No. 611 are deleted from those policies, revised and incorporated into BPC Policy No. 609, and

WHEREAS, the tenant percent for art process and requirements addressed in BPC 609 are deleted from that policy, revised and incorporated into a new BPC Policy 608, and

WHEREAS, due to the amendments to BPC Policies 609, 610 and 611 and the addition of BPC Policy 608, BPC Policy 610 is no longer needed by the District, **NOW THEREFORE**,

BE IT RESOLVED by the Board of Port Commissioners of the San Diego Unified Port District, as follows:

That the Executive Director or his designated representative is hereby authorized to adopt the following:

1. Board of Port Commissioner Policy No. 608 - Tenant Percent for Art is hereby adopted, a copy of which is on file in the office of the District Clerk, and
2. Board of Port Commissioner Policy No. 609 - Public Art, is hereby adopted as amended, a copy of which is on file in the office of the District Clerk, and
3. Board of Port Commissioner Policy No. 611 – Receipt of Donations and Loans, is hereby adopted as amended, a copy of which is on file in the office of the District Clerk, and
4. Board of Port Commissioner Policy No. 610 – Monuments, Memorials, and Plaques, is hereby rescinded and deleted from the Policies of the District.

ADOPTED this 8th day of November, 2011.

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(11)

San Diego Unified Port District

Document No. 60008

Filed MAR 21 2013
Office of the District Clerk

BPC Policy No. 730

SUBJECT: PORT ENVIRONMENTAL ADVISORY COMMITTEE POLICY

PURPOSE: To review and provide input and recommendations on all Port environmental programs and initiatives, and comment on funding projects aimed at improving the condition of the Bay and surrounding Port tidelands, and provide a Tenant Environmental Compliance Loan Program.

POLICY STATEMENT:

The Board of Port Commissioners (Board) is committed to protecting and improving the environmental conditions of San Diego Bay and Port tidelands (Bay). To that end, an Environmental Services Department (ESD) and Environmental Advisory Committee (EAC) were created and invested with the responsibility of ensuring the Port's compliance with environmental laws and regulations, as well as advising the Board on actions that can be taken to improve the condition of the Bay.

San Diego Bay is often referred to as the "Crown Jewel" of San Diego. Beneath its beautiful surface, the Bay serves a number of important ecological roles, serving as a spawning ground for many local fish species, acting as a key stopping point for a variety of bird species traveling along the Pacific Fly Way, and providing the discharge point for numerous creeks and rivers within the San Diego Bay watershed.

The Bay also has played an essential role in supporting the growth of the region's population and economy. In the past, fulfilling this role often has resulted in negative impacts on the Bay. For years, raw sewage and industrial wastes were discharged, untreated, into the waters of the Bay. Modern environmental laws, coupled with the corporate commitments of Port industry, have significantly reduced some industrial sources of Bay pollution. Unfortunately, discharges continue in the form of urban runoff from businesses and homes throughout San Diego Bay's extensive watershed.

The development of the Bay with hotels, roads and businesses has significantly altered the natural condition of the Bay. During the last 100 years, natural shoreline has been removed and replaced with artificial hard structures, a type of substrate not native to the Bay and of limited value to native wildlife. As a result, there has been a 70% loss of salt marsh, 84% loss of intertidal areas other than salt marsh, and a 42% loss of shallow subtidal zone habitats.



BPC Policy No. 730

Improving the condition of the Bay cannot be accomplished solely through regulatory compliance. The restoration of the Bay to a more pristine condition requires efforts that are beyond mere regulatory compliance. This will require the concerted, coordinated efforts of all the stakeholders of the Bay - academia, environmental groups, government, Port tenants, and regulatory and resource agencies. The Board has created the Environmental Advisory Committee (Committee) to function as a forum to provide the Board with input and recommendations for accomplishing the Port's strategic goal to "protect and improve the environmental conditions of San Diego Bay and the Tidelands."

This Committee Policy details the organization, structure and functioning of the Committee and management of the Environmental Fund.

