

Attachment B to Agenda File No. 2021-0126  
San Diego Unified Port District

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3165 Pacific Hwy.  
San Diego, CA 92101



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File #: 2021-0125

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DATE: May 11, 2021

SUBJECT: FY 2022 PRELIMINARY BUDGET ADOPTION

- A. RESOLUTION ADOPTING THE FY 2022 PRELIMINARY BUDGET AND SETTING THE DATE FOR PUBLIC HEARING ON THE BUDGET AS JUNE 15, 2021
- B. RESOLUTION AUTHORIZING THE USE OF OPERATING RESERVES TO FUND THE BUDGET DEFICIT OF APPROXIMATELY \$12.6M WHICH INCLUDES THE \$2.8M PREVIOUSLY APPROVED SEAPORT VILLAGE TENANT IMPROVEMENT PROJECT

**EXECUTIVE SUMMARY:**

In accordance with the San Diego Unified Port District Act (Port Act) Sections 46 and 47, by June 15, 2021, the District must adopt and publish the Fiscal Year (FY) 2022 Preliminary Budget and set a date for the Board of Port Commissioners' (Board) adoption of the final budget not less than one month from publication. Staff intends to present the FY 2022 Preliminary Budget to the Board for adoption on May 11, 2021 and present the final budget to the Board for adoption on June 15, 2021.

At the April 13, 2021 Board meeting, staff presented a draft FY 2022 Preliminary Budget and asked directions from the Board. During the meeting, the Board accepted the FY 2022 Preliminary Budget, which includes staff recommendation to use Operating Reserves to fund the budget deficit. The Board also directed staff to add the previously approved tenant improvement project for Seaport Village for \$2.8M.

While the hospitality and tourism industries that generate the revenues necessary for the District's mission-critical work continue to be negatively impacted by the unprecedented COVID-19 pandemic, better economic forecasts have been developing due to recent lifting of restrictions by the Governor of California. The Preliminary FY 2022 Budget presented at the April Board meeting has now been updated primarily to reflect better revenue forecasts which resulted in an improved deficit. A copy of the FY 2022 Preliminary Budget Book is attached (Attachment A), along with a copy of the Agenda Sheet for the April 13, 2021 Board meeting (Attachment B).

The FY 2022 Preliminary Budget does not reflect stimulus funds that the District could receive from the State or federal government.

The FY 2022 proposed budget in Personnel, Non-Personnel Expense (NPE), Major Maintenance (MM Program), Technology, Equipment Outlay and Other Capital Projects continue at a reduced level

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compared to pre-pandemic levels.

The District is an economic driver for the greater San Diego region, serving as a job creator and a job supporter, as well as a critical link in our nation's supply chain. Even under today's unprecedented social and economic climate, the District is very well positioned to continue to serve as that important economic engine; to support jobs, to move goods, and to perform the many essential services that the District provides.

It is important to note that the FY 2022 budget is a plan that the Board can amend at any time during the year.

**RECOMMENDATION:**

- A. Resolution adopting the FY 2022 Preliminary Budget and setting the date for public hearing on the budget as June 15, 2021
- B. Resolution authorizing the use of Operating Reserves to fund the operating budget deficit of approximately \$12.6M which includes funding for the previously approved \$2.8M Seaport Village Tenant Improvement project

**FISCAL IMPACT:**

This proposed Board action has no fiscal impact until the final adoption at the June Board Meeting. This item approves publication of the preliminary budget document and signals the start of the 30-day public comment period.

**COMPASS STRATEGIC GOALS:**

This agenda item supports the following Strategic Goal(s).

- A Port that the public understands and trusts.
- A thriving and modern maritime seaport.
- A vibrant waterfront destination where residents and visitors converge.
- A Port with a healthy and sustainable bay and its environment.
- A Port with a comprehensive vision for Port land and water uses integrated to regional plans.
- A Port that is a safe place to visit, work and play.
- A Port with an innovative and motivated workforce.
- A financially sustainable Port that drives job creation and regional economic vitality.
- Not applicable.

**DISCUSSION:**

**RESOLUTION ADOPTING THE FISCAL YEAR 2022 PRELIMINARY BUDGET AND SETTING THE DATE FOR PUBLIC HEARING ON THE BUDGET AS JUNE 15, 2021**

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The table below is a summary of the FY 2022 Preliminary Budget that reflects directions received from the Board:

	Reforecast FY 2021	Preliminary Budget FY 2022	Change FY 2022-2021	% Change	Forecast FY 2023	Forecast FY 2024
<b>Revenue</b>						
Operating	\$ 134.3	\$ 155.3	\$ 21.0	15.6%	\$ 162.0	\$ 187.8
Non-Operating	12.4	10.3	(2.0)	-16.4%	8.7	8.7
<b>Total Revenue</b>	<b>\$ 146.6</b>	<b>\$ 165.6</b>	<b>\$ 19.0</b>	<b>12.9%</b>	<b>\$ 170.7</b>	<b>\$ 196.6</b>
<b>Expenses</b>						
Personnel	\$ 98.0	\$ 105.6	\$ 7.5	7.7%	\$ 104.7	\$ 109.9
Non-Personnel	55.4	56.4	1.0	1.9%	57.3	59.1
Major Maintenance Expense	0.5	0.3	(0.2)	-46.1%	0.4	0.5
Capitalized Labor	(2.4)	(1.9)	0.5	-20.2%	(1.9)	(2.0)
<b>Total Expenses</b>	<b>\$ 151.6</b>	<b>\$ 160.4</b>	<b>\$ 8.8</b>	<b>5.8%</b>	<b>\$ 160.5</b>	<b>\$ 167.5</b>
<b>Other Sources and Uses</b>	<b>\$ (13.3)</b>	<b>\$ (17.8)</b>	<b>\$ (4.5)</b>	<b>34.1%</b>	<b>\$ (21.1)</b>	<b>\$ (27.0)</b>
<b>Unrestricted Sources Over Uses of Funds</b>	<b>\$ (18.2)</b>	<b>\$ (12.6)</b>	<b>\$ 5.6</b>	<b>-31.0%</b>	<b>\$ (10.9)</b>	<b>\$ 2.0</b>

## Revenues:

Operating revenues for FY 2022 Preliminary Budget have been updated and are anticipated to increase by \$21.0M compared to the FY 2021 Reforecast. At the April Board meeting, staff presented three scenarios for the Real Estate and Parking operations which included a base case reflecting, and two additional scenarios based on the latest Covid-19 economic impact. With vaccine availability increasing and California Governor Gavin Newsom announcing the state is on track to fully reopen on June 15, 2021, our hoteliers are more confident of a more robust recovery than presented as the base case Preliminary Budget. Using these new projections, we have revised the Preliminary Budget presented in April with a budget that anticipates greater real estate and parking revenues resulting in less of a deficit than previously presented.

Real Estate - Total Real Estate operating revenue for FY 2022 is budgeted at \$86.0M, a \$10.4M or 13.8% increase from the FY 2021 Reforecast. The increase in revenue from the FY 2021 Reforecast was due to a combination of the reopening and recovery mentioned above and several new real estate agreements resulting in additional revenue to the District.

Guest Experiences - Parking - Total Guest Experiences-Parking operating revenue for FY 2022 is budgeted at \$10.7M, a \$4.9M or 84.2% increase from the FY 2021 Reforecast. The increase is due to anticipated increase in visitor activity on tidelands and a return in convention and group events. Parking Meter Revenue, which roughly follows the restaurant industry, is expected to return to near pre-COVID-19 levels. Additionally, parking revenue from group conventions, which was completely absent in FY 2021, is expected to return. Contrary to convention hotels needing to exceed their Minimum Annual Rent payments to realize the benefit from the return in group conventions, the Convention Center garage revenue will see the impact immediately.

Maritime - Beginning FY 2022, automobile activity is anticipated to continue to stabilize to pre-COVID-19 numbers. It is anticipated that with the implementation of vaccine roll outs the risk of plant and factory closures will significantly lessen or cease. As such, it is anticipated that

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170 vessel calls and approximately 400,000 automobile units will come through the Port. For the cruise business, an assumption is included that cruises will return at a reduced level.

Harbor Police - Revenues are primarily from the reimbursement for actual policing costs for the San Diego International Airport and includes increased personnel costs such as increases in the pension actuarially determined contribution, health premiums, and salaries from step increases.

### **Expenses:**

#### Personnel:

For Personnel, an assumption of ending the 2% pay-cut for unrepresented employees making over \$75,000 per year is included in this budget, along with \$2.4M increase in the required Annual Determined Contribution (ADC) for pension, from \$19.7M in FY 2021 to \$22.1M in FY 2022. No salary increases/cost of living adjustments (normally 3%) are budgeted unrepresented employees for another year and the budget reflects a deferral of negotiated increases for represented employees

As the economy reopens and recovers from the downturn caused by the COVID-19 pandemic, the District will continue its cost saving measures including personnel vacancy management, however the District proposes the filling critical vacant positions to meet the anticipated increase in economic activities and demands of running a back-to-normal operations along with executing the District's strategic goals.

#### Non-Personnel Expenses (NPE):

NPE costs continued to be kept at reduced level with increases primarily from the revenue related NPE for cargo operator retention fees, cargo and cruise security, parking lot operators, and other required regulatory and mission-critical related NPE. Staff again re-prioritized some expenses in order to secure funding for programs that the Board wanted to continue to pursue such as the Clean Air program, the Port Master Plan Update (PMPU), Civic Activations, Business Negotiated Events, and some of the Blue Tech projects that could be a source of future revenue stream. The FY 2022 Preliminary Budget for Municipal Service Agreements with member cities were kept at the existing rates totaling \$8.5M. Any impact from on-going negotiations is not reflected.

### **Other Sources and Uses of Funds:**

This section includes other special funding sources and capital expenditures such as Major Maintenance, Technology, Equipment Outlay, and Debt Service. Details and highlights on this section are included in Attachment A - FY 2022 Preliminary Budget Book and Attachment B - Agenda Sheet for April 13, 2021 Board meeting. This section reflects the assumption that the annual set-asides for Environmental Fund and the Maritime Industrial Impact Fund will be suspended.

Additionally, staff's recommendation to reallocate the remaining CIP budget of \$936k for the B Street Mooring Dolphin project, to fund the CIP labor of \$775k, and \$161k to Equipment Outlay and Other

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Capital Projects to fund purchase of Harbor Police equipment for FY 2022 was included in the Preliminary Budget presented in April.

**RESOLUTION AUTHORIZING THE USE OF OPERATING RESERVES TO FUND THE BUDGET DEFICIT OF APPROXIMATELY \$12.6M WHICH INCLUDES THE \$2.8M PREVIOUSLY APPROVED SEAPORT VILLAGE TENANT IMPROVEMENT PROJECT**

At the April 13, 2021 Board meeting, the Board accepted staff's presentation and directed staff to use Operating Reserves to fund the budget deficit in the Preliminary FY 2022 Budget. The Board also directed staff to add the \$2.8M funding for the previously approved Seaport Village tenant improvement project.

Board Policy No. 117, the Operating Reserve Policy, establishes the operating reserve balance and defines the calculation of the amount required. The Policy also states that uses of the operating reserve balance can be authorized by the Board if "Temporarily needed as a result of unfavorable financial performance due to the impact of an unfavorable economic environment." Staff is recommending a waiver of the policy.

General Counsel's Comments:

The Office of the General Counsel has reviewed this agenda and attachments as presented to it and approves the same as to form and legality.

Environmental Review:

The proposed Board actions, including without limitation, a resolution adopting the FY 2022 Preliminary Budget, setting the date for public hearing on the budget, and a resolution authorizing the use of operating reserves to fund budget deficit, do not constitute an "approval" or a "project" under the definitions set forth in California Environmental Quality Act (CEQA) Guidelines Sections 15352 and 15378 because no direct or indirect changes to the physical environment would occur. CEQA requires that the District adequately assess the environmental impacts of projects and reasonably foreseeable activities that may result from projects prior to the approval of the same. Any project developed as a result of the Board's actions that requires the District or the Board's discretionary approval resulting in a physical change to the environment will be analyzed in accordance with CEQA prior to such approval. CEQA review may result in the District, in its sole and absolute discretion, requiring implementation of mitigation measures, adopting an alternative, including without limitation, a "no project alternative" or adopting a Statement of Overriding Consideration, if required. The current Board actions in no way limit the exercise of this discretion. Therefore, no further CEQA review is required.

The proposed Board actions comply with Sections 20, 21, 35, 46, 47, and 86 of the Port Act, which require the Board to draw up a budget for each fiscal year, to adopt a preliminary budget, to publish a public notice regarding adoption of the preliminary budget, and to hold a public hearing prior to fixing the final budget, and which allow the Board to transfer amounts from one appropriated item to another in the budget allowance, to pass resolutions, and to do all acts necessary and convenient for the exercise of its powers. The Port Act was enacted by the California Legislature and is consistent with the Public Trust Doctrine. Consequently, the proposed Board actions are consistent with the

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Public Trust Doctrine.

The proposed Board actions do not allow for “development,” as defined in Section 30106 of the California Coastal Act, or “new development,” pursuant to Section 1.a. of the District’s Coastal Development Permit (CDP) Regulations because they will not result in, without limitation, a physical change, change in use or increase the intensity of uses. Therefore, issuance of a Coastal Development Permit or exclusion is not required. However, development within the District requires processing under the District’s CDP Regulations. Future development, as defined in Section 30106 of the Coastal Act, will remain subject to its own independent review pursuant to the District’s certified CDP Regulations, PMP, and Chapters 3 and 8 of the Coastal Act. The Board’s actions in no way limit the exercise of the District’s discretion under the District’s CDP Regulations. Therefore, issuance of a CDP or exclusion is not required at this time.

Equal Opportunity Program:

Not applicable.

**PREPARED BY:**

Robert DeAngelis  
Chief Financial Officer/Treasurer

Attachment(s):

Attachment A: FY 2022 Preliminary Budget Book  
Attachment B: Budget Agenda Sheet April 13, 2021



**PORT of  
SAN DIEGO**  
Waterfront of Opportunity

# **Fiscal Year 2022 Annual Budget**

Preliminary

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## Overview

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The San Diego Unified Port District's (District) budget document establishes a one-year financial plan to fulfill the District's statutory mission, support the District's role as trustee of State tidelands, and achieve the strategic goals of the District. The budget is also a disclosure document intended to provide transparency on District operations.

The budget adopted by the Board is comprised of the appropriated items, set forth in and subject to, the BPC Policy No. 090. The budget details provided in this Budget Book are informational only.

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

### Section 1 – Introduction

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

This section also contains the Message from the Chief Financial Officer/Treasurer (CFO) and Budget in Brief. 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 2022 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, debt management, equipment outlay and other capital projects, Capital Improvement Program (CIP), Major Maintenance Program (MM), Technology Management Program (TMP), and other fund highlights.

### Section 4 – Departments/Cost Centers

This section organizes departments and cost centers alphabetically. Departments include the department operating plan followed by a detailed list of positions, summary of departmental expense, equipment outlay and other capital projects, 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

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## CHAIR

Michael Zucchet  
City of San Diego

## VICE CHAIR

Dan Malcolm  
City of Imperial Beach

## SECRETARY

Rafael Castellanos  
City of San Diego

## COMMISSIONERS

Garry J. Bonelli  
City of Coronado

Jennifer Lesar  
City of San Diego

Ann Y. Moore  
City of Chula Vista

Sandy Naranjo  
City of National City

# Executive Leadership Group

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**PRESIDENT/CEO**

Joe Stuyvesant

**GENERAL COUNSEL**

Thomas A. Russell

**PORT AUDITOR**

Mark Yeilding

**ASSISTANT GENERAL COUNSEL**

Vacant

**EXECUTIVE VICE PRESIDENT**

Vacant

**SENIOR DEPUTY GENERAL COUNSEL**

Rebecca Harrington

**CHIEF ADMINISTRATIVE OFFICER**

**VICE PRESIDENT**

Karen G. Porteous

**PUBLIC SAFETY/CHIEF OF HARBOR POLICE**

**VICE PRESIDENT**

Mark Stainbrook

**CHIEF FINANCIAL OFFICER/TREASURER**

**VICE PRESIDENT**

Robert DeAngelis

**REAL ESTATE, ENGINEERING**

**AND FACILITIES**

**VICE PRESIDENT**

Shaun D. Sumner

**PLANNING, ENVIRONMENT  
AND GOVERNMENT RELATIONS**

**VICE PRESIDENT**

Jason H. Giffen

**MARKETING AND COMMUNICATIONS**

**VICE PRESIDENT**

Michael Brown

**MARITIME  
VICE PRESIDENT**

Michael LaFleur

**INFRASTRUCTURE  
ASSISTANT VICE PRESIDENT**

Cid Tesoro

**CHIEF POLICY STRATEGIST**

Job Nelson

# Vision, Mission, and Core Values

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## VISION

21st Century Port - We are an innovative, global seaport courageously supporting commerce, community, and the environment.

## MISSION

The Port of San Diego will protect the Tidelands 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



# Strategic Plan

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## Strategic Planning and the District's Annual Budget

Each year, the San Diego Unified Port District's (District) top priorities have been guided by and reflected our Strategic Planning Process spanning 18-months to 3 and 5 years, supported by date driven milestones and reported to the Board for review, comment and direction. To continuously improve both strategy development and execution at the District, preparation of the Organizational Strategy is closely aligned with the annual budget process.

Each new calendar year the Board is presented with an 18-month strategy mapping the four main strategies of Culture, Operations, Business, and Brand (COBB), as well as several strategic goals under each main strategy. The Board provides feedback on the strategies, goals, projects, and gives Staff early guidance on the budget. Based in part on this early consultation and planning, staff prepared the budget for FY 2022. Along with the calendar year strategic planning cycle(s) the Port has adopted monthly Strategic Project reporting.

## Purpose and Scope of Strategic Planning

Annual strategic planning helps the District to clearly develop, refine, and highlight projects and key services, which advance the District's strategies and achieve the goals identified for each strategy (COBB). The strategy covers 18 months from the beginning of each calendar year through the end of the following fiscal year to allow continuity between Board chairs. The District's 18-month strategy is governed by the Port District's Executive Leadership Group (ELG) and supports the following:

- a. Guiding Principle: We do the greatest good by doing remarkably well.
- b. Vision: 21st Century Port - We are an innovative, global seaport courageously supporting commerce, community, and the environment.
- c. Values: Accountability, Courage, Inclusiveness, Fairness, Fun, Innovation, Integrity, Teamwork, and Transparency.

The strategic planning process for FY 2022 began shortly after adoption of the FY 2021 budget last year in May 2020. District staff embarked on a forward-looking approach. Dynamic planning characterized this year's strategic planning process and, in an effort to continuously improve, Port Staff developed Operating Plans (Ops Plans) for each Department to detail each department's mission, vision, goals, key services, strategic projects, how each department impacts and supports capital improvements (CIP), major maintenance (MM) and technology management program (TMP) programs and how each department collaborates and interlocks with and as key-stakeholders. As a result, and as a goal for the strategic planning process, needs and priorities with corresponding impacts to other departments have been accounted for in the Ops Plans prepared by those departments.

In building the current 18-month strategy, we sourced some of the best thinking from employees at all levels in the organization through a cross-functional and collaborative process. Through others-focused leadership (identifying culturally that all employees of the Port of San Diego are others focused leaders), we are relying on each and every employee - and our partners in the community - to be sure that the best insights and ideas propel us forward to realize our vision of becoming a 21st Century Port.

## Operating Plans (Ops Plans) & Supporting Resources in the FY 2022 Budget

The FY 2022 budget reflects the resources allocated to operationally support the 18-month, 3-5-year strategy through the execution of projects and key services aligned with the four main COBB strategies:

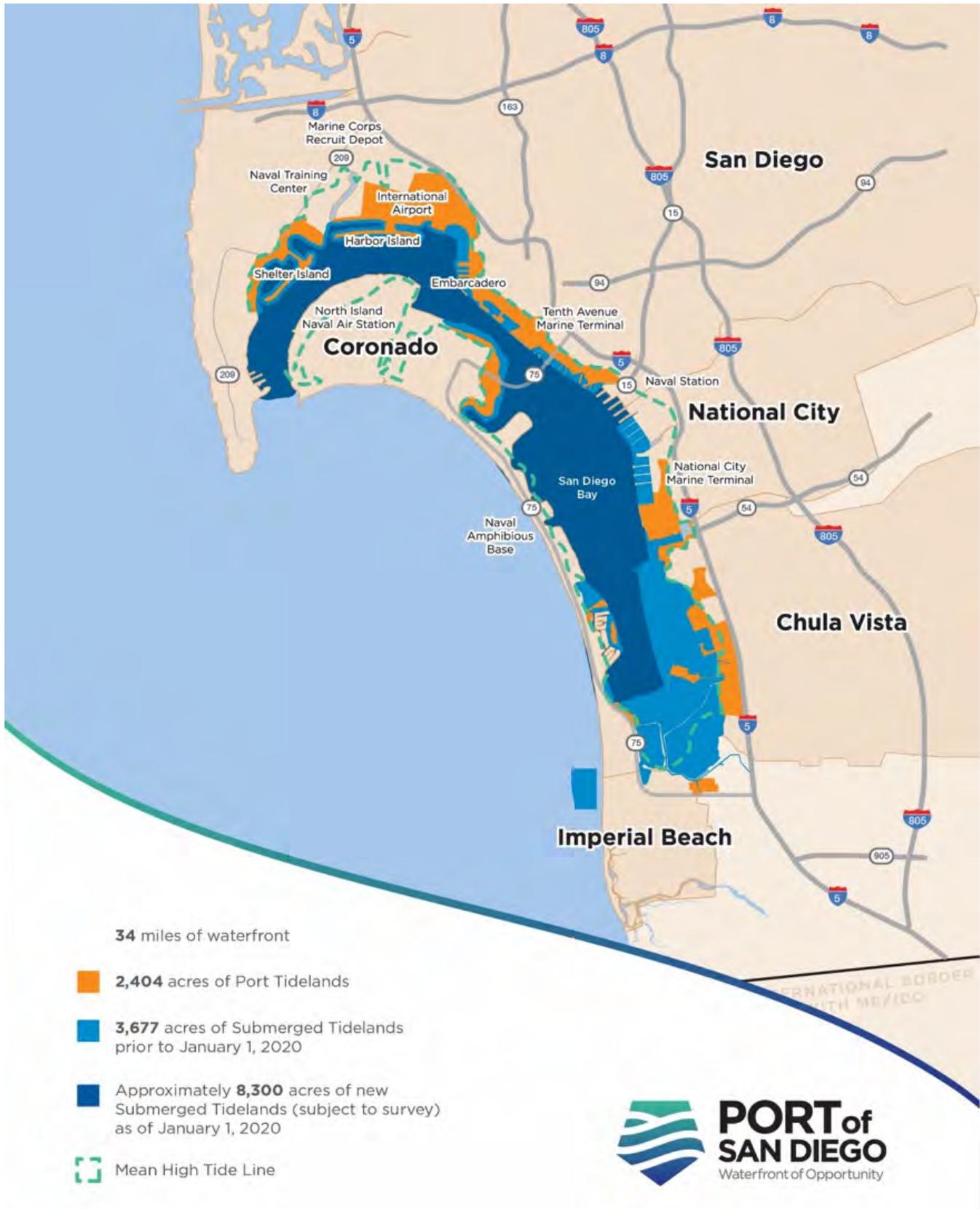
- a. **Culture:** Focus on our employees and their professional development and well-being (i.e., the organizational culture)
- b. **Operations:** Operate efficiently and effectively - identifying cost savings and other efficiencies while providing better, faster service

# Strategic Plan

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- c. **Business:** Grow revenue to keep up with rising operational costs, increasing regulation, and unknown liabilities
- d. **Brand:** Elevate the profile of the Port in the broader community (i.e., have more people know who we are and what we do)

# Map of Tidelands



## District Overview

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### 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 the San Diego Bay. This consolidation provides ongoing efficiencies and centralized planning for the tidelands along the 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 to enhance the tidelands.
- 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 President/Chief Executive Officer (President/CEO), uses to conduct daily operations.

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

### PUBLIC TRUST DOCTRINE

The District is also a trustee of state lands subject to 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.

# Branding

## Brand Promise

Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.

## Brand Foundation

The District, commonly known as the Port of San Diego (Port), is where San Diego greets the world. On behalf of the State of California, the Port is an innovative champion for the 34 miles of San Diego Bay waterfront along Chula Vista, Coronado, Imperial Beach, National City, and San Diego.

The Port is a protector of the environment and our communities, an innovator for businesses and a host to visitors and residents. Self-funded, the Port reinvests the revenues from hundreds of businesses on our dynamic waterfront, creating prosperity and a remarkable way of life for all.

SUB-BRANDS	PURPOSE
	<p>Port Maritime moves goods and people around the world.</p> <p>Home to a successful working waterfront, we work with our maritime partners to provide well-paying jobs and billions of dollars for our community.</p>
	<p>Port Waterfront Development brings vision to reality.</p> <p>As the innovative champion for businesses in our region, we ensure our partners have the opportunity to stay competitive in the global marketplace.</p>
	<p>Port Public Safety protects and oversees the safety of the San Diego Bay waterfront.</p> <p>Our Harbor Police Department is at the front line of security and service, with specialized expertise on land and sea.</p>
	<p>Port Experiences provides unique opportunities to explore and enjoy our vibrant waterfront.</p> <p>As a treasured destination, the Port is the heart and soul of our collective pride, welcoming visitors from around the world to be inspired by San Diego Bay.</p>
	<p>Port Environment champions the safekeeping and environmental care of our dynamic waterfront.</p> <p>The Port is a leader in protecting our land, air and water, ensuring it remains a vital resource for generations to come.</p>

## Message from the Chief Financial Officer / Treasurer

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### Winds of Change

When the COVID-19 pandemic began in late 2019 and public health orders and lockdowns spread across the globe, ultimately reaching the West Coast of the United States in spring 2020, most infectious disease experts expressed hope and optimism that things would return to normal within weeks, or a few months at worst. More than a year later, the pandemic has had devastating impacts on public health and societal norms, and the resulting unprecedented economic impacts.