ANALYSIS:

1. The Bay is the "Crown Jewel" of the San Diego region and a focal point in media descriptions of the San Diego region.
2. The Bay is an ecosystem which plays an important role in the broader, regional ecosystem, as illustrated by the U.S. Fish and Wildlife Service's designation of south San Diego Bay as a National Wildlife refuge. The Bay is home to 89 species of fish, seven endangered species and thousands of birds visiting San Diego during their annual migration along the Pacific Fly Way.
3. The Bay is an important economic resource for the region, supporting the U.S. Navy's Pacific Fleet, two marine terminals, three shipyards, other maritime industries, and 8,000 recreational boat slips, as well as a wide range of hotels, restaurants and convention facilities to support the tourism industry.
4. The Bay is the discharge point of urban runoff from throughout the San Diego Bay watershed, an area of 415 square miles and where 50% of the county's population lives or works.
5. The ecological and economic roles or "uses" of the Bay have not always been compatible. As a result, the Bay's sediments, home to organisms at the base of the food chain, contain "legacy" pollutants and historic habitat along the shoreline has been replaced by artificial concrete structures, including



BPC Policy No. 730

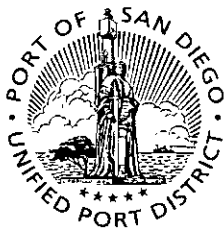
seawalls, which are inefficient as habitat.

6. The Port of San Diego has accepted the role of "environmental steward" of the Bay, responsible for the protection and enhancement of 2,508 acres of tideland and 2,860 acres of water in the Bay.
7. The ESD and EAC were created to ensure that the Port is in compliance with environmental laws and regulations. ESD programs include but are not limited to: Green Port; Urban Runoff; Redevelopment; and Natural Resources. The ESD staffs the Committee and manages the Environmental Fund, awarding grants to environmental programs and projects.
8. The Port's environmental efforts are a regional investment, benefiting the entire county by supporting assets such as hotels and shipyards, which provide jobs and support businesses throughout the region. The Port also incurs significant costs associated with the impacts of pollution from the region entering the Bay via urban runoff.

ENVIRONMENTAL ADVISORY COMMITTEE:

The Committee operates according to the guidelines for all Board advisory committees, as established in BPC Policy No. 018 (2008-273, 2 December 2008) and articulated in the Charter prepared specifically for the Committee. The purpose of this, and all other Port advisory committees, is to advise the Board. The Committee is advisory in nature and has no authority to negotiate for, represent, or commit the Port in any respect.

The membership of all committees is the prerogative of the Chair of the Board. In January of each calendar year, the incoming Chair establishes the slate of committees for that year and appoints the members of each. The Committee shall be composed of no more than two (2) members of the Board, and representatives of stakeholder groups including, but not limited to: Port tenants; environmental advocacy groups; the U.S. Navy; regulatory agencies; resource agencies; member cities; academia; local business; and labor. Committee membership shall not exceed eighteen members (stakeholders and two commissioners). Commissioners shall not offer a motion or vote on any matter coming before the Committee. This diverse membership will allow the Committee to achieve the Board's goal of receiving input from a broad and balanced cross section of the community. Committee meetings are intended to encourage input from stakeholders



BPC Policy No. 730

and interaction with Port staff and Board members.

TERMS:

Committee membership is the prerogative of the Chair of the Board. It is the intent of the Board to control the terms of an individual's or organization's participation in order to: (1) provide an opportunity for as many qualified and willing individuals as possible to serve their community; (2) promote equal opportunity for membership; (3) most precisely match membership's expertise to the program's needs.

Should a Committee vacancy occur prior to the end of a member's term, the Chair may choose to appoint a replacement for the unexpired portion of that term and notify the Board of such action. There will be no alternate Committee members. Committee members shall receive no compensation for their services.