Fortunately, as the San Diego Unified Port District (District) looks ahead to Fiscal Year 2022 (FY 2022), Winds of Change are blowing in a more favorable direction, and we have begun to chart our course to recovery. With vaccine availability increasing and California Governor Gavin Newsom announcing the state is on track to fully reopen on June 15, 2021, we are cautiously optimistic we may soon return to a “new normal.” For the District, that means the return of convention and tourism business – hotels, restaurants, museums, cruise, harbor cruises, and more have been especially hard hit by the pandemic. Tourism sector revenues nearly hit bottom in FY 2021, forcing the District to make tough decisions to weather the storm and stay on course. At the beginning of the pandemic, we said the health of businesses on and around San Diego Bay was a priority – supporting their financial stability was critical for our stability as well. That remains the case, but it’s time for their recovery and ours.

The District’s focus looking to FY 2022 is on bringing visitors back to the waterfront – to our hotels, restaurants, and back on cruise ships. We look forward to the return of our large annual bayfront events – the Big Bay Boom Fourth of July fireworks show, the Wonderfront Music & Arts Festival, Comic-Con, the Holiday Bowl Parade, the Parade of Lights, and more. And travel industry surveys show Americans are ready to travel with the Golden State listed as the #1 destination for summer vacations in 2021.

This year’s budget reflects a cautiously optimistic view that the economic havoc wreaked from the COVID-19 pandemic is largely in our wake. At its March 2021 meeting, the Federal Open Market Committee (FOMC) announced the national economy will grow significantly through mid-2022, with gross domestic product (GDP) estimated at 6.5%. The FOMC also expects inflation to reach 2.4% during the same time horizon but has signaled that it will keep monetary policy unchanged for the near term. Additional positive news was announced by the Bureau of Labor Statistics that the March unemployment rate dropped to 6.0%; likewise, the Conference Board reported that the Consumer Confidence Index, which details consumer attitudes, buying intentions, vacation plans and consumer expectation for inflation, stock prices and interest rates, rose to its highest level since February 2020. All four pronouncements, coupled with the nationwide distribution and availability of the COVID-19 vaccine, signal that an economic recovery is already underway.

With these outlooks, the District is forecasting revenue growth of 5.4 percent as a starting point for a Base Budget, an iterative budget. As we get a clearer picture of the return of tourism, business and convention travel, and as a 2021-2022 cruise season schedule becomes known, we will adjust reflect positive trends.

In addition to the return of the travel industry, we are committed to catching up – or at least not falling further behind – on deferred maintenance, conducting major maintenance, and meeting our commitments and obligations to double shore power at the cruise terminals and other clean air goals.

With an FY 2022 budget, and plans in place to meet the District’s primary objectives, we look now to project goals for the year, which include:

- Maritime Clean Air Strategy (MCAS): Following public and Board review and feedback, District staff anticipates finalizing the MCAS and beginning to implement projects and strategies within it. The MCAS identifies and prioritizes projects to further improve air quality and reduce greenhouse gas emissions on and around San Diego Bay. The MCAS

## Message from the Chief Financial Officer / Treasurer

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is also intended to help clarify the role the District can play in supporting its maritime tenants and terminal operations with transitioning to zero and near-zero technologies.

- **Cruise Shore Power:** District staff anticipates doubling shore power at the B Street and Broadway Pier cruise ship terminals by September 2022, four months ahead of updated California Air Resources Board (CARB) regulations that require essentially all cruise ships calling on California ports to use shore power beginning January 1, 2023. Doubling shore power will mean two cruise vessels calling on San Diego can plug in at the same time. This will help to further improve air quality and further reduce greenhouse gas emissions because the ships will not have to run their diesel auxiliary engines while in port.
- **Tenth Avenue Marine Terminal Microgrid:** The District will begin installation of a renewable, solar-powered microgrid at the Tenth Avenue Marine Terminal. The microgrid will provide back-up power to District-operated facilities, including security infrastructure, lights, offices, and the existing jet fuel storage system in support of the District's role as a Strategic Port. The project supports the recently celebrated Tenth Avenue Marine Terminal Redevelopment Project completion and will assist in establishing a modern, clean, and more efficient cargo terminal.
- **Port Master Plan Update:** The District is in Phase 4 of 5 of its Port Master Plan Update (PMPU). Launched in 2013, the Integrated Planning effort is a multifaceted and comprehensive approach for managing and planning for the future of the Port and San Diego Bay in a balanced way. Staff anticipates completing and releasing the Draft Program Environmental Impact Report (PEIR) for public review and feedback in FY 2022.
- **Chula Vista Bayfront Project:** The District, the City of Chula Vista and RIDA Chula Vista, LLC continue to work to finalize all necessary agreements and to secure financing for the Gaylord Pacific Resort & Convention Center. RIDA anticipates beginning some site preparation and public infrastructure work in 2021; construction on the resort and convention center is anticipated to begin within a year.
- **National City Balanced Plan:** In partnership with the City of National City, Pasha Automotive Services, and GB Capital Holdings, as well as community stakeholders and businesses, staff anticipates releasing for public review and feedback the Draft Environmental Impact Report (EIR) for the National City Balanced Plan – a water and land use plan balancing three priorities – maritime, commercial recreation and public access. Later in the year, District staff anticipates the Board will consider whether to certify the Balanced Plan EIR and other project components within the District's jurisdiction and decide whether to approve a PMPA for the same.
- **Wetland Mitigation Bank at Pond 20:** The District's proposed wetland mitigation bank at Pond 20 project, the first of its kind for San Diego Bay, would create a 76.5-acre coastal wetland mitigation bank on the southern portion of a District-owned parcel known as Pond 20, a former salt evaporation pond that is currently vacant, isolated from tidal influence, and provides little habitat value due to its salt-encrusted surface and invasive plants. The Board certified the Environmental Impact Report for the project as well as approved a Port Master Plan Amendment (PMPA) that would add the parcel and use of it as a wetland mitigation bank into the District's coastal permitting jurisdiction. The PMPA goes next to the California Coastal Commission. If certified, and state and federal permits are obtained, construction could begin as soon as spring 2022, with completion in late 2023.
- **Tenth Avenue Marine Terminal Consolidated Bulk Facility:** Staff anticipates issuing a Request for Proposals for development of a consolidated bulk facility on the Tenth Avenue Marine Terminal in support of the District's long-term cargo strategy.
- **STAY OPEN Hotel:** STAY OPEN, selected by the Board in May 2019 after a public, competitive process, is an experienced, international hospitality team that proposes to develop and operate a shared accommodations experience located on Pacific Highway adjacent to the District's Administration Building. The project proposes shared rooms with

## Message from the Chief Financial Officer / Treasurer

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eight to twelve PODS per room – each POD containing a large single bed, light, mirror, temperature control, charging station, free Wi-Fi and secure luggage storage, private and family rooms; a lobby bar and café; and a rooftop restaurant and bar. District staff anticipates Board consideration of the environmental document and direction to submit a Port Master Plan Amendment (PMPA) to the California Coastal Commission.

- **Malibu Farm Renovation at Seaport Village:** Malibu Farm, with its simple farm-to-table California-inspired cuisine, is anticipated to begin construction in fall 2021 and open for business by summer 2022. Expected to be a popular restaurant destination as well as a transformative anchor tenant at Seaport Village, Malibu Farm was founded by celebrity chef Helene Henderson and her husband, actor, film director and restaurateur John Stockwell. Seaport Village will be the ninth location for Malibu Farm, which has grown from its first home as a pop-up café on the Malibu Pier to establishments throughout the U.S. and the world including New York City, Miami, Tokyo, and Cabo San Lucas.
- **Bayside Performance Park:** The San Diego Symphony's permanent outdoor performance and event venue in Embarcadero Marina Park South is scheduled to open. It will replace a temporary performance and event venue with permanent facilities on the same site. The Symphony is investing \$85 million in improvements in The Shell, formerly known as Bayside Performance Park, and public amenities, creating a new attraction on San Diego Bay.

In addition to looking at the goals for the year ahead, it is appropriate to reflect on the past year. The following accomplishments during FY 21 represent significant milestones, and work on many of them continues in FY 2022:

- **Native Oyster Living Shoreline Project:** The California Coastal Commission voted unanimously to certify a Port Master Plan Amendment that will allow the District, in partnership with the California State Coastal Conservancy, to pilot a native oyster living shoreline adjacent to the Chula Vista Wildlife Refuge in south San Diego Bay. The objectives of the living shoreline, the first of its kind in San Diego Bay, are to both increase biodiversity and protect the shoreline from impacts related to future sea level rise. The project was awarded a \$960,533 grant from the U.S. Fish and Wildlife Service, one of eight projects selected as part of the National Coastal Wetlands Conservation Grant Program for 2021. The total estimated project cost is \$1,384,625. The \$424,092 not covered by the grant will be funded by the Conservancy. Installation of the native oyster living shoreline could begin as early as spring 2021, but could be fall 2021 or spring 2022, dependent on the native oyster recruitment season.
- **Blue Economy Incubator:** The District launched two Blue Economy Incubator pilot projects in FY 21. EONcrete, Inc. began testing a new design of tide pools made from environmentally sensitive, low carbon concrete that could serve as a replacement for traditional riprap to provide ecological armoring and shoreline stabilization while also creating well-defined local ecosystems that mimic natural rock tidepools. ecoSPEARS Inc., a startup cleantech solutions company, deployed its technology to develop a cost-effective and eco-friendly cleanup solution to extract and destroy toxic contaminants from sediment, soil and groundwater. The pilot projects are part of the District's Blue Economy Incubator, a launching pad for sustainable aquaculture and District-related blue technology ventures that provides early-stage entrepreneurs with key assets and support services focused on pilot project facilitation.
- **Regional Carbon Sustainability Plan:** The Board approved a resolution to support development of the County of San Diego's Regional Carbon Sustainability Plan, which will set a goal to reach net-zero carbon emissions by 2035, ten years before the State of California's carbon neutrality goal. The Regional Carbon Sustainability Plan is the first of its kind for the region and will be developed in partnership with the University of California, San Diego School of Global Policy and Strategy. The District is one of many agencies in the region set to collaborate and support the plan that could make San Diego the largest county in the U.S. to commit to achieving such a goal by 2035. As a stakeholder, District staff will contribute by providing information on sources of emissions that are unique to the District such as goods movement vessels, vehicles, and equipment.

## Message from the Chief Financial Officer / Treasurer

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- **San Diego Foundation MOU:** The Board of Port Commissioners approved a Memorandum of Understanding (MOU) with the San Diego Foundation focused on climate and coastal resiliency efforts. The District and The San Diego Foundation entered into this MOU to advance a collaborative partnership to explore opportunities for program alignment and investment to support coastal access, climate initiatives and coastal resiliency, environmental conservation and stewardship, environmental justice, and a thriving, sustainable waterfront.
- **Chula Vista Bayfront:** Sun Communities, Inc. opened its new Sun Outdoors RV Resort on April 1, 2021. The resort features a mix of RV stalls and fully furnished vacation rentals and a variety of amenities. Sun Communities began construction in September 2019. Adjacent to the RV resort is the newly opened Sweetwater Bicycle Path & Promenade, a multi-use pedestrian and bicycle pathway. Construction on the path began in September 2019. Sweetwater Path is a key component of the future Sweetwater Park and Harbor Park planned for the bayfront.
- **East Harbor Island Redevelopment:** The District and Sunroad HIE Hotel Partners (Sunroad) made progress on Sunroad's proposed Harbor Island East Hotel for an approximately seven and a half-acre parcel referred to as the Elbow Parcel. The Board approved an Option to Lease Agreement as well as an Addendum to the 2014 Revised Final Environmental Impact Report. Sunroad has proposed a 450-room hotel with two brands: a 12-level wing with extended stay rooms and a 15-level wing with select service rooms. Proposed public amenities include mini-destinations and pedestrian paths on the hotel's ground level. The District and Sunroad negotiated a 66-year lease, which would require Sunroad to invest a minimum of \$153 million into the hotel project. Next steps include Board consideration of concept approval for the project and a Coastal Development Permit.
- **IB Pier Enhancements:** The District completed a series of aesthetic enhancements to the Imperial Beach Pier, including new paint and murals in bright colors that reflect the city's unique Southern California beach vibe, activity zone placards, distance markers, fishing rod holders, and other amenities including replacement of the existing benches, fish cleaning stations, and drinking fountains. The goal is to encourage people to come and explore the pier, experience its many ocean-air amenities, sights, and pleasures, and patronize the neighboring businesses.
- **Coronado Centennial Park Retaining Wall Project:** The District repaired a retaining wall adjacent to the small sandy beach in Centennial Park along the Coronado bayfront. The project helps to maintain the beach as a safe place to visit and protects property from further damage due to erosion.
- **Port Master Plan Update:** The Port Master Plan is a water and land use plan that designates specific areas of San Diego Bay for a balance of maritime, fishing, visitor-serving commercial, recreational, conservation and institutional uses. The District is updating its Port Master Plan to reflect changes in the needs and priorities of Californians and the region's growth since our current plan was approved in 1981 – nearly 40 years ago. Continuing more than seven years of robust public outreach, the District released a Revised Draft of the Port Master Plan Update for public and stakeholder review and feedback.
- **Portside Pier:** Completing the transformation of one of Southern California's iconic, flagship waterfront restaurant sites, the District and the Brigantine Inc. celebrated the grand opening of Portside Pier – a two story restaurant development over the water on the North Embarcadero of San Diego Bay. It includes four dining concepts – fresh seafood, authentic Mexican, pub fare, and coffee and gelato – and public access features including a second level perimeter walkway along the water's edge, public viewing deck with panoramic views, and an expanded dock and dine facility.
- **Seaport Village:** Continuing the revitalization of Seaport Village, several new tenants opened in the District-owned and operated bayfront restaurant and retail center – Mike Hess Brewing, one of San Diego's first craft breweries; Spill the Beans, a specialty coffee and bagel shop; Mr. Moto Pizza, one of San Diego's favorite pizza restaurants serving up New-York style pies and slices; and Eats by Sam, a temporary co-op from celebrity chef "Sam the Cooking Guy" and

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Grain & Grit Collective featuring Samburgers and Samwiches. The District and its management partners also continued site enhancements, operational improvements, proactive marketing, and placemaking.

- Tenth Avenue Marine Terminal Modernization: The District completed the first phase of the Tenth Avenue Marine Terminal Redevelopment Plan. Phase I involved the demolition of two transit sheds, site enhancements, rail improvements, and relocating District staff offices on the terminal. Supported by a \$10 million TIGER grant from the U.S. Department of Transportation, the project commenced in FY 18. The first phase of the entire 20-year, market driven Redevelopment Plan supports our specialty cargo advantage by providing laydown space and flexibility for the District's cargo types.
- San Diego-Coronado Bay Bridge Lighting Project: The District conducted the first-ever overwater lighting field test as part of the San Diego-Coronado Bay Bridge Lighting Project, the next step in a multi-step process to artistically illuminate a portion of the 2.1-mile bridge span from the Coronado shoreline to Harbor Drive in San Diego. Next steps include community outreach and environmental review.

Thanks to a long history of prudent financial decisions, which include no increase in debt, an operating reserve policy, accumulation of surplus, and an A+ credit rating reaffirmed by Fitch and S&P, the District is very well positioned for recovery. There is no question we are feeling the Winds of Change. What is difficult to forecast as we look to the weeks, months and years ahead, is how quickly or slowly we'll need to adjust our sails.

## Budget in Brief Overview

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The hospitality and tourism industries that generate the revenues necessary for the District's mission-critical work continue to be negatively impacted by the unprecedented COVID-19 pandemic.

Given the unknown timeframe for recovery from this pandemic and the underlying assumptions included at the time of approval and adoption of the FY 2021 budget, staff continue to closely monitor the financial results and make adjustments to respond to changing economic conditions in connection with the COVID-19 pandemic. Staff provides monthly updates to the Board on the FY 2021 actual performance compared to the FY 2021 adopted budget. Additionally, staff developed year-end projections and identified further expenditure savings, and continue monitoring the target savings.

In response to this unique circumstance and to provide the reader with additional information, this budget book includes the following tables in the Budget in Brief Format comparing different years and data that reflects the impact of COVID-19.

- The 1st table: "FY 2021 Reforecast compared to the FY 2022 Budget" pages 17 & 18 shows our reforecast of the original adopted budget based on the Covid impacts as of September 2020.
- The 2nd table: "FY 2022 Budget in Brief" pages 19 & 20 shows actual results for FY 2020 in addition to the Adjusted FY 2021 Adopted Budget compared to the Planned FY 2022 Budget. This is the document that the budget book is written from including the narratives and tables. The FY 2021 adjusted budget refers to the Board adopted budget along with any Board approved amendments and changes in presentation.
- The 3rd table: "FY 2022 and FY 2023 Forecast" pages 21 & 22 shows the two year outlook FY 2023 and FY 2024.

## FY 2021 Reforecast Compared to FY 2022 Budget

OVERVIEW OF REVENUES, EXPENSES, CAPITAL REQUIREMENTS & FUND ACTIVITIES					
	ADJUSTED BUDGET FY 2021	REFORECAST FY 2021	BUDGET FY 2022	\$ CHANGE	% CHANGE
<b>Operating Revenue</b>					
Real Estate	\$ 87,970,600	\$ 75,595,222	\$ 86,023,400	\$ 10,428,178	13.8 %
Guest Experiences - Parking	11,649,800	5,784,882	10,655,800	4,870,918	84.2 %
Maritime	33,415,200	31,981,062	36,898,000	4,916,938	15.4 %
Harbor Police Department	16,659,600	17,559,600	18,663,300	1,103,700	6.3 %
Miscellaneous (G&A for HPD services to SDCRAA, Cost Recovery, etc.)	3,208,300	3,358,300	3,028,300	(330,000)	(9.8)%
<b>Total Operating Revenue</b>	<b>\$152,903,500</b>	<b>\$ 134,279,066</b>	<b>\$155,268,800</b>	<b>\$ 20,989,734</b>	<b>15.6 %</b>
<b>Non-Operating Revenue</b>					
Grants - Capital Project Reimbursement	\$ 6,047,500	\$ 6,047,500	\$ 5,797,800	\$ (249,700)	(4.1)%
Grant Revenue - Other	1,102,000	1,737,000	1,099,000	(638,000)	(36.7)%
Investment Revenue	800,000	400,000	335,000	(65,000)	(16.3)%
Other (Legal Settlements, Car Rental Fees, Donated Revenue, etc.)	4,811,000	4,176,000	3,102,100	(1,073,900)	(25.7)%
<b>Total Non-Operating Revenue</b>	<b>\$ 12,760,500</b>	<b>\$ 12,360,500</b>	<b>\$ 10,333,900</b>	<b>\$ (2,026,600)</b>	<b>(16.4)%</b>
<b>Total Revenue</b>	<b>\$165,664,000</b>	<b>\$ 146,639,566</b>	<b>\$165,602,700</b>	<b>\$ 18,963,134</b>	<b>12.9 %</b>
<b>Expenses</b>					
Personnel	\$101,681,100	\$ 98,049,350	\$105,554,600	\$ 7,505,250	7.7 %
Non-Personnel Expense (NPE)	45,652,200	43,707,975	44,989,600	1,281,625	2.9 %
Municipal Service Agreements (MSA) with Member Cities	8,329,800	8,329,800	8,526,100	196,300	2.4 %
Major Maintenance - Expense	510,000	510,000	275,000	(235,000)	(46.1)%
Non-Operating NPE	3,315,800	3,315,800	2,885,900	(429,900)	(13.0)%
Capitalized Labor	(2,350,000)	(2,350,000)	(1,875,000)	475,000	(20.2)%
<b>Total Expenses</b>	<b>\$157,138,900</b>	<b>\$ 151,562,925</b>	<b>\$160,356,200</b>	<b>\$ 8,793,275</b>	<b>5.8 %</b>
<b>Earnings Before Depreciation and GASB 68, 73, and 75 Accounting Adjustments</b>	<b>\$ 8,525,100</b>	<b>\$ (4,923,359)</b>	<b>\$ 5,246,500</b>	<b>\$ 10,169,859</b>	<b>(206.6)%</b>
<b>Sources &amp; Uses of Funds and Reserves</b> (see detail on following page)	<b>\$(18,472,300)</b>	<b>\$(13,272,300)</b>	<b>\$(17,800,200)</b>	<b>\$ (4,527,900)</b>	<b>34.1 %</b>
<b>Unrestricted Sources Over Uses of Funds</b>	<b>\$ (9,947,200)</b>	<b>\$ (18,195,659)</b>	<b>\$(12,553,700)</b>	<b>\$ 5,641,959</b>	<b>(31.0)%</b>

## FY 2021 Reforecast Compared to FY 2022 Budget

OTHER SOURCES & USES OF FUNDS AND RESERVES DETAIL					
	ADJUSTED BUDGET FY 2021	REFORECAST FY 2021	BUDGET FY 2022	\$ CHANGE	% CHANGE
<b>SOURCES OF FUNDS</b>					
<b>Other Sources of Funds and Reserves</b>					
Grant Funded TMP, CIP, and Equipment Outlay and Other Capital Projects	\$ 6,047,500	\$ 6,047,500	\$ 5,797,800	\$ (249,700)	(4.1)%
Public Art, Environmental, Asset Forfeiture, NEVP, and Maritime Industrial Impact Fund	2,890,000	2,890,000	1,424,400	(1,465,600)	(50.7)%
Capital Improvement Program Reserve	9,997,500	9,997,500	12,753,600	2,756,100	27.6 %
Cumulative Unrestricted Resources	7,589,000	6,339,000	4,234,000	(2,105,000)	(33.2)%
<b>Total Other Sources of Funds and Reserves</b>	<b>\$ 26,524,000</b>	<b>\$ 25,274,000</b>	<b>\$ 24,209,800</b>	<b>\$ (1,064,200)</b>	<b>(4.2)%</b>
<b>USES OF FUNDS</b>					
<b>Other Uses of Funds and Reserves</b>					
Capital Improvement Program	\$ 14,741,500	\$ 14,741,500	\$ 15,817,000	\$ 1,075,500	7.3 %
Technology Capital Projects	2,369,000	2,119,000	1,750,900	(368,100)	(17.4)%
Capital Major Maintenance (MM) Projects	3,970,000	3,020,000	3,325,000	305,000	10.1 %
Equipment Outlay and Other Capital Projects	7,661,300	5,411,300	8,808,900	3,397,600	62.8 %
Debt Service (Principal Only)	4,784,500	4,784,500	4,338,600	(445,900)	(9.3)%
Public Art Fund	400,000	400,000	38,500	(361,500)	(90.4)%
Environmental Fund Set-Aside	—	—	—	—	N/A
Maritime Industrial Impact Fund Set-Aside	—	—	—	—	N/A
NEVP Maintenance Fund Set-Aside	—	—	—	—	N/A
Capital Grants	6,047,500	6,047,500	5,797,800	(249,700)	(4.1)%
Asset Forfeiture and Wellness Fund Set-Aside	—	—	—	—	N/A
Low Carbon Fuel Standard (LCFS) Revenue	386,000	386,000	685,300	299,300	77.5 %
RIDA Set-Aside	1,410,200	1,410,200	1,448,000	37,800	2.7 %
Car Rental Transaction Fees	3,000,000	—	—	—	N/A
ACH Parking Facility Fund Set-Aside	226,300	226,300	—	(226,300)	(100.0)%
<b>Total Other Uses of Funds and Reserves</b>	<b>\$ 44,996,300</b>	<b>\$ 38,546,300</b>	<b>\$ 42,010,000</b>	<b>\$ 3,463,700</b>	<b>9.0 %</b>
<b>Total Other Sources &amp; Uses of Funds and Reserves</b>	<b>\$(18,472,300)</b>	<b>\$(13,272,300)</b>	<b>\$(17,800,200)</b>	<b>\$ (4,527,900)</b>	<b>34.1 %</b>

## FY 2022 Budget in Brief

OVERVIEW OF REVENUES, EXPENSES, CAPITAL REQUIREMENTS & FUND ACTIVITIES					
	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
<b>Operating Revenue</b>					
Real Estate	\$ 92,134,149	\$ 87,970,600	\$ 86,023,400	\$ (1,947,200)	(2.2)%
Guest Experiences - Parking	13,337,510	11,649,800	10,655,800	(994,000)	(8.5)%
Maritime	37,759,676	33,415,200	36,898,000	3,482,800	10.4 %
Harbor Police Department	16,159,422	16,659,600	18,663,300	2,003,700	12.0 %
Miscellaneous (G&A for HPD services to SDCRAA, Cost Recovery, etc.)	3,106,325	3,208,300	3,028,300	(180,000)	(5.6)%
<b>Total Operating Revenue</b>	<b>\$162,497,082</b>	<b>\$152,903,500</b>	<b>\$155,268,800</b>	<b>\$ 2,365,300</b>	<b>1.5 %</b>
<b>Non-Operating Revenue</b>					
Grants - Capital Project Reimbursement	\$ 9,194,979	\$ 6,047,500	\$ 5,797,800	\$ (249,700)	(4.1)%
Grant Revenue - Other	1,228,669	1,102,000	1,099,000	(3,000)	(0.3)%
Investment Revenue	2,701,504	800,000	335,000	(465,000)	(58.1)%
Other (Legal Settlements, Car Rental Fees, Donated Revenue, etc.)	9,212,963	4,811,000	3,102,100	(1,708,900)	(35.5)%
<b>Total Non-Operating Revenue</b>	<b>\$ 22,338,114</b>	<b>\$ 12,760,500</b>	<b>\$ 10,333,900</b>	<b>\$ (2,426,600)</b>	<b>(19.0)%</b>
<b>Total Revenue</b>	<b>\$184,835,196</b>	<b>\$165,664,000</b>	<b>\$165,602,700</b>	<b>\$ (61,300)</b>	<b>0.0 %</b>
<b>Expenses</b>					
Personnel	\$ 98,878,816	\$101,681,100	\$105,554,600	\$ 3,873,500	3.8 %
Non-Personnel Expense (NPE)	55,508,753	45,652,200	44,989,600	(662,600)	(1.5)%
Municipal Service Agreements (MSA) with Member Cities	8,118,688	8,329,800	8,526,100	196,300	2.4 %
Major Maintenance - Expense	408,959	510,000	275,000	(235,000)	(46.1)%
Non-Operating NPE	12,628,455	3,315,800	2,885,900	(429,900)	(13.0)%
Capitalized Labor	(3,985,083)	(2,350,000)	(1,875,000)	475,000	(20.2)%
<b>Total Expenses</b>	<b>\$171,558,587</b>	<b>\$157,138,900</b>	<b>\$160,356,200</b>	<b>\$ 3,217,300</b>	<b>2.0 %</b>
<b>Earnings Before Depreciation and GASB 68, 73, and 75 Accounting Adjustments</b>	<b>\$ 13,276,609</b>	<b>\$ 8,525,100</b>	<b>\$ 5,246,500</b>	<b>\$ (3,278,600)</b>	<b>(38.5)%</b>
<b>Sources &amp; Uses of Funds and Reserves</b> (see detail on following page)	<b>\$ (24,629,616)</b>	<b>\$ (18,472,300)</b>	<b>\$ (17,800,200)</b>	<b>\$ 672,100</b>	<b>(3.6)%</b>
<b>Unrestricted Sources Over Uses of Funds</b>	<b>\$ (11,353,007)</b>	<b>\$ (9,947,200)</b>	<b>\$ (12,553,700)</b>	<b>\$ (2,606,500)</b>	<b>26.2 %</b>

**Note:**

See Section 3, Page 3 for Revenue Highlights explanations and Section 3, Page 19 for Expense Highlights explanations.