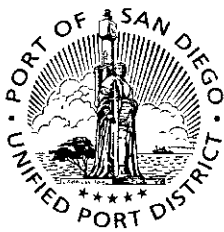
CONFLICTS OF INTEREST:

To the extent required by law, the Committee will operate in compliance with the Political Reform Act and Government Code section 1090 regarding conflicts of interest. Committee members with financial interests in matters coming before the Committee shall be required to disclose the interest and abstain from any participation as to the matter. Members and their organizations seeking funding from the Committee will not be able to participate in the matter and may be subject to disqualifying requirements of Government Code section 1090.

Although Port District staff cannot provide legal advice to Committee members regarding potential conflicts of interest, staff will be available to provide members with information to assist members in making appropriate determinations.

FUNDING MECHANISMS:

Environmental regulatory programs are focused largely on preventing contamination of the air, water and land or on maintaining habitat for birds, fish and wildlife. Efforts to restore areas to historic conditions are more problematic, whether it be by the remediation of areas with legacy contamination or the recovery of lost wetlands. Although regulatory programs exist to effect these changes, in almost all cases their implementation is exceedingly slow and drawn out, often by technical and legal challenges and, thus, the success of such programs often is less than optimal.



BPC Policy No. 730

The Board has developed a program to assist in funding environmental projects.

1. ENVIRONMENTAL FUND

Purpose: The purpose of the Environmental Fund (Fund) is to fund projects that address air, water and sediment quality, sustainability, natural resources management, habitat creation or protection, reclaiming natural shoreline conditions, and/or other issues in the Bay and/or the tidelands.

Project Selection: Projects will be identified and reviewed by staff of the ESD Projects to be considered will be ranked on a Project List (List), which will be revised and/or updated as new potential projects are identified or other projects are removed. In evaluating a project for inclusion on the List, staff will determine if it meets the objectives identified by the Committee.

In selecting projects, staff will address questions such as, but not limited to:

- Will the project create new habitat for fish or birds?
- Will the project restore historic habitat that has been lost through development or other means?
- Will the project remediate, or hasten the move towards remediation, of a contaminated area of the Bay?
- Will the project enhance the public's enjoyment of the Bay without impacting the environment?
- Will the project improve air quality in the region?
- Will the project reduce energy and/or water use?
- Will the project improve environmental decision-making?
- Will the project prevent contamination of the Bay?
- Will the project resolve a regulatory impasse which has prevented, or significantly slowed, the restoration of the Bay?
- Is the project located within the Bay, or is it of direct benefit to the Bay and the surrounding region?

Project Approval: In order for a project to receive funding, whether partial, in-kind, or complete, the project must be approved by the Board. Neither staff nor the Committee has the authority to act on behalf of the Board. The Board is the ultimate and final decision maker on all matters related to the expenditure of



BPC Policy No. 730

funds.

Funding: Each year, the Board shall set aside $\frac{1}{2}$ of 1% of the Port District's projected gross revenues for that year. For the purpose of this calculation, gross revenue shall not include anticipated grants from any source or any other restricted revenue source. Such money set aside shall be expended for specific environmental projects or allocated to a fund set aside within the Port District Revenue Fund for environmental projects within the Port District.

The Port Act allows the maintenance of a single, general fund (Port Act, Section 10) and does not allow the creation and maintenance of multiple funds. The Board can choose to set aside money for an Environmental Fund within the Port District Revenue Fund. Money so set aside may be accumulated for more than one year, but its use, from year-to-year, will be subject to the discretion of the Board.

Staff will recommend projects to the Committee, which will provide comments. Staff will then make a recommendation to the Board to approve funding for projects.

1. Seek funding from sources other than the Fund, and/or
2. Seek matching funds from other sources.

2. TENANT ENVIRONMENTAL COMPLIANCE LOAN PROGRAM

Purpose: The goal of the Environmental Loan Program is to achieve environmental compliance and produce an overall environmental benefit to the Bay.