## FY 2022 Budget in Brief

OTHER SOURCES & USES OF FUNDS AND RESERVES DETAIL					
	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
<b>SOURCES OF FUNDS</b>					
<b>Other Sources of Funds and Reserves</b>					
Grant Funded TMP, CIP, and Equipment Outlay and Other Capital Projects	\$ 9,194,979	\$ 6,047,500	\$ 5,797,800	\$ (249,700)	(4.1)%
Public Art, Environmental, Asset Forfeiture, NEVP, and Maritime Industrial Impact Fund	2,971,398	2,890,000	1,424,400	(1,465,600)	(50.7)%
Capital Improvement Program Reserve	7,174,442	9,997,500	12,753,600	2,756,100	27.6 %
Non-Cash Adjustment	8,470,371	—	—	—	N/A
Investment Fund	883,972	—	—	—	N/A
Cumulative Unrestricted Resources	5,247,307	7,589,000	4,234,000	(3,355,000)	(44.2)%
<b>Total Other Sources of Funds and Reserves</b>	<b>\$ 33,942,469</b>	<b>\$ 26,524,000</b>	<b>\$ 24,209,800</b>	<b>\$ (2,314,200)</b>	<b>(8.7)%</b>
<b>USES OF FUNDS</b>					
<b>Other Uses of Funds and Reserves</b>					
Capital Improvement Program	\$ 16,879,837	\$ 14,741,500	\$ 15,817,000	\$ 1,075,500	7.3 %
Technology Capital Projects	4,774,773	2,369,000	1,750,900	(618,100)	(26.1)%
Capital Major Maintenance (MM) Projects	7,143,189	3,970,000	3,325,000	(645,000)	(16.2)%
Capital Labor (Major Maintenance and Technology Capital)	2,686,952	—	—	—	N/A
Equipment Outlay and Other Capital Projects	3,831,859	7,661,300	8,808,900	1,147,600	15.0 %
Debt Service (Principal Only)	4,855,800	4,784,500	4,338,600	(445,900)	(9.3)%
Public Art Fund	534,000	400,000	38,500	(361,500)	(90.4)%
Environmental Fund Set-Aside	844,800	—	—	—	N/A
Maritime Industrial Impact Fund Set-Aside	157,896	—	—	—	N/A
NEVP Maintenance Fund Set-Aside	1,005,400	—	—	—	N/A
Capital Grants	9,194,979	6,047,500	5,797,800	(249,700)	(4.1)%
Asset Forfeiture and Wellness Fund Set-Aside	207,557	—	—	—	N/A
Low Carbon Fuel Standard (LCFS) Revenue	1,348,616	386,000	685,300	299,300	77.5 %
RIDA Set-Aside	1,649,585	1,410,200	1,448,000	37,800	2.7 %
Car Rental Transaction Fees	3,234,340	3,000,000	—	(3,000,000)	(100.0)%
ACH Parking Facility Fund Set-Aside	222,502	226,300	—	(226,300)	(100.0)%
<b>Total Other Uses of Funds and Reserves</b>	<b>\$ 58,572,085</b>	<b>\$ 44,996,300</b>	<b>\$ 42,010,000</b>	<b>\$ (2,986,300)</b>	<b>(6.6)%</b>
<b>Total Other Sources &amp; Uses of Funds and Reserves</b>	<b>\$ (24,629,616)</b>	<b>\$ (18,472,300)</b>	<b>\$ (17,800,200)</b>	<b>\$ 672,100</b>	<b>(3.6)%</b>

## FY 2023 and FY 2024 Forecast

OVERVIEW OF REVENUES, EXPENSES, CAPITAL REQUIREMENTS & FUND ACTIVITIES					
	BUDGET FY 2022	FORECAST FY 2023	% CHANGE	FORECAST FY 2024	% CHANGE
<b>Operating Revenue</b>					
Real Estate	\$ 86,023,400	\$ 87,247,745	1.4 %	\$106,873,681	22.5 %
Guest Experiences - Parking	10,655,800	11,902,868	11.7 %	14,960,576	25.7 %
Maritime	36,898,000	40,372,900	9.4 %	42,950,800	6.4 %
Harbor Police Department	18,663,300	19,425,697	4.1 %	20,008,468	3.0 %
Miscellaneous (G&A for HPD services to SDCRAA, Cost Recovery, etc.)	3,028,300	3,028,300	0.0 %	3,028,300	0.0 %
<b>Total Operating Revenue</b>	<b>\$155,268,800</b>	<b>\$161,977,510</b>	<b>4.3 %</b>	<b>\$187,821,825</b>	<b>16.0 %</b>
<b>Non-Operating Revenue</b>					
Grants - Capital Project Reimbursement	\$ 5,797,800	\$ 4,197,800	(27.6)%	\$ 4,197,800	0.0 %
Grant Revenue - Other	1,099,000	1,099,000	0.0 %	1,099,000	0.0 %
Investment Revenue	335,000	335,000	0.0 %	335,000	0.0 %
Other (Legal Settlements, Car Rental Fees, Donated Revenue, etc.)	3,102,100	3,102,100	0.0 %	3,102,100	0.0 %
<b>Total Non-Operating Revenue</b>	<b>\$ 10,333,900</b>	<b>\$ 8,733,900</b>	<b>(15.5)%</b>	<b>\$ 8,733,900</b>	<b>0.0 %</b>
<b>Total Revenue</b>	<b>\$165,602,700</b>	<b>\$170,711,410</b>	<b>3.1 %</b>	<b>\$196,555,725</b>	<b>15.1 %</b>
<b>Expenses</b>					
Personnel	\$105,554,600	\$104,705,573	(0.8)%	\$109,916,703	5.0 %
Non-Personnel Expense (NPE)	44,989,600	45,973,341	2.2 %	47,871,965	4.1 %
Municipal Service Agreements (MSA) with Member Cities	8,526,100	8,526,100	0.0 %	8,526,100	0.0 %
Major Maintenance - Expense	275,000	350,000	27.3 %	450,000	28.6 %
Non-Operating NPE	2,885,900	2,800,030	(3.0)%	2,719,932	(2.9)%
Capitalized Labor	(1,875,000)	(1,874,391)	0.0 %	(1,977,034)	5.5 %
<b>Total Expenses</b>	<b>\$160,356,200</b>	<b>\$160,480,653</b>	<b>0.1 %</b>	<b>\$167,507,666</b>	<b>4.4 %</b>
<b>Earnings Before Depreciation and GASB 68, 73, and 75 Accounting Adjustments</b>	<b>\$ 5,246,500</b>	<b>\$ 10,230,757</b>	<b>95.0 %</b>	<b>\$ 29,048,059</b>	<b>183.9 %</b>
<b>Sources &amp; Uses of Funds and Reserves</b> (see detail on following page)	<b>\$(17,800,200)</b>	<b>\$(21,086,495)</b>	<b>18.5 %</b>	<b>\$(27,000,633)</b>	<b>28.0 %</b>
<b>Unrestricted Sources Over Uses of Funds</b>	<b>\$(12,553,700)</b>	<b>\$(10,855,738)</b>	<b>(13.5)%</b>	<b>\$ 2,047,426</b>	<b>(118.9)%</b>

## FY 2023 and FY 2024 Forecast

OTHER SOURCES & USES OF FUNDS AND RESERVES DETAIL					
	BUDGET FY 2022	FORECAST FY 2023	% CHANGE	FORECAST FY 2024	% CHANGE
<b>SOURCES OF FUNDS</b>					
<b>Other Sources of Funds and Reserves</b>					
Grant Funded TMP, CIP, and Equipment Outlay and Other Capital Projects	\$ 5,797,800	\$ 4,197,800	(27.6)%	\$ 4,197,800	0.0 %
Public Art, Environmental, Asset Forfeiture, NEVP, and Maritime Industrial Impact Fund	1,424,400	1,424,400	0.0 %	1,424,400	0.0 %
Capital Improvement Program Reserve	12,753,600	1,573,850	(87.7)%	1,573,850	0.0 %
Cumulative Unrestricted Resources	4,234,000	—	N/A	—	N/A
<b>Total Other Sources of Funds and Reserves</b>	<b>\$ 24,209,800</b>	<b>\$ 7,196,050</b>	<b>(70.3)%</b>	<b>\$ 7,196,050</b>	<b>0.0 %</b>
<b>USES OF FUNDS</b>					
<b>Other Uses of Funds and Reserves</b>					
Capital Improvement Program	\$ 15,817,000	\$ 3,254,100	(79.4)%	\$ 3,254,100	0.0 %
Technology Capital Projects	1,750,900	3,519,000	101.0 %	5,719,000	62.5 %
Capital Major Maintenance (MM) Projects	3,325,000	5,650,000	69.9 %	8,975,000	58.8 %
Equipment Outlay and Other Capital Projects	8,808,900	3,017,415	(65.7)%	3,041,554	0.8 %
Debt Service (Principal Only)	4,338,600	4,555,530	5.0 %	4,783,307	5.0 %
Coronado Bridge Lighting Project	38,500	—	N/A	—	N/A
Environmental Fund Set-Aside	—	800,000	N/A	927,644	16.0 %
Maritime Industrial Impact Fund Set-Aside	—	150,000	N/A	159,578	6.4 %
NEVP Maintenance Fund Set-Aside	—	1,005,400	N/A	1,005,400	0.0 %
Capital Grants	5,797,800	4,197,800	(27.6)%	4,197,800	0.0 %
Low Carbon Fuel Standard (LCFS) Revenue	685,300	685,300	0.0 %	685,300	0.0 %
RIDA Set-Aside	1,448,000	1,448,000	0.0 %	1,448,000	0.0 %
Car Rental Transaction Fees	—	—	N/A	—	N/A
ACH Parking Facility Fund Set-Aside	—	—	N/A	—	N/A
<b>Total Other Uses of Funds and Reserves</b>	<b>\$ 42,010,000</b>	<b>\$ 28,282,545</b>	<b>(32.7)%</b>	<b>\$ 34,196,683</b>	<b>20.9 %</b>
<b>Total Other Sources &amp; Uses of Funds and Reserves</b>	<b>\$(17,800,200)</b>	<b>\$(21,086,495)</b>	<b>18.5 %</b>	<b>\$(27,000,633)</b>	<b>28.0 %</b>



## 2 Reader's Guide



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# Organization

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The Board establishes policy to realize the District's mission, vision, brand promise, and goals. Three positions reporting directly to the Board are responsible for execution of policy directives: the President/Chief Executive Officer (President/CEO), General Counsel, and Port Auditor. A Personnel Advisory Board also reports directly to the Board.

## HARBOR POLICE

Led by the Vice President of Public Safety/Chief of Harbor Police, the Harbor Police Department is responsible for initiatives and programs that provide safety, protection, and law enforcement. The Department also provides police and fire protection to San Diego Bay, as well as police services to San Diego International Airport. Under direction of the Chief of Harbor Police, 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 Vice President of Marketing and Communications, this Division raises awareness of the District, its business lines, activities, and regional value through accurate and transparent communications while building and maintaining partnerships with external stakeholders and other government agencies. This Division also issues over 1,100 permits annually, safeguarding and promoting public access to 22 District parks and facilities, establishing strategic event partnerships to provide additional revenue sources for the District, and programming a wide variety of community events to create a vibrant waterfront experience for residents and visitors to the region.

Departments in the Marketing Division include:

- Marketing & Communications
- Parks & Recreation

## 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, People & Organizational Development, Office of the District Clerk, and Information Technology. The Chief Administrative Officer/Vice President is the District's lead negotiator for labor negotiations and provides strategic leadership in the delivery of centralized corporate, administrative, technology implementation, and support services.

Departments in the Administration Division include:

- Human Resources
- Information Technology
- Office of the District Clerk
- People & Organizational Development

## OPERATIONS

Led by the Vice President of Real Estate, Engineering, and Facilities, this Division's responsibilities include: commercial leasing and management of over 600 tenancies, the progress of over \$3.5 billion of projects in the pipeline, development and management of parking assets, design and construction engineering, capital improvement and major maintenance programs, facilities maintenance and services for several roadways, 22 parks, and several administrative buildings. The growth of revenue, both through core lines of business and new revenue streams, is a key responsibility for the Operations Division.

# Organization

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Departments and teams in the Operations Division include:

- Engineering - Construction
- General Services
- Guest Experiences - Park Greenscapes & Bayscapes
- Guest Experiences - Parking
- Real Estate

## FINANCIAL SERVICES

Led by the Chief Financial Officer/Treasurer Vice President, this Division oversees the District's Financial Services and Procurement Services. The CFO/Treasurer provides professional assistance and support to the President/CEO on the District's financial planning, accounting, investing, and procurement services. Financial Services includes financial planning and reporting, budgeting, treasury services, risk management, accounting, and payroll services.

Departments in the Financial Services Division include:

- Financial Services
- Procurement Services

## MARITIME

Led by the Vice President of Maritime, this Division is responsible for the import and export business of automobiles, containerized produce, breakbulk, bulk, and project maritime cargo at two cargo terminals; an international cruise business at two cruise terminals; shipbuilding and ship repair facilities; and public piers and docks. The District is the primary port of entry for Hyundai, Volkswagen, Audi, and Fiat among others at the National City Marine Terminal, operated by Pasha Automotive Services. The terminal also receives finished vehicles by rail and trucking including Toyota Trucks from Mexico. The Tenth Avenue Marine Terminal hosts Dole Fresh Fruit, which is their primary port of entry for products destined to the Western United States and Canada. The District's cruise terminals hosts Holland America Line and Disney Cruise Line as its primary homeport customers, with itineraries to Hawaii, Mexico, and beyond.

## PLANNING, ENVIRONMENT AND GOVERNMENT RELATIONS

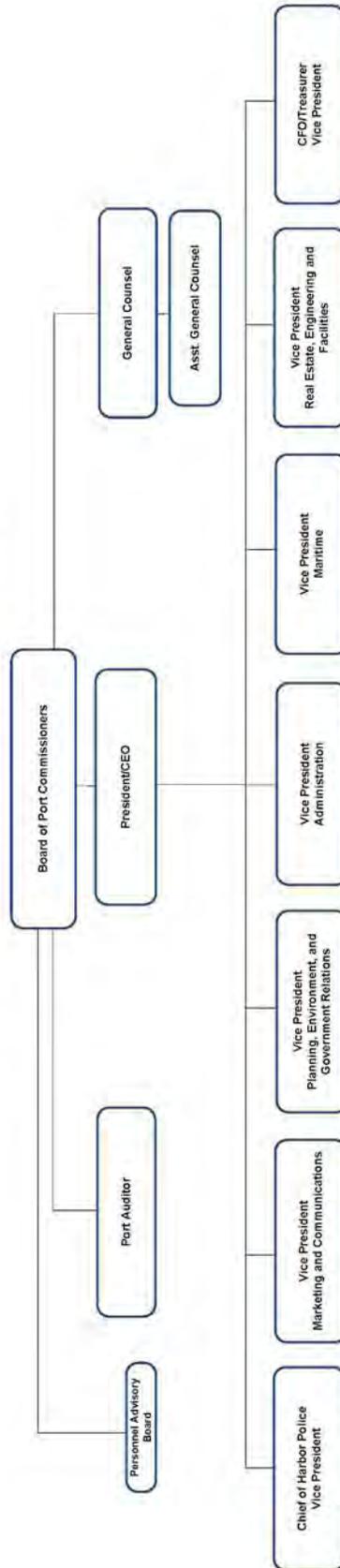
Led by the Vice President of Planning, Environment and Government Relations, this Division is responsible for the District's land use planning functions, including the creation of a Port Master Plan, issuance and application for permits for the 34 miles of waterfront around San Diego Bay; development and regulatory enforcement of air, land, and water quality improvement, protection, and conservation; development of an incubator business line focused on aquaculture and bluetech investments; compliance oversight of California Environmental Quality Act (CEQA) and California Coastal Act practices within the District's jurisdiction; communications and relationships with federal, state, and local elective and administrative bodies.

Departments in the Planning, Environment and Government Relations Division include:

- Aquaculture & Blue Technology (team)
- Development Services
- Diversity, Equity, and Inclusion
- Energy (team)
- Environmental Conservation
- Environmental Protection
- Government & Civic Relations
- Planning

# Organization Chart

## DISTRICT ORGANIZATION CHART



## Budget Timetable

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**Preliminary budget adoption starts the public comment period.** Adoption of the preliminary budget occurs at the May Board meeting. Under the provisions of the Port Act, the preliminary budget must be adopted by June 15<sup>th</sup> each year which 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 1<sup>st</sup>, 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 control, which tracks expenses against the budget, is activated.

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

The budget is based on estimates made by departments prior to the end of the current fiscal year, and 16 to 17 months prior to 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 shall govern transfers between appropriated budget items.



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## Revenue Highlights

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Total operating and non-operating revenues for the District, which continue to be significantly and negatively impacted by the COVID-19 pandemic, are budgeted at \$168.1M, an increase of \$19.0M, or 12.9% from the FY 2021 reforecast and a decrease of \$1.5M, or 0.9%, from the prior fiscal year adopted budget.

Trends affecting revenue are described below by profit center.

### Revenue by Profit Center

In previous years the budget has generally been developed on the assumption that the national and local economy will continue to grow at a moderate pace. Revenues were projected by benchmarking major tenants, conducting tenant interviews, and using industry analysis to predict trends in revenue. Assumptions concerning prospective revenues from new and renegotiated leases were included. Revenues for leases scheduled to terminate are reduced by the probability that they will not be renewed. For leases with an option to expand facilities, revenues are reduced by the probability that the option will not be exercised.

Since concession revenue varies with economic conditions, the Real Estate revenue team performed a detailed analysis using recent data from multiple sources, including: actual year-to-date revenue, published industry forecasts, cruise ship activity projections, local and national economic reports, information and insight provided by District tenants, and convention bookings for 2021 and 2022. The aforementioned sources were all reviewed and considered in developing the FY 2022 forecast.

Now, as this budget is prepared in spring 2021, and as a direct consequence of the COVID-19 pandemic, the hospitality and tourism industries, in addition to maritime trade economic activity that generate the revenues necessary for the District's mission-critical work, have been significantly and negatively impacted. The decreased revenue projections are the result of the pandemic leading to a decline in consumer demand toward the hospitality and tourism industries, as well as in newly-introduced government regulations, resulting in businesses and tenants having to operate at reduced capacities.

### Real Estate

Real Estate is budgeted at \$86.0M, an increase of \$10.4M, or 13.8% from the FY 2021 Reforecast in section 1 page 17. This is primarily due to anticipated visitor activity on tidelands and a return in convention business.

- **Fixed Rent** is budgeted at \$21.9M, an increase of \$1.9M primarily due to three new anticipated agreements, in addition to another new agreement that went into effect March 1, 2021, as well as Consumer Price Index (CPI) adjustments.
- **Concession Revenue** is budgeted at \$61.0M, an increase of \$8.1M, primarily due to anticipated increase in visitor activity and a gradual return in convention and group events.
- **Seaport Village Common Area Maintenance and Marketing Fee** combined is budgeted at \$1.9M, an increase of \$350k. This is due to an expected increase in common area expense reimbursements, which is partially related to filling tenant vacancies as businesses are looking ahead to when COVID-19 restrictions are eased and the tourism industry, with its associated spending, returns to Seaport Village.
- **Parking** is budgeted at \$1.0M, an increase of \$100k from the reforecast which is primarily related to the Seaport Village retail center.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Real Estate is budgeted at \$86.0M, a decrease of \$1.9M, or 2.2% from the FY 2021 adopted budget. Differences from the FY 2021 revenue budget are projected in the following areas:

- **Concession Revenue** is budgeted at \$61.0M, a decrease of \$3.0M, or 4.7%. This decrease is mainly attributable to revenue projection reductions due to the anticipated adverse effects on the hotel and tourism industries as a result of

## Revenue Highlights

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the COVID-19 pandemic. Hotel percentage rent is close to three-fourths of all concession rent, followed by retail centers, marinas, and restaurants.

- **Parking** is budgeted at \$1.0M, a decrease of \$372k, or 26.4%. Parking revenue in the Real Estate department is limited to the Seaport Village retail center, and this decrease is primarily due to the pandemic's continued adverse effects on the tourism industry, of which Seaport Village relies heavily.
- **Park Usage Fees** is budgeted at \$437k, a decrease of \$254k, or 36.7%. This decrease is due to projected impact caused by COVID-19 pandemic restrictions on public gatherings.
- **Seaport Village Common Area Maintenance** is budgeted at \$1.5M, an increase of \$132K, or 9.5%, primarily due to an expected increase in common area expense reimbursements, which is partially related to filling tenant vacancies as businesses are looking ahead to when COVID-19 restrictions are eased and the tourism industry, with its associated spending, returns to Seaport Village.
- **Fixed Rent** is budgeted at \$21.9M, an increase of \$1.9M, or 9.3%, primarily due to three new anticipated agreements, in addition to another new agreement that went into effect March 1, 2021, as well as Consumer Price Index (CPI) adjustments.

### Guest Experiences – Parking

Guest Experiences - Parking is budgeted at \$10.7M, an increase of \$4.9M, or 84.2% from the FY 2021 Reforecast in section 1 page 17. This is primarily due to anticipated visitor activity on tidelands and a return in convention business.

- **Parking** is budgeted at \$6.3M, an increase of \$4.2M, primarily due to anticipated increase in visitor activity on tidelands and a return in convention and group business.
- **Fixed Rent** is no longer budgeted for FY 2022 due to the USS Midway finding alternative parking for its employees and, therefore, no longer renting a parking facility from the Port.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Guest Experiences - Parking is budgeted at \$10.7M, a decrease of \$994k, or 8.5% from the FY 2021 adopted budget. Differences from the FY 2021 revenue budget are projected in the following areas:

- **Parking** is budgeted at \$6.3M, a decrease of \$1.1M, or 14.9%, mainly due to the anticipated continued adverse effects on visitation to Convention Center and Bayfront events as a result of the COVID-19 pandemic.
- **Parking-Concession** is budgeted at \$90k, a decrease of \$692k, or 88.5%, primarily due to a reduction of long-term airport parking leases. Many of the long-term parking properties have transitioned to the Real Estate department and the subsequent revenue to be received from these properties will now be reflected under Real Estate.
- **Fixed Rent** is not budgeted for FY 2022, a year over year decrease of \$356k. This is due to the USS Midway finding alternative parking for its employees and, therefore, no longer renting a parking facility from the Port.
- **Parking Meters** is budgeted at \$3.7M, an increase of \$1.1M, or 42.3%. This increase is based on observed trends, which show parking meter recovery happening much quicker than other sectors.

## Revenue Highlights

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### Maritime

Maritime is budgeted at \$38.3M, an increase of \$4.9M, or 15.4% from the FY 2021 Reforecast in section 1 page 17. This is primarily due to anticipated increase in cargo activity.

- **Fixed Rent** is budgeted at \$18.1M, an increase \$2.1M, or 13.2%, mainly due to rent increases from the National Distribution Center.
- **Cruise Ship Passenger Fees and Security Charges** are budgeted at \$1.9M, an increase of \$1.9M, or 100%, due to cruise line business being cancelled in FY 2021 as a result of the COVID-19 pandemic.
- **Wharfage** is budgeted at \$10.8M, an increase \$505k, or 4.9%, primarily due to an increase in spot cargo and a higher projection in vehicle throughput.
- **Dockage** is budgeted at \$2.0M, an increase \$358k, or 21.3%, due to higher projections in automobile vessels and miscellaneous dockage.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Maritime is budgeted at \$38.3M, an increase of \$4.1M, or 11.9% from the FY 2021 adopted budget. Differences from the FY 2021 revenue budget are projected in the following areas:

- **Wharfage** is budgeted at \$10.8M, an increase of \$2.3M, or 26.7%, primarily due to higher projection in automobile throughput.
- **Fixed Rent** is budgeted at \$18.1M, an increase of \$2.0M, or 12.4%, due to a new eelgrass mitigation site lease, which was unbudgeted in FY 2021, as well as rent increases from the National Distribution Center.
- **Low Carbon Fuel Standard (LCFS) Revenue** is budgeted at \$685k, an increase of \$299k, or 77.5%. This new revenue was first budgeted in FY 2021. The funds are from the sale of LCFS credits generated through the use of shore power at the B Street Cruise Ship Terminal (CST) and by Dole Fresh Fruit at Tenth Avenue Marine Terminal (TAMT). FY 2022 budget is adjusted based on actual revenue from TAMT last year and projected usage at the CST.
- **Dockage** is budgeted at \$2.0M, an increase of \$287k, or 16.4%, due to higher projections in automobile vessels and miscellaneous dockage.
- **Storage Space Rental** is budgeted at \$1.7M, an increase of \$286k, or 19.7%, primarily due to higher projections in automobile storage at the National City Marine Terminal and in refrigerated container storage at the TAMT.
- **Cruise Ship Passenger Fees** is budgeted at \$1.2M, a decrease of \$725k, or 38.4%, due to lower projections in cruise vessel calls and cruise passengers as a result of the COVID-19 pandemic.
- **Cruise Ship Passenger Security Charges** is budgeted at \$728k, a decrease of \$322k, or 30.7%, due to lower projection in cruise activity as a result of the COVID-19 pandemic.

# Revenue Highlights

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## Harbor Police

Harbor Police is budgeted at \$20.4M, an increase of \$1.1M, or 6.3% from the FY 2021 Reforecast in section 1 page 17.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Harbor Police is budgeted at \$20.4M, an increase of \$2.0M, or 10.7% from the FY 2021 adopted budget. The increase is primarily due to an increase in overhead and burden allocation associated with the anticipated increase in service hours at the Airport, increased retirement cost, and non-personnel expenses.