Background: The Port Tenants' Environmental Compliance Loan Program (Loan Program) was created by the Board in 2001 (Docket No. 43239, December 21, 2004, approved by resolution 2001-66, dated April 3, 2001, and amended by resolution 2001-273, dated December 11, 2001). The Loan Program provides a low-cost source of funds to Port tenants to support environmental remediation or tenant environmental enhancement. The Port makes available to its tenants low interest loans for projects that will improve the environmental conditions of the Bay. Tenants may qualify for a maximum amount of \$100,000 at a low fixed interest rate, payable over 5 years.



BPC Policy No. 730

Project Selection: Proposals are evaluated by a committee, which includes representatives from several Port departments, the Port Tenants Association and the Environmental Health Coalition.

In selecting projects, the Tenant Environmental Loan Committee will consider answers to such questions as:

- Will the proposed project further protect the natural resources of the Bay?
- Will the project enhance the survivability of marine or bird life, increase the visibility of endangered species and/or allow the survival of currently absent species?
- Will the project allow the removal of contamination from the Bay?
- Will the project result in an increase in the quality of the water, sediment and/or air quality of the area?

Project Approval: Recommended projects are submitted by the selection committee to the Committee, who will make a recommendation to the Board. The Board has sole discretion to award funds.

Funding: Loans are made available through a lending institution. A fixed interest rate for the life of the loan will be fixed on the day the loan is dispersed. The loan rate will be the interest-earning rate paid by the lending institution to the Port on the collateralized certificate of deposit, securing the loan plus one hundred twenty-five basis points (1.25%). The term is a maximum of five years.

RESOLUTION NUMBER AND DATE: 2013-27, dated February 12, 2013 (Supersedes BPC Policy 730, Resolution 2010-96; dated June 8, 2010; Resolution 2010-34, dated March 2, 2010; Resolution 2007-138, dated July 10, 2007; and Resolution 2006-111, dated June 6, 2006)

San Diego Unified Port District Environmental ADVISORY Committee

CHARTER

BACKGROUND

The Board of Port Commissioners (Board) is committed to protecting and improving the environmental conditions of San Diego Bay and Port tidelands (Bay). To that end, an Environmental Services Department (ESD) and Environmental Advisory Committee (EAC) were created and invested with the responsibility of ensuring the Port's compliance with environmental laws and regulations, as well as advising the Board on actions that can be taken to improve the condition of the Bay.

Improving the condition of the Bay cannot be accomplished solely through regulatory compliance. The restoration of the Bay to a more pristine condition requires efforts that go beyond mere regulatory compliance. This will require the concerted, coordinated efforts of all the stakeholders of the Bay - academia, environmental groups, government, Port tenants, and regulatory and resource agencies. The Board has created the Environmental Advisory Committee (Committee) to function as a forum to provide the Port with input and recommendations for accomplishing the Port's strategic goal to "protect and improve the environmental conditions of San Diego Bay and the Tidelands."

COMMITTEE PURPOSE

Advise the Board on programs, policies and projects that would ensure the protection and improvement of the environmental condition of the Bay.

COMMITTEE OBJECTIVES

1. Strengthen relationships between and among the Port, Port tenants, the scientific community, environmental organizations, and regulatory and resource agencies.
2. Identify innovative approaches to resolving Bay environmental issues.
3. Identify opportunities for enhancing natural resources and developing strategies for implementation of programs and/or projects.

COMMITTEE STRUCTURE AND OPERATION

The Committee operates according to the guidelines for all Board Advisory Committees as detailed in BPC Policy No. 018 (2008-273, 2 December 2008) and BPC Policy 730 (the Port Environmental Advisory Committee Policy), and as articulated in this Charter prepared specifically for the Committee. The purpose of this, and all other Port advisory committees, is to advise the Board. This Committee is advisory in nature and has no authority to negotiate for, represent, or commit the Port in any respect.

Membership of the Committee: The membership of all committees is the prerogative of the Chair of the Board. In January of each calendar year, the incoming Chair establishes the slate of committees for that year and appoints the members of each. The Committee shall be composed of up to two (2) members of the Board and representatives of stakeholder groups including, but not limited to: the Port tenants; environmental advocacy groups; the U.S. Navy; regulatory and resource agencies; member cities; academia; local businesses; and labor. The Committee membership shall not exceed eighteen members (stakeholders and two Commissioners). Commissioners shall not offer a motion or vote on any matter coming before the Committee. This diverse membership will allow the Committee to achieve the Board's goal of receiving input from a broad and balanced cross section of the community. Committee meetings are intended to encourage input from stakeholders and interaction with Port staff and Board members.

Meeting Attendance: In order for this committee to work effectively, the full participation of members will be essential. Committee members are asked to commit to attend meetings consistently.

Committee Operation: Committee meetings are noticed and open to the public. Meetings will be constructed to encourage input from Committee members, stakeholders and interaction with Board members and Port staff. Summary reports of each Committee meeting will be prepared by Port staff and forwarded to the Board.

EXPECTATIONS OF THE PORT

To assist in achieving the Committee's Purpose and Objectives, Port staff will:

- Coordinate all Committee meetings.
- Prepare and advertise meeting agendas.
- Prepare and present information specified in each agenda.
- Insure compliance with the Brown Act.
- Prepare meeting summaries and forward to the Board and Committee members.

EXPECTATIONS OF COMMITTEE MEMBERS

To assist in achieving the Committee's Purpose and Objectives, Committee members

will provide input and:

- Commit to the success of the Committee, its Purpose and Objectives, and this Charter.
- Share data and information that will assist each other and the Committee as a whole in meeting its objectives.
- Identify existing and additional resources that would be useful in conducting the Committee's work and assist each other in utilizing or obtaining these resources.
- Identify obstacles in achieving the Committee's Purpose and Objectives and develop a solution for overcoming them.
- Respect each other's individual roles and contributions.
- Attempt to resolve conflicts in a positive and constructive manner.
- Keep an open mind to new ideas.

RESPONSIBILITIES OF THE COMMITTEE

It is intended that the Committee will have four primary responsibilities:

1. Provide input to the Port on new or emerging approaches to Bay environmental issues, including: remediation of contamination; enhancement of habitat for native fish and wildlife; increasing native fish and wildlife populations; controlling and eliminating pollutant discharges, and eliminating air emissions.
2. Provide input to the Port on setting priorities for environmental issues.
3. Provide input on projects to be recommended to the Board for funding through the Port Environmental Fund.
4. Assist in identifying grants and/or matching funds.

DECISION MAKING

On issues that require the Committee to present an opinion or recommendation, consensus, defined as no opposition, will be sought. If consensus is reached, the opinion or recommendation will be forwarded to the Board for their action.

If consensus is not reached on a matter, the Committee Chair may direct Port staff to take the matter to the Board for their input or action. If so, staff will advise the Board on the failure of the Committee to reach consensus and a minority opinion may be presented.

In the course of Committee activities, disagreements may arise regarding whether a course of action should or should not be taken. Committee members agree to work in a collaborative fashion and to facilitate consensus on these issues whenever possible. Further, Committee members agree to attempt to resolve the disagreement expeditiously and constructively to benefit Committee goals.

The Committee has no authority to act on behalf of the Board or Port staff. The Board

is the ultimate authority on all Port matters and its decisions are final.

(3)

RESOLUTION 2013-27**RESOLUTION AMENDING BPC POLICIES 018, 730, 609, 255, ENVIRONMENTAL ADVISORY COMMITTEE CHARTER, AUDIT ADVISORY COMMITTEE CHARTER, AND ACCESSIBILITY ADVISORY COMMITTEE BYLAWS TO INCLUDE AMENDED CONFLICT OF INTEREST LANGUAGE AND COMMITTEE MEMBERSHIP STRUCTURE, AND ADOPTING BPC POLICY NO. 018A ESTABLISHING BOARD STAKEHOLDER FORUMS**

WHEREAS, the San Diego Unified Port District (District) is a public corporation created by the Legislature in 1962 pursuant to Harbors and Navigation Code Appendix I (Port Act); and

WHEREAS, the District's advisory committees are established by the Board of Port Commissioners (BPC) Chair each calendar year pursuant to BPC Policy No. 018; and