The Harbor Police Department, in addition to serving the District tidelands, is the primary law enforcement agency at the San Diego County Regional Airport Authority (SDCRAA). The cost reimbursement for the police services provided to the SDCRAA is \$18.5M while the General and Administrative cost (G&A) reimbursement reported under the Miscellaneous profit center below is \$3.0M, bringing the total reimbursement to \$21.5M, an increase of \$2.6M over the prior year budget. The FY 2022 Public Services Provided revenue budget includes labor and burden based on actual individual officer's rate per pay period and department overhead.

Additionally, federal, state, and local grant reimbursements are budgeted at \$1.0M, a decrease of \$84k, or 7.7%, mainly due to a decrease in the emergency management program, partially offset by a new Port Security Grant for a vessel maintenance study.

## Miscellaneous

Projected other changes in revenue will occur primarily in the following areas comparing the FY 2022 budget to the FY 2021 adopted budget:

- **Grants – Capital Projects Reimbursement** is budgeted at \$5.8M, a decrease of \$250k, or 4.1%. The decrease is primarily due to the completion of the Chula Vista bike path project. FY 2022 reimbursement consists primarily of a grant for the TAMT Microgrid Infrastructure project from the California Energy Commission to demonstrate the business case for microgrids in support of California's advancement of energy resiliency and greenhouse gas reduction program, San Diego Bay Native Oyster Living Shoreline project, Emergency/Armored Vehicle project, and Port Security Grant funded projects.
- **Interest - Investments** is budgeted at \$335k, a decrease of \$465k, or 58.1%. Investment earnings are expected to be lower than prior year budget due to the anticipated adverse impact in interest rates and capital markets from the COVID-19 pandemic.
- **Partnership/Cost Sharing Reimbursement** is budgeted at \$49k, a decrease of \$435k, or 89.9% mainly due to the expiration of a partnership agreement in FY 2021 between the Port and SDG&E, which accounted for \$435k of the prior year budget.
- **Public Services Provided**, which represents reimbursements for G&A costs associated with the SDCRAA agreement for Harbor Police services, is budgeted at \$3.0M, an increase of \$354k, or 13.5%.
- **Donated Revenue**, is budgeted at \$59k, a decrease of \$362k, or 86.1%. The decrease is primarily due to pausing work related to the Coronado Bridge Lighting project for FY 2021. This revenue primarily represents commercial and private donations, as well as tenant percent for art donations. The Tenant Percent for Art Program was established in BPC Policy No. 608 and requires tenants undertaking improvements to their leaseholds to provide a tenant percent for art

## Revenue Highlights

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allocation no less than 1% of the tenant improvement's total project cost. The revenue generated here primarily funds art projects, the largest of which is the Coronado Bridge Lighting Project.

- **Car Rental Transaction Fee** is no longer budgeted due to the elimination of the fee at the beginning of FY 2021.
- **Miscellaneous Other Non-Operating Revenue** is budgeted at \$1.6M, an increase of \$1.3M, or 433.3%, mainly due to a new revenue source, the Harbor Maintenance Tax (HMT), which will be used to address maritime infrastructure needs. The HMT is levied nationwide on importers and domestic shippers to assist with maintaining berths, navigation channels, dredging sediment, engineering, and administrative costs.

## Revenue by Operating Center

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
<b>REAL ESTATE</b>					
Fixed Rent	\$ 20,144,646	\$ 20,055,000	\$ 21,922,100	\$ 1,867,100	9.3 %
Concession Revenue	67,919,457	63,994,200	60,961,800	(3,032,400)	(4.7)%
ACH Parking Facility Funding	222,502	226,300	—	(226,300)	(100.0)%
Other Rental Revenue	115,500	—	—	—	N/A
Rents	\$ 88,402,105	\$ 84,275,500	\$ 82,883,900	\$ (1,391,600)	(1.7)%
Advertising	\$ 175,833	\$ 90,000	\$ 70,000	\$ (20,000)	(22.2)%
Parking	1,419,758	1,411,700	1,039,700	(372,000)	(26.4)%
Park Usage Fees	307,692	691,000	437,200	(253,800)	(36.7)%
Reimbursed Cost/Cost Recovery	137,401	120,000	100,000	(20,000)	(16.7)%
Seaport Village Common Area Maintenance	1,494,532	1,392,800	1,524,700	131,900	9.5 %
Seaport Village Marketing Fee	440,598	374,600	352,900	(21,700)	(5.8)%
Waived Fees	(61,899)	—	—	—	N/A
Waived Fees-Tidelands Activation Program	(181,871)	(385,000)	(385,000)	—	0.0 %
Fees & Service Charges	\$ 3,732,044	\$ 3,695,100	\$ 3,139,500	\$ (555,600)	(15.0)%
Damages Recovered	\$ 8,750	\$ —	\$ —	\$ —	N/A
Misc Other Non-Operating Revenue	3,708	—	—	—	N/A
Non-Operating Revenue	\$ 12,458	\$ —	\$ —	\$ —	N/A
<b>TOTAL REAL ESTATE</b>	<b>\$ 92,146,607</b>	<b>\$ 87,970,600</b>	<b>\$ 86,023,400</b>	<b>\$ (1,947,200)</b>	<b>(2.2)%</b>
<b>GUEST EXPERIENCES - PARKING</b>					
Fixed Rent	\$ 451,883	\$ 356,400	\$ —	\$ (356,400)	(100.0)%
Rents	\$ 451,883	\$ 356,400	\$ —	\$ (356,400)	(100.0)%
Citations	\$ 720,858	\$ 636,200	\$ 692,400	\$ 56,200	8.8 %
Parking	7,944,396	7,367,400	6,272,300	(1,095,100)	(14.9)%
Parking Meters	2,839,196	2,586,300	3,680,000	1,093,700	42.3 %
Parking-Concession	1,409,614	782,400	90,000	(692,400)	(88.5)%
Reimbursed Cost/Cost Recovery	5,214	—	—	—	N/A
Waived Fees	(10,933)	—	—	—	N/A
Waived Fees-Tidelands Activation Program	(22,718)	(78,900)	(78,900)	—	0.0 %
Fees & Service Charges	\$ 12,885,627	\$ 11,293,400	\$ 10,655,800	\$ (637,600)	(5.6)%
<b>TOTAL GUEST EXPERIENCES - PARKING</b>	<b>\$ 13,337,510</b>	<b>\$ 11,649,800</b>	<b>\$ 10,655,800</b>	<b>\$ (994,000)</b>	<b>(8.5)%</b>
<b>MARITIME</b>					
Fixed Rent	\$ 15,714,162	\$ 16,125,600	\$ 18,117,800	\$ 1,992,200	12.4 %
Concession Revenue	2,233,532	1,752,200	1,743,700	(8,500)	(0.5)%
Storage Space Rental	3,031,601	1,453,800	1,740,100	286,300	19.7 %

## Revenue by Operating Center

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Other Rental Revenue	780,057	554,300	218,700	(335,600)	(60.5)%
Rents	\$ 21,759,353	\$ 19,885,900	\$ 21,820,300	\$ 1,934,400	9.7 %
Bunkering	\$ 77,571	\$ 22,800	\$ 52,000	\$ 29,200	128.1 %
Cruise Ship Passenger Fees	1,579,796	1,887,500	1,162,700	(724,800)	(38.4)%
Cruise Ship Passenger Security Charges	1,573,405	1,049,800	727,800	(322,000)	(30.7)%
Demurrage	15,250	—	—	—	N/A
Dockage	2,860,663	1,753,900	2,040,900	287,000	16.4 %
Environmental Surcharge	13,393	21,600	19,700	(1,900)	(8.8)%
Permit & License Fees	1,894	1,000	1,000	—	0.0 %
Parking	20,398	20,200	12,000	(8,200)	(40.6)%
Park Usage Fees	(500)	—	—	—	N/A
Wharfage	9,692,085	8,547,100	10,825,900	2,278,800	26.7 %
Miscellaneous Other Operating Revenue	335,765	145,800	141,000	(4,800)	(3.3)%
Waived Fees	—	(15,900)	—	15,900	(100.0)%
Waived Fees-Tidelands Activation Program	(351,416)	(70,900)	(70,900)	—	0.0 %
Fees & Service Charges	\$ 15,818,304	\$ 13,362,900	\$ 14,912,100	\$ 1,549,200	11.6 %
Utilities Furnished	\$ 134,361	\$ 107,200	\$ 115,600	\$ 8,400	7.8 %
Reimbursed Cost/Cost Recovery	47,658	59,200	50,000	(9,200)	(15.5)%
Services	\$ 182,018	\$ 166,400	\$ 165,600	\$ (800)	(0.5)%
Damages Recovered	\$ 15,076	\$ —	\$ —	\$ —	N/A
Grant Revenue-Other	11,244	10,000	10,000	—	0.0 %
Low Carbon Fuel Standard (LCFS) Revenue	1,348,616	386,000	685,300	299,300	77.5 %
Misc Other Non-Operating Revenue	280,808	—	—	—	N/A
Low Carbon Fuel Standard (LCFS) Revenue	1,348,616	386,000	685,300	299,300	77.5 %
Non-Operating Revenue	\$ 3,004,360	\$ 782,000	\$ 1,380,600	\$ 598,600	76.5 %
<b>TOTAL MARITIME</b>	<b>\$ 40,764,036</b>	<b>\$ 34,197,200</b>	<b>\$ 38,278,600</b>	<b>\$ 4,081,400</b>	<b>11.9 %</b>
<b>HARBOR POLICE</b>					
Fixed Rent	\$ 8,258	\$ 7,600	\$ —	\$ (7,600)	(100.0)%
Rents	\$ 8,258	\$ 7,600	\$ —	\$ (7,600)	(100.0)%
Citations	\$ 135,129	\$ 130,000	\$ 117,000	\$ (13,000)	(10.0)%
Piers & Floats	219,973	210,000	—	(210,000)	(100.0)%
Miscellaneous Other Operating Revenue	103,289	20,000	20,000	—	0.0 %
Fees & Service Charges	\$ 458,391	\$ 360,000	\$ 137,000	\$ (223,000)	(61.9)%
Public Services Provided	\$ 15,635,491	\$ 16,262,000	\$ 18,499,300	\$ 2,237,300	13.8 %
Reimbursed Cost/Cost Recovery	57,282	30,000	27,000	(3,000)	(10.0)%

## Revenue by Operating Center

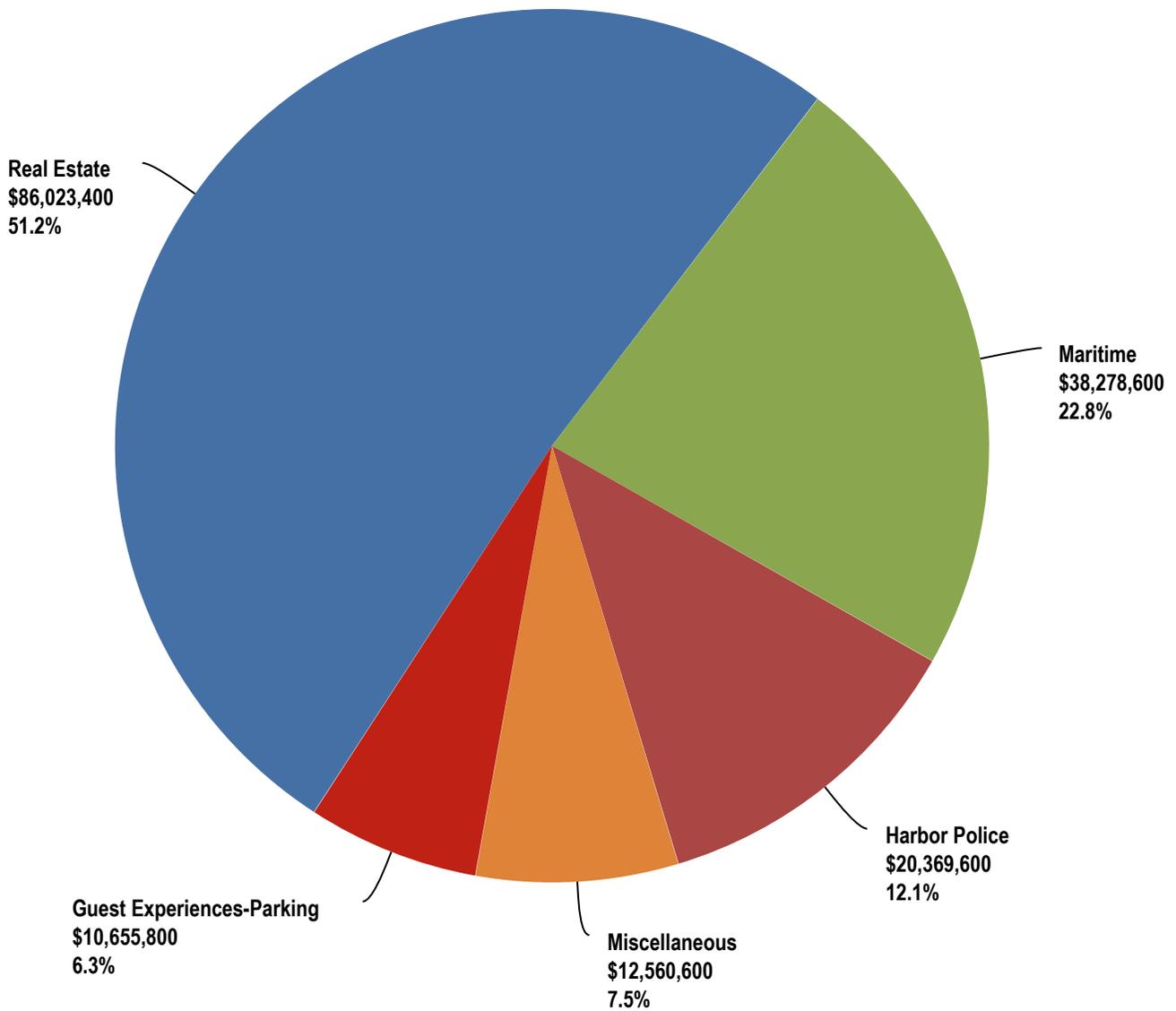
	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Services	\$ 15,692,774	\$ 16,292,000	\$ 18,526,300	\$ 2,234,300	13.7 %
Damages Recovered	\$ 4,451	\$ —	\$ —	\$ —	N/A
Grant Revenue-Other	867,703	1,092,000	1,008,000	(84,000)	(7.7)%
Donated Revenue	9,478	—	—	—	N/A
Misc Other Non-Operating Revenue	682,411	645,000	698,300	53,300	8.3 %
Gain/Loss from Disposal of Fixed Assets	(35,831)	—	—	—	N/A
Asset Forfeiture Proceeds-Harbor Police	207,557	—	—	—	N/A
Non-Operating Revenue	\$ 1,735,769	\$ 1,737,000	\$ 1,706,300	\$ (30,700)	(1.8)%
<b>TOTAL HARBOR POLICE</b>	<b>\$ 17,895,191</b>	<b>\$ 18,396,600</b>	<b>\$ 20,369,600</b>	<b>\$ 1,973,000</b>	<b>10.7 %</b>
<b>MISCELLANEOUS</b>					
Miscellaneous Other Operating Revenue	\$ 201,684	\$ —	\$ —	\$ —	N/A
Miscellaneous Other Operating Revenue	\$ 201,684	\$ —	\$ —	\$ —	N/A
Public Services Provided	\$ 2,392,829	\$ 2,624,300	\$ 2,978,300	\$ 354,000	13.5 %
Reimbursed Cost/Cost Recovery	9,163	100,000	1,000	(99,000)	(99.0)%
Services	\$ 2,401,992	\$ 2,724,300	\$ 2,979,300	\$ 255,000	9.4 %
Partnership/Cost Sharing Reimbursement	\$ 500,519	\$ 484,000	\$ 49,000	\$ (435,000)	(89.9)%
Partnership/Cost Sharing Reimbursement	\$ 500,519	\$ 484,000	\$ 49,000	\$ (435,000)	(89.9)%
Damages Recovered	\$ 1,500,300	\$ —	\$ —	\$ —	N/A
Grants-Capital Project Reimbursements CIP	8,080,396	—	3,280,200	3,280,200	N/A
Grants - Capital Project Reimbursement	1,114,583	6,047,500	2,517,600	(3,529,900)	(58.4)%
Grant Revenue-Other	349,722	—	81,000	81,000	N/A
Donated Revenue	528,637	420,000	58,500	(361,500)	(86.1)%
Reimbursed Legal Fees	910,379	—	—	—	N/A
Legal Settlements	91,399	—	—	—	N/A
Misc Other Non-Operating Revenue	700,317	300,000	1,600,000	1,300,000	433.3 %
Misc Other Non-Operating Revenue	700,317	300,000	1,600,000	1,300,000	433.3 %
Car Rental Transaction Fees	3,234,340	3,000,000	—	(3,000,000)	(100.0)%
Sale of Surplus Items - Proceeds	131,277	60,000	60,000	—	0.0 %
Gain/Loss from Disposal of Fixed Assets	(10,930)	—	—	—	N/A
Non-Operating Revenue	\$ 17,330,734	\$ 10,127,500	\$ 9,197,300	\$ (930,200)	(9.2)%
Interest - Investments	\$ 2,497,620	\$ 800,000	\$ 335,000	\$ (465,000)	(58.1)%
Interest - Unamortized Bond Premium	143,786	—	—	—	N/A
Unrealized Gain/Loss On Inv. (GASB 31)	(42,473)	—	—	—	N/A
Interest - Miscellaneous and Late Fees	102,572	—	—	—	N/A
Investment Revenue	\$ 2,701,504	\$ 800,000	\$ 335,000	\$ (465,000)	(58.1)%

## Revenue by Operating Center

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Discounts Earned	\$ 2,129	\$ —	\$ —	\$ —	N/A
Other Revenue	\$ 2,129	\$ —	\$ —	\$ —	N/A
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 23,138,563</b>	<b>\$ 14,135,800</b>	<b>\$ 12,560,600</b>	<b>\$ (1,575,200)</b>	<b>(11.1)%</b>
<b>TOTAL REVENUE</b>	<b>\$ 187,281,906</b>	<b>\$ 166,350,000</b>	<b>\$ 167,888,000</b>	<b>\$ 1,538,000</b>	<b>0.9 %</b>

# Revenue by Operating Center

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**TOTAL REVENUE \$ 167,202,700**

## Revenue by Account

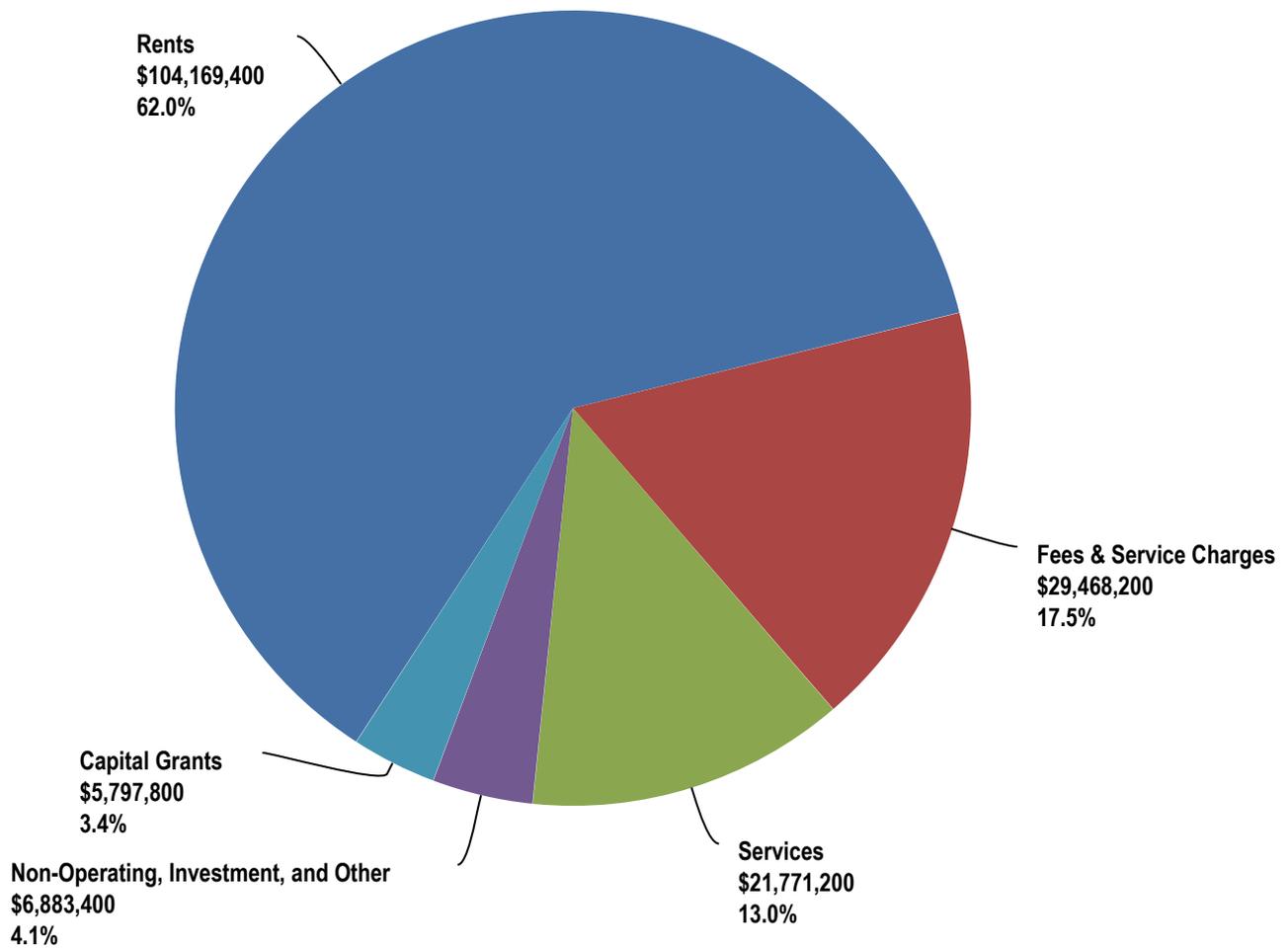
	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Fixed Rent	\$ 36,318,949	\$ 36,544,600	\$ 40,039,900	\$ 3,495,300	9.6 %
Concession Revenue	70,152,989	65,746,400	62,705,500	(3,040,900)	(4.6)%
Storage Space Rental	3,031,601	1,453,800	1,740,100	286,300	19.7 %
ACH Parking Facility Funding	222,502	226,300	—	(226,300)	(100.0)%
Other Rental Revenue	895,557	554,300	218,700	(335,600)	(60.5)%
Waived Fees	(72,832)	(15,900)	—	15,900	(100.0)%
Waived Fees-Tidelands Activation Program	(556,005)	(534,800)	(534,800)	—	0.0 %
<b>RENTS</b>	<b>\$ 109,992,761</b>	<b>\$ 103,974,700</b>	<b>\$ 104,169,400</b>	<b>\$ 194,700</b>	<b>0.2 %</b>
Bunkering	\$ 77,571	\$ 22,800	\$ 52,000	\$ 29,200	128.1 %
Advertising	175,833	90,000	70,000	(20,000)	(22.2)%
Citations	855,987	766,200	809,400	43,200	5.6 %
Cruise Ship Passenger Fees	1,579,796	1,887,500	1,162,700	(724,800)	(38.4)%
Cruise Ship Passenger Security Charges	1,573,405	1,049,800	727,800	(322,000)	(30.7)%
Demurrage	15,250	—	—	—	N/A
Dockage	2,860,663	1,753,900	2,040,900	287,000	16.4 %
Environmental Surcharge	13,393	21,600	19,700	(1,900)	(8.8)%
Permit & License Fees	1,894	1,000	1,000	—	0.0 %
Parking	9,384,553	8,799,300	7,324,000	(1,475,300)	(16.8)%
Parking Meters	2,839,196	2,586,300	3,680,000	1,093,700	42.3 %
Parking-Concession	1,409,614	782,400	90,000	(692,400)	(88.5)%
Park Usage Fees	307,192	691,000	437,200	(253,800)	(36.7)%
Piers & Floats	219,973	210,000	189,000	(21,000)	(10.0)%
Seaport Village Common Area Maintenance	1,494,532	1,392,800	1,524,700	131,900	9.5 %
Seaport Village Marketing Fee	440,598	374,600	352,900	(21,700)	(5.8)%
Wharfage	9,692,085	8,547,100	10,825,900	2,278,800	26.7 %
Miscellaneous Other Operating Revenue	640,738	165,800	161,000	(4,800)	(2.9)%
<b>FEES &amp; SERVICE CHARGES</b>	<b>\$ 33,582,274</b>	<b>\$ 29,142,100</b>	<b>\$ 29,468,200</b>	<b>\$ 326,100</b>	<b>1.1 %</b>
Public Services Provided	\$ 18,028,320	\$ 18,886,300	\$ 21,477,600	\$ 2,591,300	13.7 %
Utilities Furnished	134,361	107,200	115,600	8,400	7.8 %
Reimbursed Cost/Cost Recovery	256,718	309,200	178,000	(131,200)	(42.4)%
<b>SERVICES</b>	<b>\$ 18,419,399</b>	<b>\$ 19,302,700</b>	<b>\$ 21,771,200</b>	<b>\$ 2,468,500</b>	<b>12.8 %</b>
Partnership/Cost Sharing Reimbursement	\$ 500,519	\$ 484,000	\$ 49,000	\$ (435,000)	(89.9)%
<b>OTHER</b>	<b>\$ 500,519</b>	<b>\$ 484,000</b>	<b>\$ 49,000</b>	<b>\$ (435,000)</b>	<b>(89.9)%</b>
Damages Recovered	\$ 1,528,577	\$ —	\$ —	\$ —	N/A
Grants - Capital Project Reimbursement	9,194,979	6,047,500	5,797,800	(249,700)	(4.1)%
Grant Revenue-Other	1,228,669	1,102,000	1,099,000	(3,000)	(0.3)%

## Revenue by Account

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Donated Revenue	538,116	420,000	58,500	(361,500)	(86.1)%
Reimbursed Legal Fees	910,379	—	—	—	N/A
Legal Settlements	91,399	—	—	—	N/A
Misc Other Non-Operating Revenue	1,667,242	945,000	2,298,300	1,353,300	143.2 %
Low Carbon Fuel Standard (LCFS) Revenue	1,348,616	386,000	685,300	299,300	77.5 %
Misc Other Non-Operating Revenue	1,667,242	945,000	2,298,300	1,353,300	143.2 %
Car Rental Transaction Fees	3,234,340	3,000,000	—	(3,000,000)	(100.0)%
Sale of Surplus Items - Proceeds	131,277	60,000	60,000	—	0.0 %
Gain/Loss from Disposal of Fixed Assets	(453,775)	—	—	—	N/A
Asset Forfeiture Proceeds-Harbor Police	207,557	—	—	—	N/A
Interest - Investments	2,497,620	800,000	335,000	(465,000)	(58.1)%
Interest - Unamortized Bond Premium	143,786	—	—	—	N/A
Unrealized Gain/Loss On Inv. (GASB 31)	(42,473)	—	—	—	N/A
Interest - Miscellaneous and Late Fees	102,572	—	—	—	N/A
Discounts Earned	2,129	—	—	—	N/A
<b>NON-OPERATING REVENUE</b>	<b>\$ 23,998,250</b>	<b>\$ 13,705,500</b>	<b>\$ 12,632,200</b>	<b>\$ (1,073,300)</b>	<b>(7.8)%</b>
<b>TOTAL REVENUE</b>	<b>\$ 186,493,202</b>	<b>\$ 166,609,000</b>	<b>\$ 168,090,000</b>	<b>\$ 1,481,000</b>	<b>0.9 %</b>

# Revenue by Account

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**TOTAL REVENUE \$ 168,090,000**

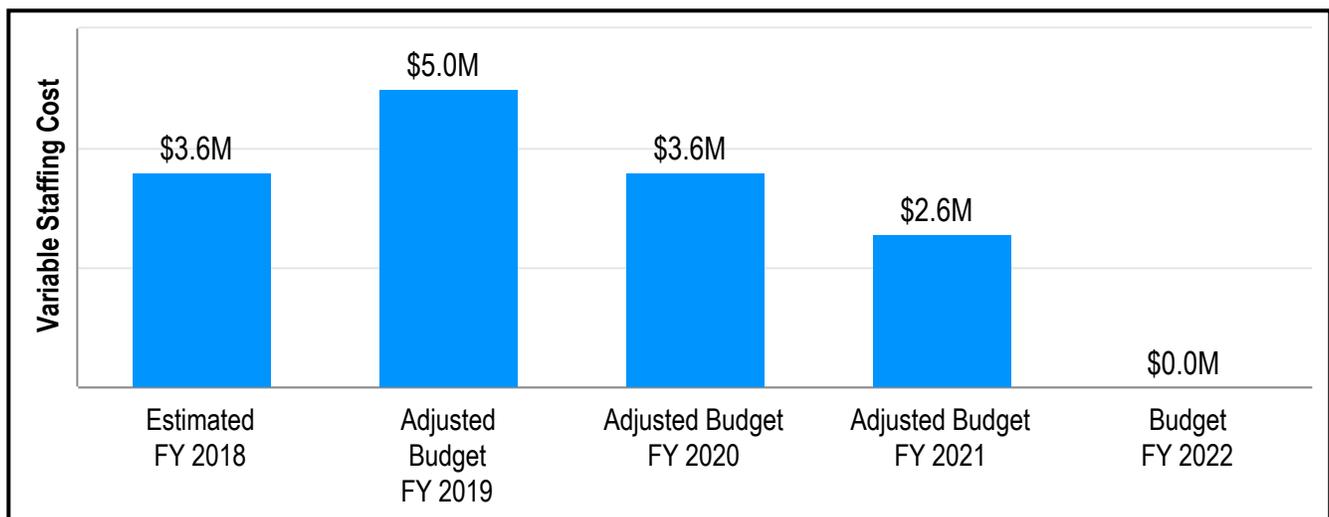
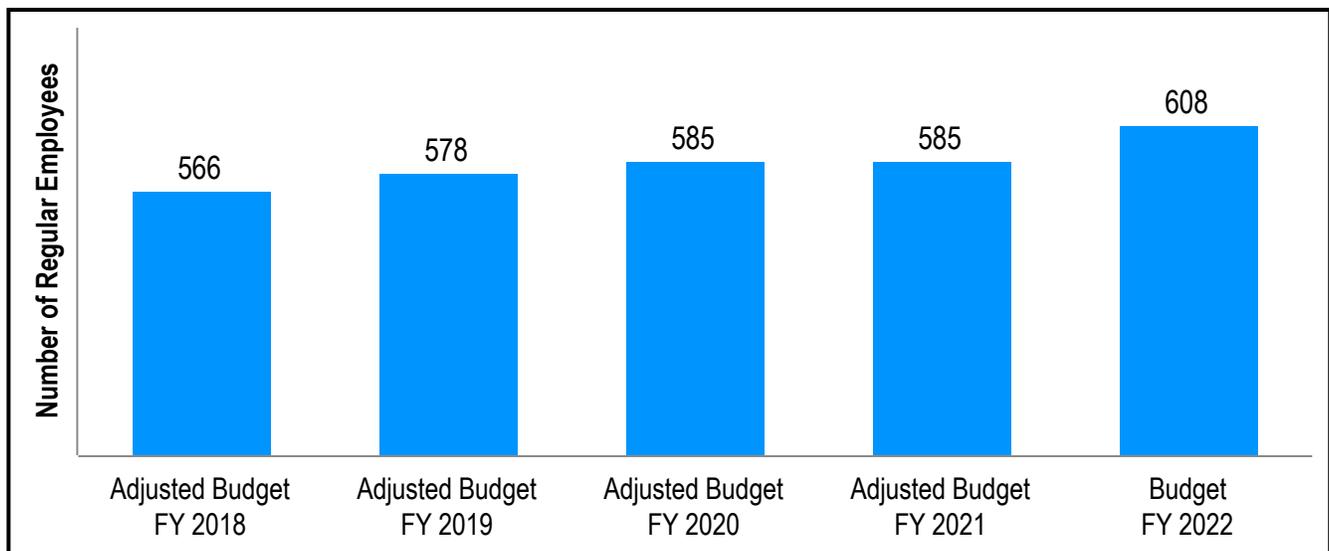
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## Staffing Overview

As the economy reopens and recovers from the downturn caused by the COVID-19 pandemic, the District will continue its personnel vacancy management, however will reintroduce a return of filling critical vacant positions to meet the anticipated increase in economic activities and demands of running a back-to-normal operations along with executing the District's strategic goals.

A budget strategy was adopted in recent years to add personnel as limited through a variable staffing cost center. It was thought that resources could be applied as needed as projects and priorities changed. It has not worked out as designed and these resources have been dedicated to ongoing projects. In that regard all limited personnel, with one exception due to a unique circumstance, have been converted to regular employees.

During the pandemic, the District relied on the flexibility of having variable staffing which may be reduced at any time as the nature of those services were limited in duration. As we recover and with an anticipated growth in revenues, the District will convert 23 limited employees to regular employees. The increase in the FY 2022 staffing below is a result of converting limited employees to regular employees.



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## Expense Highlights

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Total operating and non-operating expenses for the District are budgeted at \$160.4M, an increase of \$8.8M, or 5.8% from the FY 2021 reforecast and a decrease of \$3.2M, or 2.0%, from the prior fiscal year adopted budget. As a direct consequence of the COVID-19 pandemic, the hospitality and maritime trade economic activity that generates the revenues necessary for our mission-critical work has dropped into dramatic decline in FY 2020 and FY 2021. Unlike many public agencies, the District receives no tax funds to help stabilize revenues in the midst of this crisis.

Significant variances are projected in the following areas:

### Personnel Expense

Personnel Expense is budgeted at \$105.6M, an increase of \$7.5M, or 7.7% from the FY 2021 Reforecast in section 1 page 17. This is primarily due to an increase in the District's actuarial determined contribution to the pension plan, a reduction in position vacancies as mission-critical positions are filled, as well as restoring the 2.0% pay cut for unrepresented employees with annual salaries greater than \$75k.

- **Salaries & Wages** (not including Overtime) is budgeted at \$59.4M, an increase of \$3.7M, or 6.6%, as more positions that were frozen during the pandemic are filled in FY 2022. In addition, the 2.0% pay cut, for unrepresented employees with annual salaries greater than \$75k, that was implemented last fiscal year, will be restored.
- **Burden** is budgeted at \$43.2M, an increase of \$3.8M, or 9.6% primarily due to an increase in the District's actuarial determined contribution to the pension plan.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Fiscal Year 2022 Personnel Expense is budgeted at \$105.6M, a \$3.9M decrease or 3.8% from the previous year's adjusted budget.

Budgeted Personnel Expense consists of Salaries & Wages, Overtime, and Burden.

- **Salaries & Wages** (not including Overtime) is budgeted at \$59.4M, a decrease of \$1.8M, or 3.1%.
- **Burden** is budgeted at \$43.2M, an increase of \$2.0M, or 4.7% from the prior fiscal year. This increase is primarily due to a \$2.4M increase in the District's actuarial determined contribution to the pension plan, offset by lower budgeted health insurance premium.

### Non-Personnel Expense

Non-Personnel Expense (NPE) is budgeted at \$53.8M, an increase of \$737k, or 1.4% from the FY 2021 Reforecast in section 1 page 17. This is primarily due to the following:

- **Facilities Maintenance - Outside Services** is budgeted at \$3.8M, an increase of \$1.1M, or 38.6%.
- **Services - Operator Retention** is budgeted at \$2.5M, an \$800k increase, or 46.9%. This is the operator fee for NCMT and is based on revenue generated at the terminal.
- **Services - Professional & Other** is budgeted at \$6.9M, an increase of \$473k, or 7.4%. This line item was reduced in the reforecast to delays in projects from the impact of COVID-19.
- **Facilities Management Services** is budgeted at \$2.4M, an increase of \$433k, or 22.0%.
- **Tenant Improvements** is not budgeted in FY 2022, a decrease of \$300k, or 100%.
- **Marketing/Outreach** is budgeted at \$545k, and decrease of \$378k, or 41.0%.

## Expense Highlights

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- **Eligible Environmental Fund Expenditures** is budgeted at \$100k, a decrease of \$800k, or 88.9%.

### Below is a comparison of the FY 2022 budget to the FY 2021 adopted budget.

Overall, Non-Personnel Expense (NPE) is budgeted at \$53.8M, a decrease of \$701k, or 1.3%, from the prior fiscal year budget. Significant budget-to-budget variances for certain NPE accounts are due to reductions in FY2022 budgets to primarily focus on the cost of minimum work and regulatory requirements required to remain in compliance, and to advance our top priority projects during the COVID-19 pandemic:

- **Services - Security** is budgeted at \$1.7M, a decrease of \$361k, or 17.8%.
- **Services - Operator Retention** is budgeted at \$2.5M, an increase of \$535k, or 27.2%.
- **Facilities Maintenance - Outside Services** is budgeted at \$3.8M, an increase of \$1.1M, or 38.6%.
- **Equipment Maintenance - Outside Services** is budgeted at \$1.2M, a decrease of \$293k, or 19.9%.
- **Tenant Improvements** is not budgeted, a decrease of \$575k, or 100.0%.
- **Marketing /Outreach** is budgeted at \$545k, a decrease of \$378k, or 41.0%.
- **Eligible Environmental Fund Expenditures** is budgeted at \$100k, a decrease of \$800k, or 88.9%.
- **Joint Programs/Studies Assistance** is budgeted at \$424k, a decrease of \$249k, or 37.0%.

### Capitalized Labor

Capitalized labor is budgeted at \$1.9M, a decrease of \$475k, or 20.2%, from the prior fiscal year. Capitalized labor is internal labor costs (personnel and overhead) that are directly incurred in the development and 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 2022 is included in the CIP, MM, Other Capital Projects, and TMP project budgets.

## Expense by Account

LINE ITEM	ACTUAL	ADJUSTED	BUDGET FY 2022	CHANGE	
	RESULTS FY 2020	BUDGET FY 2021		FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 56,996,395	\$ 57,636,000	\$ 59,396,800	\$ 1,760,800	3.1 %
Overtime	3,049,613	2,775,400	2,938,000	162,600	5.9 %
Temporary Personnel	206,567	—	—	—	N/A
<b>SALARIES &amp; WAGES</b>	<b>\$ 60,252,575</b>	<b>\$ 60,411,400</b>	<b>\$ 62,334,800</b>	<b>\$ 1,923,400</b>	<b>3.2 %</b>
Burden Expense	\$ 38,626,241	\$ 41,269,700	\$ 43,219,800	\$ 1,950,100	4.7 %
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 98,878,816</b>	<b>\$ 101,681,100</b>	<b>\$ 105,554,600</b>	<b>\$ 3,873,500</b>	<b>3.8 %</b>
Awards - Service	\$ 324	\$ 700	\$ 900	\$ 200	28.6 %
Books & Periodicals	65,906	40,900	41,200	300	0.7 %
Employee Recognition	17,076	8,100	23,500	15,400	190.1 %
Memberships & Dues	257,847	157,400	177,600	20,200	12.8 %
Health & Wellness	11,810	200	—	(200)	(100.0)%
Recruiting	55,876	12,200	2,600	(9,600)	(78.7)%
Seminars & Training	406,452	249,600	265,000	15,400	6.2 %
Tuition Reimbursement Program	51,594	31,600	31,600	—	0.0 %
<b>STAFF DEVELOPMENT</b>	<b>\$ 866,885</b>	<b>\$ 500,700</b>	<b>\$ 542,400</b>	<b>\$ 41,700</b>	<b>8.3 %</b>
Mileage Reimbursement	\$ 198,804	\$ 177,200	\$ 185,500	\$ 8,300	4.7 %
Travel	455,934	216,800	146,500	(70,300)	(32.4)%
<b>TRAVEL</b>	<b>\$ 654,738</b>	<b>\$ 394,000</b>	<b>\$ 332,000</b>	<b>\$ (62,000)</b>	<b>(15.7)%</b>
Services - Professional & Other	\$ 11,197,651	\$ 6,754,500	\$ 6,867,000	\$ 112,500	1.7 %
Services - Legal - Port Attorney	1,914,248	1,524,500	1,524,500	—	0.0 %
Services - Security	2,447,665	2,026,800	1,665,800	(361,000)	(17.8)%
Services - Operator Retention	2,435,981	1,970,400	2,505,600	535,200	27.2 %
Aquaculture & Blue Technology	225,000	195,000	190,000	(5,000)	(2.6)%
<b>CONTRACTUAL SERVICES</b>	<b>\$ 18,220,545</b>	<b>\$ 12,471,200</b>	<b>\$ 12,752,900</b>	<b>\$ 281,700</b>	<b>2.3 %</b>
Breakage & Obsolescence	\$ 1,755	\$ —	\$ —	\$ —	N/A
Equipment & Systems	2,430,980	2,006,000	2,212,800	206,800	10.3 %
Equipment Rental/Leasing	312,467	250,500	175,900	(74,600)	(29.8)%
Office & Operating Supplies	261,808	232,600	205,800	(26,800)	(11.5)%
Postage & Shipping	25,943	37,600	34,300	(3,300)	(8.8)%
Safety Equipment & Supplies	347,576	316,400	320,700	4,300	1.4 %
Small Tools	53,230	20,900	20,900	—	0.0 %
Fuel & Lubricants	629,082	668,900	642,500	(26,400)	(3.9)%
Parking Meter Supplies	23,578	12,000	12,000	—	0.0 %
Uniforms	281,362	291,600	274,100	(17,500)	(6.0)%
<b>SUPPLIES &amp; EQUIPMENT</b>	<b>\$ 4,367,782</b>	<b>\$ 3,836,500</b>	<b>\$ 3,899,000</b>	<b>\$ 62,500</b>	<b>1.6 %</b>
Space Rental	\$ 906,351	\$ 1,051,700	\$ 1,067,200	\$ 15,500	1.5 %

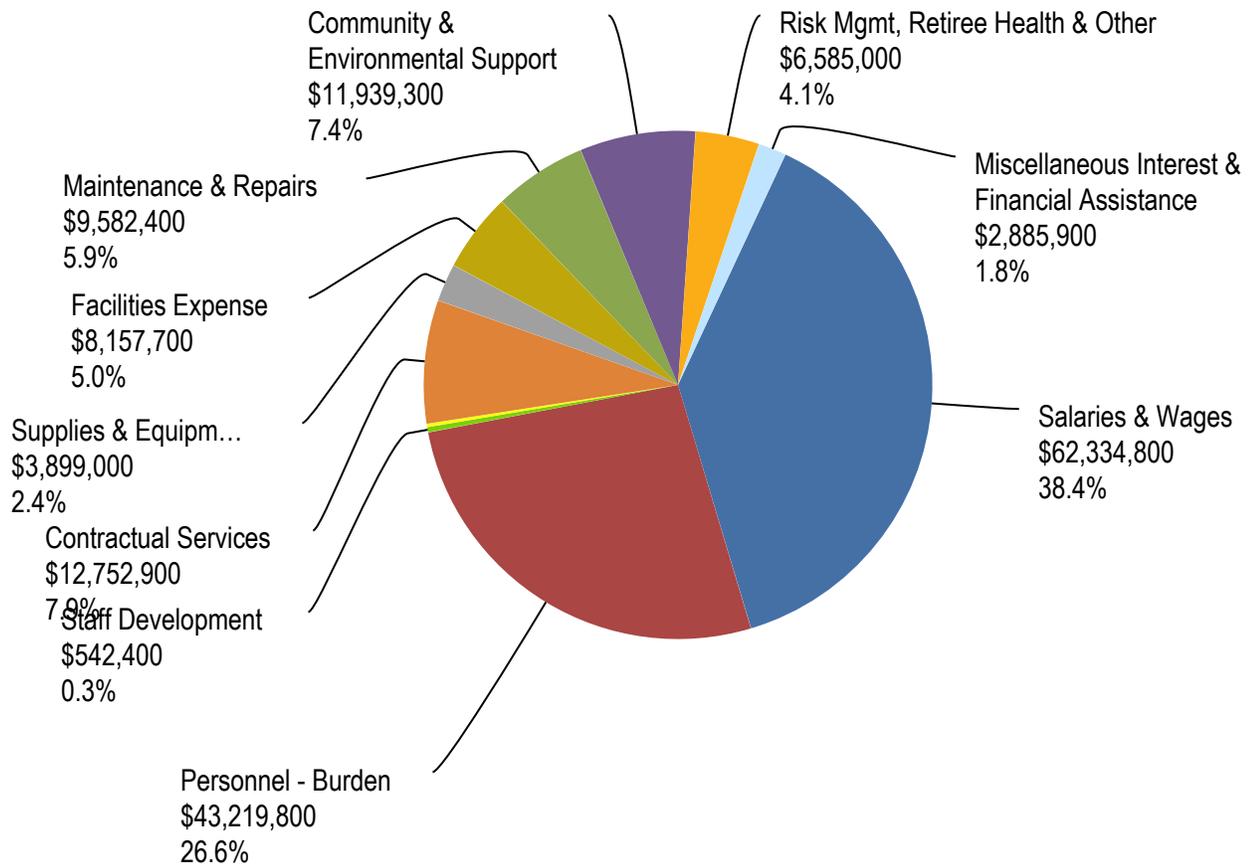
## Expense by Account

LINE ITEM	ACTUAL	ADJUSTED	BUDGET FY 2022	CHANGE	
	RESULTS FY 2020	BUDGET FY 2021		FY 2022-2021 BUDGET	% CHANGE
Telephone & Communications	1,179,199	1,322,300	1,058,100	(264,200)	(20.0)%
Utilities - Gas & Electric	1,568,962	1,690,000	1,964,000	274,000	16.2 %
Utilities - Water	1,373,897	1,500,000	1,650,000	150,000	10.0 %
Facility Management Services	2,495,170	2,578,600	2,418,400	(160,200)	(6.2)%
<b>FACILITIES EXPENSE</b>	<b>\$ 7,523,579</b>	<b>\$ 8,142,600</b>	<b>\$ 8,157,700</b>	<b>\$ 15,100</b>	<b>0.2 %</b>
Common Area Maintenance	\$ 1,983,192	\$ 2,000,300	\$ 2,000,300	\$ —	0.0 %
Facilities Maintenance - Supplies	897,894	610,800	633,800	23,000	3.8 %
Facilities Maintenance - Outside Services	3,525,802	2,753,300	3,815,100	1,061,800	38.6 %
Major Maintenance Expense	\$408,959	\$510,000	275,000	(235,000)	(46.1)%
Equipment Maintenance - Supplies	289,339	279,200	280,400	1,200	0.4 %
Equipment Maintenance - Outside Services	1,479,658	1,472,000	1,179,500	(292,500)	(19.9)%
As - Needed Maintenance	1,184,394	601,400	619,200	17,800	3.0 %
Software Maintenance	692,663	864,200	779,100	(85,100)	(9.8)%
Tenant Improvements	1,422,211	575,000	—	(575,000)	(100.0)%
<b>MAINTENANCE &amp; REPAIRS</b>	<b>\$ 11,884,112</b>	<b>\$ 9,666,200</b>	<b>\$ 9,582,400</b>	<b>\$ (83,800)</b>	<b>(0.9)%</b>
Advertising	\$ 20,199	\$ 45,400	\$ 39,400	\$ (6,000)	(13.2)%
Marketing Fees	595,678.11	580,400	580,400	—	0.0 %
Marketing/Outreach	1,621,338	923,000	544,900	(378,100)	(41.0)%
Promotional Services	425,465	122,500	183,800	61,300	50.0 %
Promotional Materials	199,859	66,900	35,700	(31,200)	(46.6)%
Svcs - Fire, Police, Rescue, Emergency	8,118,688	8,329,800	8,526,100	196,300	2.4 %
Eligible Environmental Fund Expenditures	1,136,523	900,000	100,000	(800,000)	(88.9)%
Grant Funded Expenditures	496,390	536,400	472,100	(64,300)	(12.0)%
Public Art Fund Expenditures	485,626.24	400,000	151,500	(248,500)	(62.1)%
Remediation	334,813	300,000	136,400	(163,600)	(54.5)%
Refuse & Hazardous Waste Disposal	238,027	159,000	190,000	31,000	19.5 %
Joint Programs/Studies Assistance	647,680	672,600	424,000	(248,600)	(37.0)%
Public Art Program	108,947	55,400	555,000	499,600	901.8 %
<b>COMMUNITY &amp; ENVIRONMENTAL SUPPORT</b>	<b>\$ 14,429,234</b>	<b>\$ 13,091,400</b>	<b>\$ 11,939,300</b>	<b>\$ (1,152,100)</b>	<b>(8.8)%</b>
Bank & Credit Card Fees	\$ 313,958	\$ 268,100	\$ 284,500	\$ 16,400	6.1 %
Insurance	1,575,011	1,998,100	1,998,100	—	0.0 %
Insurance Claims	—	800	400	(400)	(50.0)%
Permits/Certificates/License	64,232	56,400	46,000	(10,400)	(18.4)%
Legal Settlements	33,516	—	—	—	N/A
Retiree Health Benefits (Paid)	3,636,110	3,642,000	3,982,000	340,000	9.3 %
Preservation of Benefits Plan (POB)	261,000	265,000	265,000	—	0.0 %
Other Miscellaneous Operating Expenses	205,696	159,000	9,000	(150,000)	(94.3)%

## Expense by Account

LINE ITEM	ACTUAL	ADJUSTED	BUDGET FY 2022	CHANGE	% CHANGE
	RESULTS FY 2020	BUDGET FY 2021		FY 2022-2021 BUDGET	
<b>RISK MGMT, RETIREE HEALTH &amp; OTHER</b>	\$ 6,089,523	\$ 6,389,400	\$ 6,585,000	\$ 195,600	3.1 %
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 64,036,398	\$ 54,492,000	\$ 53,790,700	\$ (701,300)	(1.3)%
Capitalized Labor	\$ (3,985,083)	\$ (2,350,000)	\$ (1,875,000)	\$ 475,000	(20.2)%
<b>SUBTOTAL OPERATING</b>	\$ 158,930,131	\$ 153,823,100	\$ 157,470,300	\$ 3,647,200	2.4 %
Financial Assistance/Grants/Contributions	\$ 772,195	\$ 865,000	\$ 603,000	\$ (262,000)	(30.3)%
<b>FINANCIAL ASSISTANCE</b>	\$ 772,195	\$ 865,000	\$ 603,000	\$ (262,000)	(30.3)%
Interest-SDCRAA, NEVP, & Other Misc	\$ 1,711,232	\$ 1,560,700	\$ 1,440,900	\$ (119,800)	(7.7)%
Interest Expense - Series A 2004 Bonds	9,788	—	—	—	N/A
Interest Expense - Series A 2013 Bonds	975,953	890,100	842,000	(48,100)	(5.4)%
<b>MISCELLANEOUS INTEREST</b>	\$ 2,696,973	\$ 2,450,800	\$ 2,282,900	\$ (167,900)	(6.9)%
Seized Asset/Forfeitures-Harbor Police	\$ 52,640	\$ —	\$ —	\$ —	N/A
Non-Operating Legal Costs	8,390,980	—	—	—	N/A
Other Misc Non-Operating Expense	715,667	—	—	—	N/A
<b>OTHER MISCELLANEOUS</b>	\$ 9,159,287	\$ —	\$ —	\$ —	N/A
<b>SUBTOTAL NON-OPERATING</b>	\$ 12,628,455	\$ 3,315,800	\$ 2,885,900	\$ (429,900)	(13.0)%
<b>TOTAL</b>	\$ 171,558,587	\$ 157,138,900	\$ 160,356,200	\$ 3,217,300	2.0 %

# Expense by Account



<b>EXPENSE</b>	<b>\$ 162,231,200</b>
<b>CAPITALIZED LABOR</b>	<b>(1,875,000)</b>
<b>TOTAL EXPENSE</b>	<b>\$ 160,356,200</b>

## Debt Management Highlights

**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.

**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 2004 series A bonds were fully paid in August 2019. 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.