WHEREAS, at the November 2011 meeting, the BPC considered recommendations made by former Port Attorney Duane Bennett regarding conflict of interest issues affecting advisory committees; and

WHEREAS, at the March 2012 meeting the BPC considered conflict of interest issues affecting advisory committees and made a determination as to how to avoid actual and perceived conflicts of interest on BPC advisory committees, as well as determinations as to the composition of the Maritime and Real Estate advisory committees; and

WHEREAS, at the July 2012 meeting the BPC adopted District staff recommendations to streamline advisory committees, to eliminate certain committees; and

WHEREAS, at the December 2012 meeting the BPC adopted District staff recommendations related to the establishment of "Board Stakeholder Forums" and conflict of interest language for advisory committees; and

WHEREAS, the BPC directed that BPC Policy No. 018 be amended to add that, Commissioners shall not offer a motion or vote at any Board Advisory Committee Meeting, no more than two Commissioners shall serve on any Board Advisory Committee, a Commissioner may serve as an advisory committee Chair, the Chair of the BPC is authorized to immediately remove any advisory committee member who violates BPC Policy No. 018 provisions governing

conflicts of interest, and to the extent required by law, advisory committees will operate in compliance with the Political Reform Act, and Government code section 1090 regarding conflicts of interest. Committee members with financial interests in matters coming before the Committee shall be required to disclose the interest and abstain from any participation as to the matter; and

WHEREAS, BPC Policy No. 730, "Port Environmental Advisory Committee," "Environmental Advisory Committee Charter," BPC Policy No. 609, "Public Art," BPC Policy No. 255, "Port With No Borders Scholarship Program," the "Audit Advisory Committee Charter," and the "Accessibility Advisory Committee Bylaws" have been amended to reflect the BPC's direction and to eliminate conflicting language between those BPC advisory committee policies, charters, and bylaws, and the amended language contained in BPC Policy No. 018; and

WHEREAS, BPC Policy No. 018A, "Board Stakeholder Forums" (Forum) has been established to provide:

- Venues for the District, Port tenants, and other stakeholder discussions, and sets forth that, Forum issues may be referred by the BPC.
- District staff may convene a Forum on an as-needed basis.
- Forums shall be for discussion only, no voting will occur.
- District staff shall prepare a summary of Forum discussions for review by the BPC after each Forum.
- An annual work plan for each Forum shall be adopted by the BPC and may be modified by the BPC as other issues arise.
- The Chair of the BPC may consider new matters requested by District staff, stakeholders or tenants for inclusion in the work plan.
- Any new matters to be included in the work plan shall be approved by the BPC prior to convening a Forum on the new matter.
- The BPC may refer matters to Forums as it deems appropriate.
- The BPC Chair may appoint a minimum of two members from the BPC as Forum facilitators.

NOW, THEREFORE, BE IT RESOLVED by the Board of Port Commissioners of the San Diego Unified Port District, as follows:

That BPC Policy No. 018, "Board Advisory Committees," BPC Policy No. 730, "Environmental Advisory Committee," "Environmental Advisory Committee Charter," BPC Policy No. 609, "Public Art," BPC Policy No. 255, "Port With No Borders Scholarship Program," the "Audit Advisory Committee Charter," the "Accessibility Advisory Committee Bylaws", as amended, and BPC Policy No. 018A, "Board Stakeholder Forums" copies of which are on file in the Office of the District Clerk are hereby adopted.

PASSED AND ADOPTED by the Board of Port Commissioners of the San Diego Unified Port District, this 12th day of February, 2013, by the following vote:

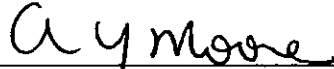
AYES: Malcolm, Moore, Nelson, Smith, Valderrama

NAYS: None.

EXCUSED: None.

ABSENT: None.

ABSTAIN: None.