**Debt Service Payments FY 2022.** Payments are estimated at \$6.8M (see table below).

**Debt Limits.** According to section 29 of 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 2022
SDCRAA Promissory Note	\$ 2,243,600	\$ 1,440,900	\$ 3,684,500
2013 Revenue Bonds (Series A)	2,095,000	1,049,900	3,144,900
<b>TOTAL</b>	<b>\$ 4,338,600</b>	<b>\$ 2,490,800</b>	<b>\$ 6,829,400</b>

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## Equipment Outlay and Other Capital Projects

DEPARTMENT	DESCRIPTION	QTY	BUDGET FY 2022
Environmental Conservation	SAN DIEGO BAY NATIVE OYSTER LIVING SHORELINE <sup>(1) (4)</sup>	1	\$ 904,900
		<b>1</b>	<b>\$ 904,900</b>
General Services	VESSEL PUMP OUT STATION <sup>(2) (4)</sup>	5	\$ 172,000
		<b>5</b>	<b>\$ 172,000</b>
Guest Experiences-Parking	PARKING METERS	30	\$ 285,000
		<b>30</b>	<b>\$ 285,000</b>
Harbor Police	ARMORED VEHICLE <sup>(3)</sup>	1	\$ 397,000
Harbor Police	PATROL VEHICLE BUILDOUT	3	105,000
Harbor Police	POLICE PATROL VEHICLE	3	144,000
Harbor Police	RES-Q SLINGS FOR HP VESSELS <sup>(3)</sup>	5	35,000
Harbor Police	WAVCAM CAMERA-IB PIER <sup>(3)</sup>	1	350,000
		<b>13</b>	<b>\$ 1,031,000</b>
Maritime	6' x 20' YOKOHAMA FENDERS	2	\$ 32,000
Maritime	COAST GUARD PHASE II TENANT IMPROVEMENT <sup>(4) (5)</sup>	1	1,600,000
		<b>3</b>	<b>\$ 1,632,000</b>
Real Estate	SEAPORT VILLAGE TENANT IMPROVEMENTS <sup>(4) (6)</sup>	1	\$ 4,534,000
		<b>1</b>	<b>\$ 4,534,000</b>
	CAPITALIZED LABOR		\$ 250,000
			<b>\$ 250,000</b>
<b>TOTAL</b>		<b>53</b>	<b>\$ 8,808,900</b>

## Notes:

<sup>(1)</sup> Partially funded by a grant from the US Department of the Interior Fish and Wildlife Service as well as funds from a restricted account for eelgrass

<sup>(2)</sup> Partially grant funded

<sup>(3)</sup> Fully grant funded

<sup>(4)</sup> Other Capital Projects

<sup>(5)</sup> Includes an estimated \$1.6 million of carryover funds from FY 2021

<sup>(6)</sup> Includes an estimated \$1.7 million of carryover funds from FY 2021

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## Seaport Village Highlights

Seaport Village is a tourist-oriented specialty retail shopping center consisting of approximately 90,000 square feet of specialty retailers, restaurants, outdoor entertainment, and parking on an approximately 14-acre Bayfront site located at 849 West Harbor Drive in San Diego, California. Seaport Village was managed and operated by Terramar Retail Centers, LLC (Terramar) on behalf of Seaport Village Operating Company, LLC under a long-term ground lease which expired on September 30, 2018. The District assumed ownership of the Seaport Village assets on October 1, 2018, which consist of 32 buildings and one over-water structure. The property has 58 tenants and is currently managed and operated by a property management company on the District's behalf.

For FY 2022, the District is budgeting approximately \$4.5M in revenue for Seaport Village, which consists of four categories: base rent generated from tenant leases (fixed and concession revenue), common area maintenance (CAM) fee recovery income, marketing fee recovery income, and parking revenue. The District is budgeting approximately \$3.1M in operating expenses for Seaport Village, based on the following three categories: projected leasing commissions to the District's commercial broker for leasing vacant spaces; management's operating budget for the day-to-day management, operation, and maintenance of Seaport Village; and marketing expenditures to spread the word about this unique waterfront venue. The District is also budgeting \$4.5M in investment spending for tenant improvements, \$2.8M of which is for new tenant Malibu Farm. By investing in these expenditures, the District will be taking a proactive approach in order to ensure that Seaport Village operates efficiently and continues to serve as a vibrant and prosperous waterfront destination for residents, visitors and the businesses that operate it until the redevelopment of the Central Embarcadero commences.

<b>SUMMARY OF SEAPORT VILLAGE REVENUE AND EXPENDITURES</b>	<b>BUDGET FY 2022</b>
<b>Revenue Sources:</b> <sup>(1)</sup>	
Fixed Rent	\$ 26,900
Concession Revenue	1,507,500
Common Area Maintenance	1,524,700
Marketing Fee	352,900
Parking Revenue	1,039,700
<b>Total Revenue Sources</b>	<b>\$ 4,451,700</b>
<b>Operating Expenses:</b> <sup>(2)</sup>	
Broker Services	\$ 489,800
Common Area Maintenance <sup>(3)</sup>	2,000,300
Marketing Fee	580,400
<b>Total Operating Expenses</b>	<b>\$ 3,070,500</b>
<b>Operating Income</b>	<b>\$ 1,381,200</b>
<b>Investment Spending:</b>	
Tenant Improvements <sup>(4)</sup>	\$ 4,534,000
<b>Total Investment Spending</b>	<b>\$ 4,534,000</b>
<b>Total Income After Investment Spending</b>	<b>\$ (3,152,800)</b>

**Notes:**

- (1) Revenue sources for Seaport Village are budgeted in the Real Estate profit center (see Section 3, Page 8)
- (2) Operating expenses are budgeted in Real Estate (see Section 4, Page 171)
- (3) Management's operating budget is included in Common Area Maintenance expense
- (4) Tenant Improvements are budgeted in Equipment Outlay and Other Capital Projects (see Section 3, Page 27)

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## Public Art Fund Highlights

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In 1982, the Public Art Fund was established in BPC Policy No. 609: Public Art Programs, for the purpose of accumulating funds for the inclusion of public artworks within the tidelands of the District's five member cities to help create a vibrant waterfront destination. Since then, most of the 70 permanent public artworks now in the District's "Tidelands Collection," plus numerous temporary artwork exhibitions, have been funded from the Public Art Fund. Though originally funded by an annual budget set-aside equivalent to a fraction of one-percent of the District's projected annual gross revenues, plus accrued interest, the Public Art Fund has since become, as well, a depository for funds received from other sources, such as: tenant percent for art in-lieu of contributions; aggregated percent for art contributions from Capital Improvement Program projects; art-related grants, donations or bequests from outside sources; and any future income that may accrue from the potential sale, loan or licensing of artworks. Monies in the Public Art Fund are reserved for expenditures for special art acquisitions or exhibitions of exceptional merit, quality, and significance for the tidelands and the greater San Diego region.

The District's vision for the waterfront includes investing in the community through creative placemaking with innovative artworks, cultural programming, and activation opportunities that enhance the visual excitement and cultural richness of District tidelands. Parks & Recreation staff provides leadership, advocacy, and support for arts and culture programming that contributes to the creative economy and economic vitality of the region. The 13-member Arts, Culture & Design Committee serves as an advisory panel to staff and the Board of Port Commissioners and supports the development of arts and cultural programs within the District's jurisdiction.

### **Coronado Bridge Lighting Project**

The goal of the project is to illuminate the San Diego-Coronado Bridge with an artistic and dynamic colored light-emitting diode (LED) lighting installation that is computer-programmable and powered by sustainable energy sources. The project is being funded through charitable donations from businesses and the public, and in-lieu percent-for-art contributions from District tenants. The timeline for the project is contingent upon the availability of funding.

In FY 2022, the District will continue progressing through Phase 2 of the bridge lighting project, which commenced during the third quarter of FY 2018 and is projected to continue through mid-FY 2023. During Phase 2, the design team, consisting of the artist, architectural lighting specialists, and consulting engineers, will continue developing and updating the bridge lighting concept design and documenting its full project description in a project report. Concurrently during FY 2022, work will advance on the project's Phase 3 design development with a goal of achieving 60% design submittal within the fiscal year.

The Phase 2 project report will be subject to engineering review and approval by the California Department of Transportation (Caltrans) and will serve as the basis for environmental studies and reviews, including preparation and certification of the environmental document in accordance with the California Environmental Quality Act (CEQA).

# Public Art Fund Highlights

## SUMMARY OF PUBLIC ART FUND

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
<b>Beginning Balance</b>	\$ 920,813	\$ 986,300	\$ 992,600
<b>Income Sources</b>			
Interest Income <sup>(1)</sup>	\$ 17,082	\$ 6,300	\$ 7,500
Donation <sup>(2)</sup>	—	400,000	38,500
Tenant Percent for Art in-lieu of Contributions	534,000	—	—
<b>Total Income</b>	<b>\$ 551,082</b>	<b>\$ 406,300</b>	<b>\$ 46,000</b>
<b>Expenditures</b>			
Public Art <sup>(3)</sup>	\$ 25,370	\$ —	\$ —
Coronado Bridge Lighting	460,256	400,000	38,500
Percent for Art - Chula Vista Bayfront	—	—	113,000
Capital Projects	—	—	—
<b>Total Expenditures</b>	<b>\$ 485,626</b>	<b>\$ 400,000</b>	<b>\$ 151,500</b>
<b>Ending Balance</b>	<b>\$ 986,269</b>	<b>\$ 992,600</b>	<b>\$ 887,100</b>

**Notes:**

- (1) Monies placed in the Fund shall be accounted for separately from other District funds and any earnings thereon shall accrue to the Fund
- (2) Donation includes donations from fundraising efforts towards the Coronado Bridge Lighting project as well as a Tenant percent for art in-lieu of contributions
- (3) Public Art expenses are primarily for the Coronado Bridge Lighting project, and funds will not be expended if donations are not received

## Environmental Fund Highlights

In 2006, the Environmental Fund was established by BPC Policy 730: the Port Environmental Advisory Committee Policy, for the purpose of reviewing and providing input and recommendations on District environmental programs and initiatives, and commenting on funding projects aimed at improving the condition of the Bay and surrounding District tidelands. In approving the policy, the Board of Port Commissioners created both the Environmental Advisory Committee (Committee) and the Environmental Fund (Fund). The key component of the Committee and Fund is to support projects that ensure the District's compliance with environmental laws and regulations, as well as, advising the Board on actions that can be taken for the protection and improvement of the environmental conditions of the Bay and surrounding tidelands. Additionally, the Committee and Fund meet the District's goal of "A Port with a healthy and sustainable bay and its environment." To date, the Fund has supported more than 82 projects worth over \$16.0 million with the projects bringing in over \$11.0 million in matching funds. The Fund specifically supports projects that address air, water and sediment quality; sustainability and climate action planning; natural resources and endangered species management; habitat creation, restoration or protection; reclaiming natural shoreline conditions; environmental education; research and monitoring; and/or other issues in the Bay and/or the tidelands. The 18 member Committee is an advisory committee to staff and the Board and consists of stakeholder representatives from environmental advocacy groups, the US Navy, regulatory agencies, resource agencies, member cities, academia, local business, and labor.

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.

INITIATIVES	DESCRIPTION OF EXPENDITURES	BUDGET FY 2022
ENDANGERED SPECIES	CLAPPER RAIL PROPAGATION PROGRAM	\$ 20,000
ENVIRONMENTAL EDUCATION	ENVIRONMENTAL EDU SCHOOL PARTNERSHIP	80,000
	<b>TOTAL NON-CAPITAL PROJECT COSTS</b>	<b>\$ 100,000</b>

# Environmental Fund Highlights

## SUMMARY OF ENVIRONMENTAL FUND

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
<b>Beginning Balance</b>	<b>\$ 1,236,996</b>	<b>\$ 976,500</b>	<b>\$ 159,900</b>
<b>Income Sources</b>			
Port Revenues for Environmental Fund <sup>(1)</sup>	\$168,950,400	\$127,585,720	\$132,472,700
Set-Aside Percentage	0.5 %	0.5 %	0.5 %
Total Set-Aside	\$ 844,800	\$ 637,900	\$ 662,400
Total Set-Aside Not Funded <sup>(2)</sup>	—	(637,900)	(662,400)
Interest Income <sup>(3)</sup>	31,271	8,400	800
<b>Total Income</b>	<b>\$ 876,071</b>	<b>\$ 8,400</b>	<b>\$ 800</b>
<b>Expenditures</b>			
Non-Capital Project Costs	\$ 1,136,523	\$ 900,000	\$ 100,000
Capital Project Costs	—	25,000	—
Estimated Costs Not Expended in Fiscal Year	—	(100,000)	—
<b>Total Expenditures</b>	<b>\$ 1,136,523</b>	<b>\$ 825,000</b>	<b>\$ 100,000</b>
<b>Ending Balance</b>	<b>\$ 976,544</b>	<b>\$ 159,900</b>	<b>\$ 60,700</b>

**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) FY 2021 and FY 2022 Total Set-Aside will not be funded due to the negative financial impact of the COVID-19 pandemic.
- (3) Monies placed in the Fund shall be accounted for separately from other District funds and any earnings thereon shall accrue to the Fund

## Maritime Industrial Impact Fund Highlights

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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 \$500k with additional funds to be set aside annually starting in FY 2011. 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. The actual amount of the funding will be posted after the end of each fiscal year when the gross revenues from each terminal are known.

DESCRIPTION OF EXPENDITURE	BUDGET FY 2022
CLEAN AIR IMPROVEMENTS	\$ 103,000
NATIONAL CITY BAYSHORE BIKEWAY	500,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 603,000</b>

## Maritime Industrial Impact Fund Highlights

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
<b>Beginning Balance</b>	\$ 1,882,122	\$ 1,387,700	\$ 887,700
<b>Income Sources</b>			
Revenues <sup>(1)</sup>	\$ 31,580,000	\$ 26,925,000	\$ 31,896,000
Set-Aside Percentage	0.5 %	0.5 %	0.5 %
Total Set-Aside	\$ 157,900	\$ 134,600	\$ 159,500
Total Set-Aside Not Funded <sup>(2)</sup>	—	(134,600)	(159,500)
Set-Aside True-Up <sup>(3)</sup>	(11,524)	—	—
<b>Total Income</b>	<b>\$ 146,376</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Expenditures</b>			
Project Costs <sup>(4)</sup>	\$ 640,755	\$ 500,000	\$ 603,000
<b>Total Expenditures</b>	<b>\$ 640,755</b>	<b>\$ 500,000</b>	<b>\$ 603,000</b>
<b>Ending Balance</b>	<b>\$ 1,387,743</b>	<b>\$ 887,700</b>	<b>\$ 284,700</b>

**Notes:**

- (1) According to BPC Policy No. 773 for the purpose of the MIIF Set-Aside calculation, revenues are gross revenues from TAMT, NCMT, and maritime industrial tenants between the two terminals.
- (2) FY 2021 and FY 2022 Total Set-aside will not be funded due to the negative impact of the COVID-19 pandemic.
- (3) FY 2019 Set-aside true-up of actual revenues from TAMT, NCMT, and maritime industrial tenants were recorded in FY 2020.
- (4) FY 2021 project costs included Clean Air Action Plan (estimated to be completed in June 2021). National City Bayshore Bikeway project is re-budgeted in FY 2022 (see previous page).

## Capital Improvement Program Highlights

The Five-Year Capital Improvement Program (CIP) FY 2019-2023 has been previously approved and adopted by the Board in accordance with BPC Policy 120 and upon approval of the FY 2022 budget. The projects are funded from the CIP reserve (pre-approved/designated funding), unrestricted sources over uses of funds, and other sources such as grants and contributions for specific projects.

FY 2019-2023 approved CIP projects underway are shown below. The amounts shown totaling \$15.8M represent the estimated remaining program budget including capitalized labor. Actual remaining project funds will be revised when the end of year expenditures are realized. An estimated \$8.6M will be spent in FY 2022 to execute these projects. For a complete list of FY 2019-2023 CIP projects underway and completed, please refer to the latest CIP Quarterly Report.

PROJECT NAME	REMAINING FY 2019-2023 CIP BUDGET	PLANNED FY 2022 EXPENDITURES	PROJECTED REMAINING CIP BUDGET AFTER FY 2022
Cold Ironing Phase 2 at B Street and Broadway Piers	\$ 3,850,000	\$ 3,300,000	\$ 550,000
Microgrid Infrastructure at TAMT <sup>(1)</sup>	3,350,000	2,600,000	750,000
Imperial Beach Pier Enhancements	1,750,000	175,000	1,575,000
Chula Vista Bayfront - South Campus Pavement and Foundation Demolition	1,350,000	350,000	1,000,000
Setback Park/Plaza	1,057,000	—	1,057,000
Security Gate Physical Enhancements at TAMT <sup>(2)(3)</sup>	863,000	800,000	63,000
National City Balanced Land Use Plan	605,000	50,000	555,000
Site Preparation at Chula Vista Bayfront	400,000	400,000	—
Security Gate Physical Enhancements at B Street Cruise <sup>(4)</sup>	107,000	107,000	—
B Street Mooring Dolphin <sup>(5)</sup>	—	—	—
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$ 13,332,000</b>	<b>\$ 7,782,000</b>	<b>\$ 5,550,000</b>
Capitalized Labor <sup>(5)</sup>	775,000	775,000	—
CIP Contingency	1,460,000	—	1,460,000
CIP Reserve	250,000	—	250,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$ 15,817,000</b>	<b>\$ 8,557,000</b>	<b>\$ 7,260,000</b>

### Notes:

- (1) Includes \$3,350,000 in grant funding from the California Energy Commission.
- (2) Includes \$647,250 in grant funding from the Department of Homeland Security.
- (3) Includes \$112,500 of District match funds from Unrestricted Reserves.
- (4) Includes \$80,250 in grant funding from the Department of Homeland Security.
- (5) Project budget reallocated to fund \$775,000 of Capital Labor and \$161,000 in equipment outlay for HPD.

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## Major Maintenance Program Highlights

The following list of Major Maintenance projects for FY 2022 will be implemented in accordance with BPC Policy No. 130 (see Section 5 Appendix). This list represents a 3-year outlook of projects that were initially 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. The Major Maintenance Program is part of the District's strategic initiative, and many of the projects span multiple years. The last two years are forecasted values for information only and subject to change prior to the next fiscal year's budget. The amount budgeted for FY 2022 is an estimate of the anticipated work to be completed, but may continue to subsequent fiscal years.

PROJECT NAME	TOTAL PROJECT BUDGET	BUDGET FY 2022	FORECAST FY 2023	FORECAST FY 2024
<b>Major Maintenance Capital Projects</b>				
Structural Repairs at NCMT Berth 24-3	\$ 11,300,000	\$ 565,000	\$ 150,000	\$ 6,000,000
Elevator Car Improvement at SD Hilton Bayfront Parking Garage	260,000	185,000	—	—
HVAC System Upgrades at Port Administration Building	9,000,000	175,000	1,700,000	5,750,000
Concrete Repairs at San Diego Hilton Bayfront Garage Deck 7	875,000	175,000	—	—
Electrical Improvements at TAMT Phase 3	2,000,000	150,000	—	1,700,000
Underground Storage Tank Removal at Anchorage Lane	120,000	85,000	—	—
Pedestrian Safety Improvements at Shelter Island Drive & Anchorage Way	115,000	75,000	—	—
Utility Piping Repairs at Imperial Beach	365,000	65,000	—	300,000
Structural Pile Repairs to Navy Pier	7,000,000	50,000	—	6,750,000
Curtain Wall Repairs and Backfilling at B Street Pier	11,550,000	—	3,875,000	6,980,000
Structural Repairs at NCMT Berth 24-11	11,000,000	—	350,000	650,000
Timber Fender System Replacement at Broadway Pier	8,215,000	—	—	—
18 & 22 Inch Pile Repairs at B Street Pier	7,425,000	—	100,000	200,000
Structural Repairs at NCMT Berth 24-1, 24-2, and 24-4	6,400,000	—	—	—
Roof Replacement at NCMT Warehouse 24-B	3,900,000	—	3,800,000	—
Pavement Improvements at National City	1,200,000	—	—	1,200,000
Deferred Maintenance - Seaport Village	1,125,000	—	—	—
Pavement Improvements at Shelter Island Parking Lots	1,050,000	—	1,050,000	—
Railroad Tie Repairs at TAMT	700,000	—	—	—
Roofing and HVAC Replacement at Harbor Police Headquarters	750,000	—	675,000	—
Retaining Wall at Centennial Park	315,000	—	—	—
Substation Electrical Improvements at TAMT	300,000	—	50,000	250,000
Switchboard and Transformer Replacement at NCMT	250,000	—	200,000	—
Escalator Repairs at B Street Cruise Terminal	110,000	—	—	—
Major Maintenance Capital Contingency	1,000,000	150,000	500,000	500,000
Capitalized Labor	3,550,000	750,000	1,150,000	1,250,000
<b>SUB-TOTAL MAJOR MAINTENANCE CAPITAL</b>	<b>\$ 89,875,000</b>	<b>\$ 2,425,000</b>	<b>\$ 13,600,000</b>	<b>\$ 31,530,000</b>
<b>MAJOR MAINTENANCE CAPITAL CARRYOVER - FY 2021<sup>(1)</sup></b>	<b>\$ —</b>	<b>\$ 900,000</b>	<b>\$ —</b>	<b>\$ —</b>
<b>TOTAL MAJOR MAINTENANCE CAPITAL</b>	<b>\$ 89,875,000</b>	<b>\$ 3,325,000</b>	<b>\$ 13,600,000</b>	<b>\$ 31,530,000</b>

## Major Maintenance Program Highlights

PROJECT NAME	TOTAL PROJECT BUDGET	BUDGET FY 2022	FORECAST FY 2023	FORECAST FY 2024
<b>Major Maintenance Expense Projects</b>				
Sand Replenishment at Kellogg Beach	\$ 950,000	\$ 275,000	\$ 225,000	\$ —
Carpet Replacement at Port Administration Building	550,000	—	125,000	—
Electrical Upgrades to NCMT Berths 24-10 & 24-11	550,000	—	—	—
Pavement Maintenance at Chula Vista Boat Launch	450,000	—	—	450,000
Water Line Repairs at TAMT Warehouse C	162,700	—	—	—
<b>SUB-TOTAL MAJOR MAINTENANCE EXPENSE</b>	<b>\$ 2,662,700</b>	<b>\$ 275,000</b>	<b>\$ 350,000</b>	<b>\$ 450,000</b>
<b>MAJOR MAINTENANCE EXPENSE CARRYOVER - FY 2021</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>TOTAL MAJOR MAINTENANCE EXPENSE</b>	<b>\$ 2,662,700</b>	<b>\$ 275,000</b>	<b>\$ 350,000</b>	<b>\$ 450,000</b>
<b>TOTAL MAJOR MAINTENANCE PROGRAM</b>	<b>\$ 92,537,700</b>	<b>\$ 3,600,000</b>	<b>\$ 13,950,000</b>	<b>\$ 31,980,000</b>

**Notes:**

(1) Major Maintenance Capital Carryover is an estimate of funds remaining in projects and contingency from the prior fiscal year. This will be reconciled after year end and redistributed to the projects in FY 2022.

## Technology Management Program

The Technology Management Program 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 2022
Services - Professional & Other	\$ 1,256,200
Equipment & Systems	1,953,000
Telephone & Communications	619,900
Equipment Maintenance - Outside Services	524,500
Software Maintenance	746,900
<b>NON-PERSONNEL EXPENSE</b>	<b>\$ 5,100,500</b>
PSGP FY18 Fiber Phase 4B <sup>(1)</sup>	\$ 459,200
PSGP FY19 Thermal Find & Follow <sup>(1)</sup>	400,000
Maritime Sensor Program <sup>(1)</sup>	250,000
GASB87 Compliance	243,000
Cisco 5k Data Center Switches	100,000
Cisco UCS Server Hardware Upgrade	75,000
CAD Replacement Project	80,000
HRIS Migration	43,700
Capitalized Labor	100,000
<b>TECHNOLOGY CAPITAL PROJECTS</b>	<b>\$ 1,750,900</b>
<b>TOTAL TECHNOLOGY MANAGEMENT PROGRAM</b>	<b>\$ 6,851,400</b>

**Note:**

(1) Partially Port Security Grant Program (PSGP) funded projects

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# Sponsorships & Grants

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## Parks & Recreation

Parks & Recreation (P&R) is expected to generate \$665k in gross revenue from fees collected on the use of District parks and facilities for which the department issues permits.

Approximately \$535k of this amount is waived for sponsored events through the Tidelands Activation Program (TAP), resulting in a budgeted \$130k in net direct revenue generated by P&R. This amount does not include the indirect revenue accruing to the District as a result of the special events and activities that P&R permits, which includes concession-rent revenue from hotels, restaurants, retail facilities, and parking in tenant- or operator-managed facilities generated by special-event attendees.

In Real Estate, Park Usage Fees from permits are budgeted at \$437k in gross revenue, of which \$385k is expected to be waived through sponsorships, resulting in net revenue of \$52k.

In Maritime, Venue Usage Fees from permits for Broadway and B Street Piers are budgeted at \$141k, of which \$71k is expected to be waived through TAP-sponsored events, resulting in net revenue of \$70k.

In Guest Experiences - Parking, Parking Fees in District-managed areas, in conjunction with special events permits, are budgeted to generate \$87k in revenue, of which \$79k will be waived through TAP-sponsored events, resulting in net revenue of \$8k.

## Sponsorships from the Tidelands Activation Program

Each year, under the Tidelands Activation Program (TAP), the District sponsors Community and Signature events that fulfill the Port Act's mandate to promote commerce, navigation, fisheries, and recreation. These events drive visitors to the waterfront, supporting District tenant businesses, generating jobs, and bolstering local businesses in the creative economy.

The Tidelands Activation Program (TAP) is approved on an annual basis by the Board of Port Commissioners. In previous years, this sponsorship program has included both direct funding and waivers of District service fees for park usage permitting, venue usage permitting, and parking. In FY 2020, the TAP was funded with \$430k in direct sponsorship and \$1.1M in waived fees. Following the financial impact of the COVID-19 pandemic on District revenue in FY 2021, direct sponsorship funding was suspended, while waived District service fees were approved in an amount not to exceed \$535k. For FY 2022, the TAP includes up to \$535k in waived District service fees, and direct sponsorship funding for the program remains suspended. Direct sponsorship funding and service fee waivers for the program will be reassessed for fiscal year 2023.

## Revenue-generating Business Negotiated Events

The Business Negotiated Event program consists of strategic partnerships that produce high-profile national/international activations on the waterfront. They are complex in nature and involve collaborations among businesses and agencies - including regional tourism agencies - to bring large-scale events to San Diego Bay that have a significant economic impact on the District, its tenants, its member cities, and the region at large.

For these partnerships, Parks & Recreation negotiates direct revenue streams from a percentage of sales from ticket sales, concessions, merchandise, and/or total net profit. Incremental revenue to the District and its tenants is also derived from additional room nights booked by event attendees, event-generated parking, and additional consumer spending from attendees.