Ann Y. Moore, Chair
Board of Port Commissioners

ATTEST:



Timothy A. Deuel
District Clerk

(Seal)



(5)

BPC Policy No. 773

SUBJECT: MARITIME INDUSTRIAL IMPACT FUND (MIIF)

PURPOSE: To establish a policy for the orderly selection of projects to offset the adverse impacts to areas as a result of the presence of maritime industry and terminals through a Maritime Industrial Impact Fund (MIIF).

PREAMBLE:

The San Diego Unified Port District (District) seeks to provide a predictable and systematic way to select projects that mitigate disproportionate adverse impacts and constraints to certain communities as a result of the presence of District's maritime industry and terminals. The selection of the projects shall be conducted in a transparent, efficient and cost-effective manner.

On July 6, 2010, the District established the Maritime Industrial Impact Fund (MIIF), formerly Maritime Terminal Impact Fund. The MIIF was established in recognition that certain communities may be subject to disproportionate adverse impacts and constraints as a result of the presence of maritime industry and terminals, which at the same time enable a significant benefit to the District, or region, as a whole. The MIIF is used to fund projects to mitigate Off-Tidelands impacts from District's maritime terminals and maritime industry. MIIF projects must be located off Tidelands.

This policy sets forth the process and requirements for the District's consideration and possible approval of MIIF projects. This policy also establishes the framework to create administrative procedures, which will include more detailed direction for evaluating and processing MIIF applications and projects. The administrative procedures will be published and maintained by the Executive Director. The administrative procedures shall comply with the provisions of this policy, and all applicable regulations and laws.

Definition of Off-Tidelands Impacts

For purposes of this policy, "Off-Tidelands impacts" are defined as impacts to communities adjacent to, directly associated with, or resulting from the District's maritime industry and terminals, which are of a unique, adverse or exclusionary nature.

Off-Tideland impacts are recognized when a direct relationship or nexus between the District's On-Tidelands maritime industrial operations result in adverse impacts that can be reasonably established as specified under the Port District Act. Examples of such impacts can include, but are not limited to, diminished air quality; visual impacts; heavy movement of vehicles or equipment through adjacent commercial or residential areas; or disproportionate degradation or use of public infrastructure such as roads, streets or

sidewalks, all of which may occur within and disproportionately impact the communities in proximity to the District's marine terminals and maritime industry.

In recognition of the fact that these communities are also subject to adverse impacts and constraints resulting from sources other than the District's maritime terminals and maritime industry, the District's contributions to mitigation efforts are limited to a reasonable portion of the overall mitigation costs. The portions shall be determined based on the portion of the impact associated with the cause.

The District is currently, and intends to remain, in compliance with all applicable regulatory requirements with respect to maritime terminal operations and adjacent impacts. The District considers this MIIF policy to be above and beyond compliance, to reflect best practices and sound land use planning principles, and to be in the public interest.

Process for Applying for MIIF Projects

Member Cities and other public entities may propose projects to be considered for MIIF approval. The MIIF applications will be considered based on the criteria set forth in this policy. Therefore, applications for MIIF projects should present as much information and detail as available to the applicant. At a minimum, applications **must** include the following:

- A) A project description including a statement of need for the project, amount of MIIF funding requested, an overall budget for the project, and the amount and sources of non-MIIF funding, including documented in-kind services. If the overall project budget is greater than \$5M, applicant must describe how the project could be scaled and/or completed in phases, with corresponding budget amounts; and
- B) A description of the relationship or nexus between the District's maritime industrial operations and the Off-Tidelands impacts which the project seeks to mitigate; and
- C) A description of why the amount of requested MIIF funding is reasonable in light of the relationship or nexus between the District's On-Tidelands operations and the Off-Tidelands impacts which the project seeks to mitigate and other factors contributing to such adverse impacts. For certain types of projects, use of numeric calculations (e.g., traffic studies to compare marine industrial-related traffic to non-marine terminal traffic), should be included, while for other projects, conceptual comparisons are possible.

District staff will coordinate with applicants to clarify and supplement the application prior to Board consideration of the request for MIIF funding. However, it is the responsibility of the applicant to present as much information as available when completing the application.

To support the request for MIIF funding on qualified projects, applications **should** also include the following:

- 1) An analysis of any anticipated non-monetary public benefits of the project;
- 2) An explanation of how the project implements or facilitates the implementation of approved District plans;
- 3) An analysis of the project's potential economic benefit. Examples could be, but are not limited to job creation due to the project (direct, indirect or induced) or reduction in expenditures from operational changes; and
- 4) Any other relevant information supporting the funding of the project.

Once an application is received, District staff will review the application, work with an applicant to clarify and supplement the application, and present the application to the Board along with its recommendation regarding the MIIF request. If District staff recommends denial of a request, the applicant may request the MIIF project be presented to the Board.

Evaluation Criteria for MIIF Funding

Any MIIF funding, whether partial, in-kind, phased, or complete, requires Board approval. Approval of MIIF projects must comply with the Port District Act and the District's role as a Tidelands trustee. Applications presented to the Board by District staff will be evaluated and considered based on the application, District staff recommendations, any other material presented, and any testimony at the Board meeting, using the factors and criteria identified below.

- A project description including the statement of need for the project, the amount of MIIF funds requested, the overall budget for the project, and the amount and sources of non-MIIF funding;
- The extent to which the application demonstrates the relationship or nexus between the District's On-Tidelands operations and the Off-Tidelands impacts which the project seeks to mitigate;
- The extent to which the application demonstrates that the amount of requested MIIF funds is reasonable in light of the extent of the relationship or nexus between the District's On-Tidelands operations and the Off-Tidelands impacts which the project seeks to mitigate and other factors contributing to such negative impacts;
- Any anticipated non-monetary public benefits of the project;

- How the project implements or facilitates the implementation of approved District plans;
- The project's potential to create economic benefit. Examples could be, but are not limited to job creation due to the project (direct, indirect or induced) or reduction in expenditures from operational changes; and
- Any other relevant information relating to the project

Board approval of funding for MIIF projects is for budgeting purposes only. Expenditure of MIIF monies may be conditioned on, and subject to: further consideration of notice or approval of the California State Lands Commission; environmental analysis under the California Environmental Quality Act (CEQA) and other laws; consistency with the California Coastal Act; other needed entitlements; execution of an Agreement between the District and applicant; and other requirements, as applicable.

MIIF Project Selection

Applications for MIIF funding can be proposed at any time, however projects will be reviewed by District staff and presented to the Board on a semi-annual basis, in Fall and Spring. This will allow for projects to be submitted and reviewed within an allotted time frame and for submitted projects to be fairly compared.

The District will develop administrative procedures to more fully set forth the application, staff review, and Board presentation process.

The MIIF was originally funded by the Board with a capital contribution of \$500,000. Additional annual funding for the MIIF is authorized at one-half of one percent (0.5%) of District's gross maritime industrial revenue. The District's gross maritime industrial revenue includes District's terminal revenues earned from the operation of the Tenth Avenue Marine Terminal and the National City Marine Terminal each year as well as District's revenue from its maritime industrial tenants located between the District's two terminals. The Board may allocate additional funds to the MIIF at its discretion. MIIF projects are not precluded from receiving additional funding from other sources. Total funding for approved MIIF projects may not exceed the balance of MIIF funding available.

All MIIF approved projects must have the funding obligated within 36 months and the period of performance will be no longer than five years from date of execution of agreement or MOU with applicant.

Reporting to the Board of Port Commissioners

The Executive Director will report to the Board periodically on the status of approved MIIF projects. A report will contain the list of approved MIIF projects, funds expended to

date, overall MIIF fund unobligated balance, new projects submitted by member cities for consideration, and the status of proposed MIIF project reviews.

RESOLUTION NUMBER AND DATE: 2015-80, dated June 11, 2015 (Supersedes BPC Policy No. 773, Resolution 2015-25, dated March 10, 2015)

BPC Policy No. 773

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Ordinance XXXX – will be inserted after budget adoption



Unified Port
of San Diego

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