Past Business Negotiated Events have included events such as Comic-Con, Big Bay Boom, Holiday Bowl Parade, Wonderspaces, Lululemon 10k, and Wonderfront Music & Arts Festival.

## Sponsorships & Grants

### 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. The budget excludes grants that have not been officially awarded.

ANTICIPATED GRANTS	BUDGET FY 2022
Capital Grants – Maritime	\$ 3,280,200
Capital Grants – Information Technology	831,900
Capital Grants – San Diego Bay Native Oyster Living Shoreline Project	790,000
Capital Grants – Harbor Police	782,000
Capital Grants – General Services	113,700
Grants Revenue - Other – Harbor Police	1,008,000
Grants Revenue - Other – Maritime	90,000
Grants Revenue - Other – San Diego Bay Native Oyster Living Shoreline Project	1,000
<b>TOTAL</b>	<b>\$ 6,896,800</b>

Grants that are expected to be received in FY 2022 include the following:

**Grants for Maritime.** The District will continue to receive grant funds from California Energy Commission for the demonstration of business case for advance microgrids in support of California's energy and greenhouse gas policies program for the TAMT Microgrid Infrastructure project, from the Department of Homeland Security for physical security enhancements, and from the Department of Fish and Game for the Harbor Safety Committee Secretariat program.

**Grants for Harbor Police.** The District will continue to 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) Cross-Border Violence Task Force, 6) San Diego County Operation Stonegarden program, 7) Urban Area Security Initiative, and 8) Department of Homeland Security.

**Grants for Information Technology Projects.** The District will continue to receive grant funds from the Department of Homeland Security for Maritime Sensor Program, Thermal Find and Follow Protection project, and Fiber Optic project.

**Grants for San Diego Bay Native Oyster Living Shoreline Project.** The District will continue to receive grant funds from the US Department of the Interior Fish and Wildlife Service for San Diego Bay Native Oyster Living Shoreline Project.

**Grants for Information General Service.** The District will continue to receive grant funds from the Division of Boating and Waterways for replacement of pump out stations to service recreational vessels.

**Partnership/Cost Sharing Reimbursement for Environmental Projects.** The District will continue to receive reimbursements from Regional Harbor Monitoring Program for a coordinated monitoring program among the San Diego region.

PARTNERSHIP/COST SHARING REIMBURSEMENT	BUDGET FY 2022
Regional Harbor Monitoring Program	\$ 49,000
<b>TOTAL</b>	<b>\$ 49,000</b>



## 4 Departments Cost Centers



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

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# Aquaculture & Blue Technology

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## **MISSION**

To support development of sustainable aquaculture and Port-related blue tech innovation in and around San Diego Bay by providing key assets and support services focused on pilot project facilitation including subject matter expertise, planning and predevelopment tools, state and federal policy and legislative development, permit-ready infrastructure, entitlement assistance, market access, and strategic funding.

## **VISION**

To be a catalyst for sustainable aquaculture and Port-related blue tech innovation in and around San Diego Bay and build a sustainable portfolio of new businesses and partnerships that deliver multiple social, environmental, and economic benefits to the Region.

## Aquaculture & Blue Technology

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Program Manager, Aquaculture & Blue Tech	1	1
Program Director	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>

## Aquaculture & Blue Technology

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 125,979	\$ 276,300	\$ 301,600	\$ 25,300	9.2 %
Non-Personnel Expense	482,166	425,000	275,600	(149,400)	(35.2)%
<b>Total Direct Expense</b>	<b>\$ 608,145</b>	<b>\$ 701,300</b>	<b>\$ 577,200</b>	<b>\$ (124,100)</b>	<b>(17.7)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 608,145</b>	<b>\$ 701,300</b>	<b>\$ 577,200</b>	<b>\$ (124,100)</b>	<b>(17.7)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 108,883	\$ 236,600	\$ 201,900	\$ (34,700)	(14.7)%
Overtime	—	—	—	—	N/A
Burden	17,096	39,700	99,700	60,000	151.1 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 125,979</b>	<b>\$ 276,300</b>	<b>\$ 301,600</b>	<b>\$ 25,300</b>	<b>9.2 %</b>

**Aquaculture & Blue Technology**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS	\$	—	\$ —	\$ 400		
<b>Total:</b>	\$ 1,010	\$ —	\$ —	\$ 400	\$ 400	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION	\$	—	\$	100		
<b>Total:</b>	\$ 1,010	\$ —	\$ —	\$ 100	\$ 100	N/A
610120 Memberships & Dues MEMBERSHIPS & DUES	\$	500	\$	500		
<b>Total:</b>	\$ 1,010	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING	\$	1,400	\$	300		
<b>Total:</b>	\$ 2,175	\$ 1,400	\$ 1,400	\$ 300	\$ (1,100)	(78.6)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT	\$	100	\$	100		
<b>Total:</b>	\$ 310	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
615110 TRAVEL TRAVEL	\$	4,500	\$	—		
<b>Total:</b>	\$ 4,936	\$ 4,500	\$ 4,500	\$ —	\$ (4,500)	(100.0)%
620100 Services - Professional & Other AQUACULTURE PILOT PLANNING & PRE-DEV BLUE TECH PROGRAM IMPLEMENTATION	\$	75,000	\$	— 81,400		
<b>Total:</b>	\$ 168,908	\$ 75,000	\$ 75,000	\$ 81,400	\$ 6,400	8.5 %
620150 Aquaculture & Blue Technology PARTNERSHIPS & JOINT VENTURE INVEST	\$	195,000	\$	190,000		
<b>Total:</b>	\$ 225,000	\$ 195,000	\$ 195,000	\$ 190,000	\$ (5,000)	(2.6)%
630110 Equipment & Systems EQUIPMENT & SYSTEMS	\$	500	\$	200		
<b>Total:</b>	\$ 468	\$ 500	\$ 500	\$ 200	\$ (300)	(60.0)%
630140 Postage & Shipping POSTAGE & SHIPPING	\$	500	\$	100		
<b>Total:</b>	\$ 127	\$ 500	\$ 500	\$ 100	\$ (400)	(80.0)%
660110 Promotional Services	\$	—	\$	—		
<b>Total:</b>	\$ 25,000	\$ —	\$ —	\$ —	\$ —	N/A

**Aquaculture & Blue Technology**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
660135 Eligible Environmental Fund Expenditures						
BAYWIDE ECOLOGICAL ANALYSES		\$ 145,000		\$ —		
<b>Total:</b>	\$ 50,000	\$ 145,000	\$ 145,000	\$ —	\$ (145,000)	(100.0)%
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE		\$ 2,500		\$ 2,500		
<b>Total:</b>	\$ 2,213	\$ 2,500	\$ 2,500	\$ 2,500	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 482,166	\$ 425,000	\$ 425,000	\$ 275,600	\$ (149,400)	(35.2)%

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## Board of Port Commissioners

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ —	\$ —	N/A
Non-Personnel Expense	229,715	161,200	214,300	53,100	32.9 %
<b>Total Direct Expense</b>	<b>\$ 229,715</b>	<b>\$ 161,200</b>	<b>\$ 214,300</b>	<b>\$ 53,100</b>	<b>32.9 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 229,715</b>	<b>\$ 161,200</b>	<b>\$ 214,300</b>	<b>\$ 53,100</b>	<b>32.9 %</b>

**Board of Port Commissioners**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610120 Membership & Dues						
<b>Total:</b>	\$ 220	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ 5,800		\$ 5,800		
<b>Total:</b>	\$ 11,787	\$ 5,800	\$ 5,800	\$ 5,800	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 84,000		\$ 84,000		
<b>Total:</b>	\$ 84,003	\$ 84,000	\$ 84,000	\$ 84,000	\$ —	0.0 %
615110 Travel TRAVEL		\$ 19,900		\$ 20,000		
<b>Total:</b>	\$ 30,235	\$ 19,900	\$ 19,900	\$ 20,000	\$ 100	0.5 %
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHER		\$ 34,500		\$ 54,500		
<b>Total:</b>	\$ 31,654	\$ 34,500	\$ 34,500	\$ 54,500	\$ 20,000	58.0 %
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 700		\$ 700		
<b>Total:</b>	\$ 862	\$ 700	\$ 700	\$ 700	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 500		\$ 500		
<b>Total:</b>	\$ 178	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
640110 Telephone & Communications TELEPHONE & COMMUNICATIONS		\$ 8,400		\$ 8,400		
<b>Total:</b>	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ —	0.0 %
660110 Promotional Services PROMOTIONAL SERVICES		\$ 7,000		\$ 40,000		
<b>Total:</b>	\$ 62,185	\$ 7,000	\$ 7,000	\$ 40,000	\$ 33,000	471.4 %
660120 Promotional Materials PROMOTIONAL MATERIALS		\$ 400		\$ 400		
<b>Total:</b>	\$ 192	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 229,715	\$ 161,200	\$ 161,200	\$ 214,300	\$ 53,100	32.9 %

# Diversity, Equity, and Inclusion

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## **MISSION**

Our mission is to continuously build and promote a culture of diversity, equity, and inclusion throughout all levels of the organization. We commit to fostering cultural practices and behaviors that respect all voices, perspectives, and experiences, regardless of role or relationship, so that everyone feels secure and accepted as their authentic selves. Doing so requires openness, humility, courage, and hard work in a culture built on mutual respect and trust.

## **VISION**

We administer an innovative diversity, equity and inclusion program that serves as a model for others by attracting and retaining employees who feel valued and respected for their knowledge and life experiences.

## Diversity, Equity, and Inclusion

**Transfer In and Convert :** 1 Human Resources Recruiter (Limited) to Human Resources Recruiter from Variable Staffing

**Transfer In:** 1 Equal Opportunity Technician from Human Resources  
1 Manager, Equal Opportunity from Human Resources

**Retitle:** 1 Equal Opportunity Technician to Diversity, Equity, and Inclusion Technician  
1 Human Resources Recruiter to Diversity, Equity, and Inclusion Analyst  
1 Manager, Equal Opportunity to Manager, Diversity, Equity, and Inclusion

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Diversity, Equity, and Inclusion Analyst	0	1
Diversity, Equity, and Inclusion Technician	0	1
Manager, Diversity, Equity, and Inclusion	0	1
<b>TOTAL</b>	<b>0</b>	<b>3</b>

## Diversity, Equity, and Inclusion

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ 468,500	\$ 468,500	N/A
Non-Personnel Expense	—	—	13,700	13,700	N/A
<b>Total Direct Expense</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 482,200</b>	<b>\$ 482,200</b>	<b>N/A</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 482,200</b>	<b>\$ 482,200</b>	<b>N/A</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ —	\$ —	\$ 261,000	\$ 261,000	N/A
Overtime	—	—	—	—	N/A
Burden	—	—	207,500	207,500	N/A
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 468,500</b>	<b>\$ 468,500</b>	<b>N/A</b>

**Diversity, Equity, and Inclusion**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610120 Memberships & Dues MEMBERSHIPS & DUES		—		\$ 900		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 900	\$ 900	N/A
620100 Services - Professional & Other CONSULTANTS - ADA		—		\$ 2,900		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 2,900	\$ 2,900	N/A
660110 Promotional Services EOM RELATED		\$ —		\$ 2,800		
PARTNERSHIP WITH CV SCHOOL DISTRICT		—		7,100		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 9,900	\$ 9,900	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 13,700</b>	<b>\$ 13,700</b>	<b>N/A</b>

# Development Services

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## **MISSION**

With a service-first approach, Development Services satisfies regulatory requirements for development through the review and processing of District and tenant projects for compliance with the California Environmental Quality Act (CEQA), the Port Master Plan and the California Coastal Act, the District's development policies, and other applicable laws and regulations.

## **VISION**

To guide development of a world-class waterfront through excellence in customer service, enhancement and protection of the environment, and furtherance of high-quality public and private spaces on tidelands.

## Development Services

**Transfer in and Convert:** 1 Associate Planner (Limited) to Associate Planner from Variable Staffing

**Reclass:** 1 Department Manager, Development Services to Program Director

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Architect	2	2
Assistant Planner	1	1
Associate Planner	1	2
Department Manager, Development Services	1	0
Director, Development Services	1	1
Mapping Technician II	1	1
Office Manager	1	1
Program Director	0	1
Senior Planner	3	3
Senior Project Architect	1	1
<b>TOTAL</b>	<b>12</b>	<b>13</b>

## Development Services

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,747,204	\$ 1,784,200	\$ 1,791,500	\$ 7,300	0.4 %
Non-Personnel Expense	390,302	230,000	228,400	(1,600)	(0.7)%
<b>Total Direct Expense</b>	<b>\$ 2,137,506</b>	<b>\$ 2,014,200</b>	<b>\$ 2,019,900</b>	<b>\$ 5,700</b>	<b>0.3 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,137,506</b>	<b>\$ 2,014,200</b>	<b>\$ 2,019,900</b>	<b>\$ 5,700</b>	<b>0.3 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 1,081,232	\$ 1,062,700	\$ 1,164,400	\$ 101,700	9.6 %
Overtime	—	1,400	—	(1,400)	(100.0)%
Burden	665,972	720,100	627,100	(93,000)	(12.9)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,747,204</b>	<b>\$ 1,784,200</b>	<b>\$ 1,791,500</b>	<b>\$ 7,300</b>	<b>0.4 %</b>

**Development Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 200		\$ —		
<b>Total:</b>	\$ 99	\$ 200	\$ 200	\$ —	\$ (200)	(100.0)%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 400		
<b>Total:</b>	\$ 164	\$ —	\$ —	\$ 400	\$ 400	N/A
610120 Memberships & Dues AMER PLANNING ASSOCIATION		\$ 1,700		\$ —		
AMERICAN INSTITUTE OF ARCHITECTS		800		—		
ASSOC OF ENV'L PROFESSIONALS		300		—		
URBAN LAND INSTITUTE		100		—		
<b>Total:</b>	\$ 3,273	\$ 2,900	\$ 2,900	\$ —	\$ (2,900)	(100.0)%
610140 Seminars & Training AMERICAN INSTITUTE OF ARCHITECTS		\$ 500		\$ —		
CEQA/COASTAL TRAINING		1,000		300		
PROJECT REVIEW TRAINING		—		200		
<b>Total:</b>	\$ 1,179	\$ 1,500	\$ 1,500	\$ 500	\$ (1,000)	(66.7)%
615100 Mileage Reimbursement COMMUTER REIMBURSEMENT		\$ 900		\$ 800		
MILEAGE/PARKING		100		100		
<b>Total:</b>	\$ 780	\$ 1,000	\$ 1,000	\$ 900	\$ (100)	(10.0)%
615110 Travel COASTAL COMMISSION HEARINGS		\$ 2,000		\$ —		
<b>Total:</b>	\$ 1,732	\$ 2,000	\$ 2,000	\$ —	\$ (2,000)	(100.0)%
620100 Services - Professional & Other CHULA VISTA BAYFRONT CEQA/COASTAL		\$ 50,000		\$ 30,000		
COREDATA		1,100		1,100		
DESIGN REVIEW CONSULTANT		15,000		—		
MISCELLANEOUS CEQA REQUIREMENTS		30,000		20,000		
PLANNING PROJ MANAGER CONSULTANT		20,000		10,000		
PROJECT REVIEW CONSULTANT		100,000		160,000		
SMARTSHEET CONSULTANT		—		4,000		
SURVEYS		2,000		—		
<b>Total:</b>	\$ 355,212	\$ 218,100	\$ 218,100	\$ 225,100	\$ 7,000	3.2 %
630110 Equipment & Systems						

**Development Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
EQUIPMENT & SYSTEMS		\$ 1,000		\$ —		
<b>Total:</b>	\$ 27,500	\$ 1,000	\$ 1,000	\$ —	\$ (1,000)	(100.0)%
630130 Office & Operating Supplies						
OFFICE SUPPLIES		\$ 2,500		\$ 800		
<b>Total:</b>	\$ —	\$ 2,500	\$ 2,500	\$ 800	\$ (1,700)	(68.0)%
630140 Postage & Shipping						
POSTAGE		\$ 300		\$ 200		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 200	\$ (100)	(33.3)%
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES		\$ 200		\$ 200		
<b>Total:</b>	\$ —	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
670130 Permits/Certificates/License						
NOTICE OF EXEMPTION		\$ 300		\$ 300		
<b>Total:</b>	\$ 363	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 390,302	\$ 230,000	\$ 230,000	\$ 228,400	\$ (1,600)	(0.7)%

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# Energy

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## **MISSION**

Ensure a sustainable and resilient waterfront through implementation of the Port's Climate Action Plan, by reducing greenhouse gas emissions, improving social and environmental stewardship, and facilitating long-term economic development.

## **VISION**

Support the Port's position as a global leader in energy and sustainability practice.

## Energy

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Program Director	1	1
Program Manager, Energy & Sustainability	2	2
Senior Environmental Specialist	3	3
<b>TOTAL</b>	<b>6</b>	<b>6</b>

## Energy

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 916,450	\$ 924,300	\$ 898,800	\$ (25,500)	(2.8)%
Non-Personnel Expense	473,465	392,000	119,000	(273,000)	(69.6)%
<b>Total Direct Expense</b>	<b>\$ 1,389,915</b>	<b>\$ 1,316,300</b>	<b>\$ 1,017,800</b>	<b>\$ (298,500)</b>	<b>(22.7)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	4,800	125,000	—	(125,000)	(100.0)%
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 1,394,715</b>	<b>\$ 1,441,300</b>	<b>\$ 1,017,800</b>	<b>\$ (423,500)</b>	<b>(29.4)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 640,409	\$ 631,800	\$ 576,900	\$ (54,900)	(8.7)%
Overtime	—	—	—	—	N/A
Burden	276,041	292,500	321,900	29,400	10.1 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 916,450</b>	<b>\$ 924,300</b>	<b>\$ 898,800</b>	<b>\$ (25,500)</b>	<b>(2.8)%</b>

**Energy**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610100 Awards AWARDS		\$ 100		\$ 300		
<b>Total:</b>	\$ 324	\$ 100	\$ 100	\$ 300	\$ 200	200.0 %
610110 Books & Periodicals						
<b>Total:</b>	\$ 9	\$ —	\$ —	\$ —	\$ —	N/A
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 200		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 200	\$ (300)	(2.9)%
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 10,500		\$ 10,200		
<b>Total:</b>	\$ 15,782	\$ 10,500	\$ 10,500	\$ 10,200	\$ (300)	(2.9)%
610140 Seminars & Training SEMINARS & TRAINING		\$ 900		\$ 900		
<b>Total:</b>	\$ 3,133	\$ 900	\$ 900	\$ 900	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 400		\$ 400		
<b>Total:</b>	\$ 593	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
615110 Travel TRAVEL		\$ 1,200		\$ —		
<b>Total:</b>	\$ 6,846	\$ 1,200	\$ 1,200	\$ —	\$ (1,200)	(100.0)%
620100 Services - Professional & Other CLIMATE ACTION PLAN MANAGEMENT		\$ 53,500		\$ 53,700		
<b>Total:</b>	\$ 85,873	\$ 53,500	\$ 53,500	\$ 53,700	\$ 200	0.4 %
630110 Equipment & Systems DATA COLLECTION		\$ 400		\$ —		
<b>Total:</b>	\$ 445	\$ 400	\$ 400	\$ —	\$ (400)	(100.0)%
630120 Equipment Rental/Leasing						
<b>Total:</b>	\$ 668	\$ —	\$ —	\$ —	\$ —	N/A
630140 Postage & Shipping ORDINANCE NOTIFICATIONS		\$ 300		\$ 300		
<b>Total:</b>	\$ 1	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
660105 Marketing/Outreach MARKETING / OUTREACH		\$ 100		\$ 400		

**Energy**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>Total:</b>	\$ —	\$ 100	\$ 100	\$ 400	\$ 300	300.0 %
660110 Promotional Services						
PROMOTIONAL SERVICES		\$ 1,200		\$ 1,200		
<b>Total:</b>	\$ 618	\$ 1,200	\$ 1,200	\$ 1,200	\$ —	0.0 %
660120 Promotional Materials						
PROMOTIONAL MATERIALS		\$ 1,200		\$ 1,200		
<b>Total:</b>	\$ 4,267	\$ 1,200	\$ 1,200	\$ 1,200	\$ —	0.0 %
660135 Eligible Environmental Fund Expenditures						
BAYWIDE COLLABORATION		\$ 17,000		\$ —		
MARITIME CLEAN AIR PROJECTS		50,000		—		
<b>Total:</b>	\$ 17,000	\$ 67,000	\$ 67,000	\$ —	\$ (67,000)	(100.0)%
660136 Grant Funded Expenditures						
CALIFORNIA ENERGY GRANT COMMISSION		\$ 50,000		\$ 50,000		
<b>Total:</b>	\$ 17,595	\$ 50,000	\$ 50,000	\$ 50,000	\$ —	0.0 %
660170 Joint Programs/Studies Assistance						
SDG&E LOCAL ENERGY PARTNERSHIP		\$ 205,000		\$ —		
<b>Total:</b>	\$ 320,311	\$ 205,000	\$ 205,000	\$ —	\$ (205,000)	(100.0)%
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE		\$ 200		\$ 200		
<b>Total:</b>	\$ —	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 473,465	\$ 392,000	\$ 392,000	\$ 119,000	\$ (273,000)	(69.6)%

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# Engineering - Construction

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## **MISSION**

Through tenacious project execution, we build the port that supports the next generation.

## **VISION**

To be others-focused in the pursuit of public works excellence to maximize regional economic benefit.

## Engineering - Construction

**Transfer In and Convert :** 1 Associate Engineer (Limited) to Associate Engineer from Variable Staffing

**Reclass:** 1 Associate Engineer to Capital Project Manager II

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant Engineer	2	2
Associate Engineer	4	4
Capital Project Manager I	4	4
Capital Project Manager II	3	4
Chief Engineer/Engineering-Construction	1	1
Civil Designer	2	2
Construction Inspector	2	2
Department Administrative Manager	1	1
Executive Assistant I (Classified)	1	1
Land Surveyor	1	1
Management Analyst	2	2
Manager, Engineering-Construction	5	5
Project Scheduler	1	1
Senior Construction Inspector	2	2
Senior Engineer	1	1
Senior Management Analyst	2	2
Survey Technician II	1	1
<b>TOTAL</b>	<b>35</b>	<b>36</b>

## Engineering - Construction

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 5,746,665	\$ 5,684,300	\$ 5,738,300	\$ 54,000	0.9 %
Non-Personnel Expense	595,798	329,500	330,200	700	0.2 %
<b>Total Direct Expense</b>	<b>\$ 6,342,463</b>	<b>\$ 6,013,800</b>	<b>\$ 6,068,500</b>	<b>\$ 54,700</b>	<b>0.9 %</b>
Less: Capitalized Expense	(3,010,043)	(1,896,000)	(1,670,100)	225,900	(11.9)%
Major Maintenance	408,959	510,000	275,000	(235,000)	(46.1)%
Equipment Outlay and Other Capital Projects	123,950	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 3,865,329</b>	<b>\$ 4,627,800</b>	<b>\$ 4,673,400</b>	<b>\$ 45,600</b>	<b>1.0 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 3,567,750	\$ 3,212,700	\$ 3,542,700	\$ 330,000	10.3 %
Overtime	41,398	52,000	—	(52,000)	-100.0 %
Burden	2,137,517	2,419,600	2,195,600	(224,000)	-9.3 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 5,746,665</b>	<b>\$ 5,684,300</b>	<b>\$ 5,738,300</b>	<b>\$ 54,000</b>	<b>0.9 %</b>

**Engineering - Construction**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals						
<b>Total:</b>	\$660	\$ —	\$ —	\$ —	\$ —	N/A
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$	200	\$	1,400		
<b>Total:</b>	\$ 1,723	\$ 200	\$ 200	\$ 1,400	\$ 1,200	600.0 %
610120 Memberships & Dues						
AMERICAN PUBLIC WORKS ASSOCIATION	\$	3,200	\$	3,200		
AMERICAN SOCIETY OF CIVIL ENGINEERS		1,700		1,700		
CONSTRUCTION MGMT ASSOC OF AMERICA		1,700		1,700		
<b>Total:</b>	\$ 9,691	\$ 6,600	\$ 6,600	\$ 6,600	\$ —	0.0 %
610140 Seminars & Training						
PROF DEVELOPMENT/REGULATORY	\$	1,000	\$	1,000		
<b>Total:</b>	\$ 36,528	\$ 1,000	\$ 1,000	\$ 1,000	\$ —	0.0 %
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT	\$	23,000	\$	23,000		
<b>Total:</b>	\$ 24,529	\$ 23,000	\$ 23,000	\$ 23,000	\$ —	0.0 %
615110 Travel						
<b>Total:</b>	\$ 19,797	\$ —	\$ —	\$ —	\$ —	N/A
620100 Services - Professional & Other						
ENGINEERING SUPPORT SERVICES	\$	189,500	\$	189,500		
SURVEYING (NON-PROJECT)		75,000		75,000		
<b>Total:</b>	\$450,277	\$ 264,500	\$ 264,500	\$ 264,500	\$ —	0.0 %
630110 Equipment & Systems						
EQUIPMENT & SYSTEMS	\$	12,000	\$	12,000		
<b>Total:</b>	\$ 33,753	\$ 12,000	\$ 12,000	\$ 12,000	\$ —	0.0 %
630130 Office & Operating Supplies						
OFFICE & OPERATING SUPPLIES	\$	15,000	\$	15,000		
TWIC CARDS		1,300		1,300		
<b>Total:</b>	\$ 12,989	\$ 16,300	\$ 16,300	\$ 16,300	\$ —	0.0 %
630140 Postage & Shipping						
POSTAGE & SHIPPING	\$	100	\$	100		
<b>Total:</b>	\$ 54	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES	\$	2,500	\$	2,500		

**Engineering - Construction**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>Total:</b>	\$ 1,762	\$ 2,500	\$ 2,500	\$ 2,500	\$ —	0.0 %
630160 Small Tools						
CONSTRUCTION STAKING SUPPLIES		\$ 500		\$ 500		
SMALL TOOLS		300		300		
<b>Total:</b>	\$ 581	\$ 800	\$ 800	\$ 800	\$ —	0.0 %
650130 Equipment Maintenance - Outside Services						
<b>Total:</b>	\$ 270	\$ —	\$ —	\$ —	\$ —	N/A
660100 Advertising						
<b>Total:</b>	\$170	\$ —	\$ —	\$ —	\$ —	N/A
660110 Promotional Services						
PROMOTIONAL SERVICES		\$ 500		\$ —		
<b>Total:</b>	\$ —	\$ 500	\$ 500	\$ —	\$ (500)	(100.0)%
670130 Permits/Certificates/License						
PERMITS CERTIFICATES LICENSE		\$ 2,000		\$ 2,000		
<b>Total:</b>	\$ 3,013	\$ 2,000	\$ 2,000	\$ 2,000	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 595,798	\$ 329,500	\$ 329,500	\$ 330,200	\$ 700	0.2 %

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# Environmental Conservation

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## **MISSION**

To conserve and enhance natural resources in balance with the Port's trustee responsibilities for commerce, navigation, fisheries recreation, and environmental stewardship by expanding and protecting native habitats and ensuring regulatory compliance through resource management.

## **VISION**

To advance a thriving waterfront that is sustainable and prosperous while enhancing the quality of the natural environment for present and future generations.

## Environmental Conservation

**Transfer in and Convert:** 1 Assistant Env. Specialist (Limited) to Assistant Environmental Specialist from Variable Staffing  
 1 Senior Environmental Specialist (Limited) to Senior Environmental Specialist from Variable Staffing

**Reclass:** 1 Associate Planner to Associate Environmental Specialist

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant Environmental Specialist	0	1
Associate Environmental Specialist	0	1
Associate Planner	1	0
Director, Environmental Conservation	1	1
Senior Environmental Specialist	1	2
<b>TOTAL</b>	<b>3</b>	<b>5</b>

## Environmental Conservation

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 538,151	\$ 530,300	\$ 757,100	\$ 226,800	42.8 %
Non-Personnel Expense	1,289,209	811,100	302,400	(508,700)	(62.7)%
<b>Total Direct Expense</b>	<b>\$ 1,827,360</b>	<b>\$ 1,341,400</b>	<b>\$ 1,059,500</b>	<b>\$ (281,900)</b>	<b>(21.0)%</b>
Less: Capitalized Expense	(23,088)	(13,000)	(10,300)	2,700	(20.8)%
Equipment Outlay and Other Capital Projects	269,099	—	904,900	904,900	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,073,371</b>	<b>\$ 1,328,400</b>	<b>\$ 1,954,100</b>	<b>\$ 625,700</b>	<b>47.1 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 320,519	\$ 328,500	\$ 482,100	\$ 153,600	46.8 %
Overtime	2,457.94	400	—	(400)	(100.0)%
Burden	215,173	201,400	275,000	73,600	36.5 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 538,151</b>	<b>\$ 530,300</b>	<b>\$ 757,100</b>	<b>\$ 226,800</b>	<b>42.8 %</b>

## Environmental Conservation

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
SAN DIEGO BAY NATIVE OYSTER LIVING SHORELINE <sup>(1)</sup>	1	\$ 904,900
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>1</b>	<b>\$ 904,900</b>

**Note:**

(1) Partially funded by a grant from the US Department of the Interior Fish and Wildlife Service as well as funds from a restricted account for eelgrass.

**Environmental Conservation**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION	\$ —	\$ —	\$ —	\$ 100		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 100	\$ 100	N/A
610120 Memberships & Dues MEMBERSHIPS & DUES	\$ —	\$ —	\$ —	\$ 400		
<b>Total:</b>	\$ 6,550	\$ —	\$ —	\$ 400	\$ 400	N/A
610140 Seminars & Training SEMINARS & TRAINING	\$ 700	\$ 700	\$ 700	\$ 300		
<b>Total:</b>	\$ 1,595	\$ 700	\$ 700	\$ 300	\$ (400)	(57.1)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT	\$ 500	\$ 500	\$ 500	\$ 200		
<b>Total:</b>	\$ 247	\$ 500	\$ 500	\$ 200	\$ (300)	(60.0)%
615110 Travel TRAVEL	\$ 500	\$ 500	\$ 500	\$ —		
<b>Total:</b>	\$ 2,365	\$ 500	\$ 500	\$ —	\$ (500)	(100.0)%
620100 Services - Professional & Other EELGRASS SURVEYS	\$ —	\$ —	\$ —	\$ 20,000		
ENDANGERED SPECIES MANAGEMENT		95,000	95,000	95,000		
FISH SURVEYS		—	—	55,000		
ON-CALL NATURAL RESOURCE CONSULTANT		50,000	50,000	20,300		
<b>Total:</b>	\$ 198,632	\$ 145,000	\$ 145,000	\$ 190,300	\$ 45,300	31.2 %
630110 Equipment & Systems						
<b>Total:</b>	\$ 3,815	\$ —	\$ —	\$ —	\$ —	N/A
630120 Equipment Rental & Leasing						
<b>Total:</b>	\$ 164	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES	\$ 100	\$ 100	\$ 100	\$ —		
<b>Total:</b>	\$ 125	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
630140 Postage & Shipping POSTAGE & SHIPPING	\$ 100	\$ 100	\$ 100	\$ —		
<b>Total:</b>	\$ 83	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
630150 Safety Equipment & Supplies SAFETY EQUIPMENT & SUPPLIES	\$ 300	\$ 300	\$ 300	\$ 100		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 100	\$ (200)	(66.7)%

**Environmental Conservation  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
640110 Telephone & Communications						
<b>Total:</b>	\$ 152	\$ —	\$ —	\$ —	\$ —	N/A
660110 Promotional Services						
<b>Total:</b>	\$ 5,000	\$ —	\$ —	\$ —	\$ —	N/A
660120 Promotional Materials						
<b>Total:</b>	\$ 585	\$ —	\$ —	\$ —	\$ —	N/A
660135 Eligible Environment Fund Expenditures						
BAYWIDE COLLABORATION		\$ 40,000		\$ —		
CLAPPER RAIL PROPAGATION PROGRAM		20,000		20,000		
COASTAL AND BAY CLEAN-UPS		15,200		—		
CV BAYFRONT SETTLEMENT AGREEMENT		30,000		—		
EELGRASS SURVEYS		16,000		—		
ENVIRONMENTAL EDU SCHOOL PARTNERSHIP		171,600		80,000		
GREEN MARINE PARTICIPATION		10,500		—		
MITIGATION BANKING		285,000		—		
SHORELINE EROSION STUDY-OYSTER REEF		20,000		—		
<b>Total:</b>	\$ 1,035,652	\$ 608,300	\$ 608,300	\$ 100,000	\$ (508,300)	(83.6)%
660136 Grant Funded Expenditures						
SD BAY NATIVE OYSTER LIVING SHORELINE		\$ —		\$ 1,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 1,000	\$ 1,000	N/A
660170 Joint Program Studies Assistance						
SANDAG-IMPERIAL BEACH SAND		\$ 4,500		\$ 4,500		
WRDA MOU WITH ARMY CORP OF ENGINEERS		44,600		—		
<b>Total:</b>	\$ 4,529	\$ 49,100	\$ 49,100	\$ 4,500	\$ (44,600)	(90.8)%
670130 Permits/Certificates/License						
PERMITS & LICENCES		\$ 6,500		\$ 6,500		
<b>Total:</b>	\$ 29,713	\$ 6,500	\$ 6,500	\$ 6,500	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 1,289,209	\$ 811,100	\$ 811,100	\$ 302,400	\$ (508,700)	(62.7)%

# Environmental Protection

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## **MISSION**

Develop a culture of environmental stewardship to protect and enhance the environmental health of the tidelands and its marine ecosystems. Support District and tenant projects through all facets of developments and operations to ensure compliance with environmental laws and regulations.

## **VISION**

Pollution Prevention. Healthy Ecosystems. Enhanced Experiences.

## Environmental Protection

**Retitle:** 1 Environmental Compliance Inspector to Assistant Environmental Specialist

**Reclass:** 1 Associate Environmental Specialist to Assistant Environmental Specialist

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant Environmental Specialist	0	2
Associate Environmental Specialist	1	0
Director, Environmental Protection	1	1
Environmental Compliance Inspector	2	1
Program Manager, Planning & Green Port	3	3
Senior Environmental Specialist	5	5
<b>TOTAL</b>	<b>12</b>	<b>12</b>

## Environmental Protection

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,803,153	\$ 1,859,500	\$ 1,883,800	\$ 24,300	1.3 %
Non-Personnel Expense	2,044,253	1,493,000	1,441,400	(51,600)	(3.5)%
<b>Total Direct Expense</b>	<b>\$ 3,847,406</b>	<b>\$ 3,352,500</b>	<b>\$ 3,325,200</b>	<b>\$ (27,300)</b>	<b>(0.8)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 3,847,406</b>	<b>\$ 3,352,500</b>	<b>\$ 3,325,200</b>	<b>\$ (27,300)</b>	<b>(0.8)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 1,124,128	\$ 1,138,100	\$ 1,164,000	\$ 25,900	2.3 %
Overtime	1,308	—	—	—	N/A
Burden	677,716	721,400	719,800	(1,600)	(0.2)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,803,153</b>	<b>\$ 1,859,500</b>	<b>\$ 1,883,800</b>	<b>\$ 24,300</b>	<b>1.3 %</b>

**Environmental Protection  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 400		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 400	\$ 400	N/A
610120 Memberships & Dues						
<b>Total:</b>	\$ 4,775	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ 2,800		\$ 2,800		
<b>Total:</b>	\$ 5,519	\$ 2,800	\$ 2,800	\$ 2,800	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 400		\$ 4,000		
<b>Total:</b>	\$ 1,993	\$ 400	\$ 400	\$ 4,000	\$ 3,600	900.0 %
615110 Travel TRAVEL		\$ 2,000		\$ —		
<b>Total:</b>	\$ 3,761	\$ 2,000	\$ 2,000	\$ —	\$ (2,000)	(100.0)%
620100 Services - Professional & Other BAYWIDE COLLABORATION		\$ —		\$ 129,000		
ENVIRONMENTAL INVESTIGATIONS		110,000		110,000		
MS4 PERMIT-WATERSHED IMPLEMENTATION		4,500		4,500		
REGIONAL HARBOR MONITORING		100,000		100,000		
STORMWATER PROGRAM IMPLEMENTATION		330,000		330,000		
<b>Total:</b>	\$ 1,061,025	\$ 544,500	\$ 544,500	\$ 673,500	\$ 129,000	23.7 %
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 400		\$ 400		
<b>Total:</b>	\$ 1,341	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 200		\$ 200		
<b>Total:</b>	\$ 336	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
630150 Safety Equipment & Supplies SAFETY EQUIPMENT & SUPPLIES		\$ 400		\$ 400		
<b>Total:</b>	\$ 449	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
630160 Small Tools SMALL TOOLS		\$ 100		\$ 100		
<b>Total:</b>	\$ —	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
660100 Advertising						

**Environmental Protection**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
ADVERTISING		\$ 300		\$ 300		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
660110 Promotional Services						
PROMOTIONAL SERVICES	\$ 1,500			\$ 1,500		
<b>Total:</b>	\$ 11,672	\$ 1,500	\$ 1,500	\$ 1,500	\$ —	0.0 %
660120 Promotional Materials						
PROMOTIONAL MATERIALS	\$ 1,500			\$ 1,500		
<b>Total:</b>	\$ 5,438	\$ 1,500	\$ 1,500	\$ 1,500	\$ —	0.0 %
660135 Eligible Environmental Fund Expenditures						
BAYWIDE COLLABORATION	\$ 50,000			\$ —		
<b>Total:</b>	\$ 48,415	\$ 50,000	\$ 50,000	\$ —	\$ (50,000)	(100.0)%
660140 Remediation						
REMEDIATION	\$ 300,000			\$ 136,400		
<b>Total:</b>	\$ 334,813	\$ 300,000	\$ 300,000	\$ 136,400	\$ (163,600)	(54.5)%
660150 Refuse & Hazardous Waste Disposal						
HAZARDOUS WASTE MANAGEMENT	\$ 158,000			\$ 188,000		
<b>Total:</b>	\$ 236,606	\$ 158,000	\$ 158,000	\$ 188,000	\$ 30,000	19.0 %
660170 Joint Program Studies Assistance						
CO-PERMITTEE COST SHARE	\$ 19,500			\$ 20,500		
COPPER REDUCTION PROGRAM	200,000			200,000		
INTEGRATED PEST MANAGEMENT	12,000			12,000		
REGULATORY FEES	60,000			60,000		
SHELTER ISLAND TMDL	90,000			90,000		
TMDL IMPLEMENTATION	37,000			37,000		
<b>Total:</b>	\$ 322,840	\$ 418,500	\$ 418,500	\$ 419,500	\$ 1,000	0.2 %
670130 Permits/Certificates/License						
PERMITS & LICENCES	\$ 12,400			\$ 12,400		
<b>Total:</b>	\$ 5,270	\$ 12,400	\$ 12,400	\$ 12,400	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 2,044,253	\$ 1,493,000	\$ 1,493,000	\$ 1,441,400	\$ (51,600)	(3.5)%

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## Executive Offices

**Retitle:** 1 Chief Administrative Officer/Vice President to Vice President, Administration/CAO

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant to President/CEO	1	1
Assistant to Vice President	6	6
Assistant Vice President	1	1
Chief Administrative Officer/Vice President	1	0
Chief Financial Officer/Treasurer	1	1
Chief Policy Strategist	1	1
Executive Director	1	1
Executive Vice President	1	1
Vice President, Administration/CAO	0	1
Vice President, Maritime	1	1
Vice President, Marketing and Communications	1	1
Vice President, Planning, Environment and Government Relations	1	1
Vice President, Real Estate, Engineering, and Facilities	1	1
<b>TOTAL</b>	<b>17</b>	<b>17</b>

## Executive Offices

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 3,743,098	\$ 3,891,700	\$ 3,761,800	\$ (129,900)	(3.3)%
Non-Personnel Expense	276,284	215,400	184,700	(30,700)	(14.3)%
<b>Total Direct Expense</b>	<b>\$ 4,019,382</b>	<b>\$ 4,107,100</b>	<b>\$ 3,946,500</b>	<b>\$ (160,600)</b>	<b>(3.9)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 4,019,382</b>	<b>\$ 4,107,100</b>	<b>\$ 3,946,500</b>	<b>\$ (160,600)</b>	<b>(3.9)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2019-2018 BUDGET	% CHANGE
Salaries & Wages	\$ 2,639,226	\$ 2,737,500	\$ 2,673,200	\$ (64,300)	(2.3)%
Overtime	20,185	15,000	—	(15,000)	(100.0)%
Burden	1,083,688	1,139,200	1,088,600	(50,600)	(4.4)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 3,743,098</b>	<b>\$ 3,891,700</b>	<b>\$ 3,761,800</b>	<b>\$ (129,900)</b>	<b>(3.3)%</b>

**Executive Offices**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 500		\$ 500		
<b>Total:</b>	\$ 1,264	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 800		\$ 800		
<b>Total:</b>	\$ 691	\$ 800	\$ 800	\$ 800	\$ —	0.0 %
610120 Memberships & Dues MEMBERSHIP & DUES		\$ 13,200		\$ 11,200		
<b>Total:</b>	\$ 18,909	\$ 13,200	\$ 13,200	\$ 11,200	\$ (2,000)	(15.2)%
610130 Recruiting						
<b>Total:</b>	\$ 24,100	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training DIVISION TRAINING SEMINARS & TRAINING		\$ 7,400 16,000		\$ 7,200 13,500		
<b>Total:</b>	\$ 26,818	\$ 23,400	\$ 23,400	\$ 20,700	\$ (2,700)	(11.5)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 12,200		\$ 13,500		
<b>Total:</b>	\$ 13,927	\$ 12,200	\$ 12,200	\$ 13,500	\$ 1,300	10.7 %
615110 Travel TRAVEL		\$ 30,700		\$ 10,000		
<b>Total:</b>	\$ 30,489	\$ 30,700	\$ 30,700	\$ 10,000	\$ (20,700)	(67.4)%
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHER		\$ 115,000		\$ 108,600		
<b>Total:</b>	\$ 79,808	\$ 115,000	\$ 115,000	\$ 108,600	\$ (6,400)	(5.6)%
630110 Equipment & Systems						
<b>Total:</b>	\$ 34,625	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ 6,600		\$ 6,600		
<b>Total:</b>	\$ 15,311	\$ 6,600	\$ 6,600	\$ 6,600	\$ —	0.0 %
630140 Postage & Shipping POSTAGE		\$ 300		\$ 300		
<b>Total:</b>	\$ 18	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
630150 Safety Equipment & Supplies						

**Executive Offices**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>Total:</b>	\$ 105	\$ —	\$ —	\$ —	\$ —	N/A
650130 Equipment Maintenance-Outside Services						
<b>Total:</b>	\$ 350	\$ —	\$ —	\$ —	\$ —	N/A
660105 Marketing Outreach						
<b>Total:</b>	\$ 45	\$ —	\$ —	\$ —	\$ —	N/A
660110 Promotional Services						
PROMOTIONAL SERVICES		\$ 3,400		\$ 3,200		
<b>Total:</b>	\$ 19,801	\$ 3,400	\$ 3,400	\$ 3,200	\$ (200)	(5.9)%
660120 Promotional Materials						
<b>Total:</b>	\$ 722	\$ —	\$ —	\$ —	\$ —	N/A
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE		\$ 300		\$ 300		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
670190 Other Miscellaneous Operating Expenses						
CONTINGENCY		\$ 9,000		\$ 9,000		
<b>Total:</b>	\$ 9,301	\$ 9,000	\$ 9,000	\$ 9,000	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 276,284	\$ 215,400	\$ 215,400	\$ 184,700	\$ (30,700)	(14.3)%

## Financial Assistance

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ —	\$ —	N/A
Non-Personnel Expense	747,195	865,000	603,000	(262,000)	(30.3)%
<b>Total Direct Expense</b>	<b>\$ 747,195</b>	<b>\$ 865,000</b>	<b>\$ 603,000</b>	<b>\$ (262,000)</b>	<b>(30.3)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 747,195</b>	<b>\$ 865,000</b>	<b>\$ 603,000</b>	<b>\$ (262,000)</b>	<b>(30.3)%</b>

**Financial Assistance**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
660160 Financial Assistance/Grants/Contribution						
CLEAN AIR ACTION PLAN		\$ 165,000		\$ —		
CLEAN AIR IMPROVEMENTS		—		103,000		
NATIONAL CITY BAYSHORE BIKEWAY		700,000		500,000		
<b>Total:</b>	\$ 747,195	\$ 865,000	\$ 865,000	\$ 603,000	\$ (262,000)	(30.3)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 747,195	\$ 865,000	\$ 865,000	\$ 603,000	\$ (262,000)	(30.3)%

## Financial Services

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### **MISSION**

To safeguard the District's financial assets, provide expert financial planning and analysis and timely financial reporting, provide liquidity to fund its operations and capital requirements, provide effective risk management, ensure safe work practices, and provide excellent services to our customers and business partners.

### **VISION**

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

## Financial Services

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
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 Technician	3	3
Lead Accounting Technician	2	2
Payroll Specialist	1	1
Payroll Technician	1	1
Risk and Safety Manager	1	1
Risk Management Analyst	1	1
Safety Specialist II	2	2
Senior Accountant	2	2
Senior Financial Analyst	5	5
<b>TOTAL</b>	<b>25</b>	<b>25</b>

## Financial Services

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 3,359,238	\$ 3,601,700	\$ 3,622,000	\$ 20,300	0.6 %
Non-Personnel Expense	1,785,148	2,153,000	2,150,300	(2,700)	(0.1)%
<b>Total Direct Expense</b>	<b>\$ 5,144,386</b>	<b>\$ 5,754,700</b>	<b>\$ 5,772,300</b>	<b>\$ 17,600</b>	<b>0.3 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 5,144,386</b>	<b>\$ 5,754,700</b>	<b>\$ 5,772,300</b>	<b>\$ 17,600</b>	<b>0.3 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 2,049,860	\$ 2,066,500	\$ 2,099,200	\$ 32,700	1.6 %
Overtime	5,870	—	—	—	N/A
Burden	1,303,508	1,535,200	1,522,800	(12,400)	(0.8)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 3,359,238</b>	<b>\$ 3,601,700</b>	<b>\$ 3,622,000</b>	<b>\$ 20,300</b>	<b>0.6 %</b>

**Financial Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610100 Awards - Service						
RISK - SAFETY AWARDS		\$ 300		\$ 300		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
610110 Books & Periodicals						
PROFESSIONAL PUBLICATIONS		\$ 200		\$ 200		
RISK - PUBLICATIONS		300		300		
<b>Total:</b>	\$ 599	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
610115 Employee Recognition						
EMPLOYEE RECOGNITION		\$ 100		\$ 1,000		
<b>Total:</b>	\$ 286	\$ 100	\$ 100	\$ 1,000	\$ 900	900.0 %
610120 Memberships & Dues						
AMER INST OF CPA'S		\$ 100		\$ 100		
ASSN FOR FINANCIAL PROF'LS		200		200		
CA MUNI TREASURERS ASSN		100		100		
CA SOC OF CPA'S		600		600		
CA SOC OF MUNI FINANCE OFFICER		200		200		
GOVT FINANCE OFFICERS ASSN		300		300		
MEMBERSHIPS & DUES		300		300		
RISK - RELATED		400		400		
SAN DIEGO CREDIT ASSOCIATION		100		100		
<b>Total:</b>	\$ 2,974	\$ 2,300	\$ 2,300	\$ 2,300	\$ —	0.0 %
610130 Recruiting						
<b>Total:</b>	\$ 400	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training						
AAPA		\$ 500		\$ 500		
ANNUAL GOVT GAAP UPDATE		200		200		
AP/1099/SALES TAX TRAINING		300		300		
APA PAYROLL TRAINING		700		700		
ASSN FOR FINANCIAL PROF'LS		500		500		
CA MUNI TREASURER'S ASSN		200		200		
CA SOC OF CPA'S		500		500		
CA SOC OF MUNI FINANCE OFFICER		300		300		
CERTIFICATION COURSES & WEBINARS		200		200		
GOVT FINANCE OFFICERS ASSN		1,000		1,000		
GRANT TRAINING		300		300		
RISK - RELATED		800		800		

**Financial Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
TECHNICAL TRAINING		1,500		500		
<b>Total:</b>	\$ 5,819	\$ 7,000	\$ 7,000	\$ 6,000	\$ (1,000)	(14.3)%
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT	\$	4,300		\$ 4,300		
RISK - RELATED		1,300		1,300		
<b>Total:</b>	\$ 7,166	\$ 5,600	\$ 5,600	\$ 5,600	\$ —	0.0 %
615110 Travel						
APA CONFERENCE	\$	700		\$ —		
CA SOC OF MUNI FINANCE OFFICER		700		—		
GOVT FINANCE OFFICERS ASSN		1,300		—		
RISK - RELATED		900		—		
<b>Total:</b>	\$ 5,355	\$ 3,600	\$ 3,600	\$ —	\$ (3,600)	(100.0)%
620100 Services - Professional & Other						
ACTUARIAL VALUATION SERVICES	\$	9,800		\$ 20,000		
ARBITRAGE FEES - BONDS		2,400		2,400		
GASB ADVISORY SERVICES		15,000		15,000		
INVESTMENT PORTFOLIO FEE		1,100		1,100		
REVENUE BONDS TRUSTEE		900		900		
RISK - ACCIDENT INVESTIGATIONS		1,200		1,200		
RISK - AED PROGRAM		300		300		
RISK - HEARING CONSERVATION		1,400		1,400		
RISK - INSURANCE CERT TRACKING		2,900		2,900		
RISK - PHYSICALS		5,500		5,500		
UNION BANK OF CA TRUST ACCT		5,800		5,800		
US BANK (ESCROW AGNT DEP FEE)		900		900		
<b>Total:</b>	\$ 81,639	\$ 47,200	\$ 47,200	\$ 57,400	\$ 10,200	21.6 %
630110 Equipment & Systems						
EQUIPMENT & SYSTEMS	\$	3,500		\$ 3,500		
RISK - RELATED		7,900		7,900		
<b>Total:</b>	\$ 23,481	\$ 11,400	\$ 11,400	\$ 11,400	\$ —	0.0 %
630120 Equipment Rental/Leasing						
<b>Total:</b>	\$ 2,211	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies						
OFFICE SUPPLIES	\$	11,200		\$ 11,200		
<b>Total:</b>	\$ 13,352	\$ 11,200	\$ 11,200	\$ 11,200	\$ —	0.0 %

**Financial Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 5,000		\$ 4,500		
<b>Total:</b>	\$ 5,386	\$ 5,000	\$ 5,000	\$ 4,500	\$ (500)	(10.0)%
630150 Safety Equipment & Supplies RISK - RELATED		\$ 1,200		\$ 1,200		
<b>Total:</b>	\$ 510	\$ 1,200	\$ 1,200	\$ 1,200	\$ —	0.0 %
650120 Equipment Maintenance - Supplies RISK - RELATED		\$ 900		\$ 100		
<b>Total:</b>	\$ —	\$ 900	\$ 900	\$ 100	\$ (800)	(88.9)%
650130 Equipment Maintenance - Outside Services RISK - RELATED		\$ 1,200		\$ 900		
<b>Total:</b>	\$ —	\$ 1,200	\$ 1,200	\$ 900	\$ (300)	(25.0)%
660110 Promotional Services PROMOTIONAL SERVICES RISK - RELATED		\$ 200 400		\$ 100 200		
<b>Total:</b>	\$ 40	\$ 600	\$ 600	\$ 300	\$ (300)	(50.0)%
670105 Bank & Credit Card Fees BANK FEES CREDIT CARD FEES		\$ 38,500 9,500		\$ 38,500 9,500		
<b>Total:</b>	\$ 61,600	\$ 48,000	\$ 48,000	\$ 48,000	\$ —	0.0 %
670110 Insurance RISK - BROKER FEES RISK - INSURANCE PREMIUMS		\$ 45,000 1,953,100		\$ 45,000 1,953,100		
<b>Total:</b>	\$ 1,574,211	\$ 1,998,100	\$ 1,998,100	\$ 1,998,100	\$ —	0.0 %
670120 Insurance Claims RISK - RELATED		\$ 800		\$ 400		
<b>Total:</b>	\$ —	\$ 800	\$ 800	\$ 400	\$ (400)	(50.0)%
670130 Permits/Certificates/License PERMITS/CERTIFICATES/LICENSE RISK - RELATED		\$ 2,000 6,000		\$ 100 1,000		
<b>Total:</b>	\$ 120	\$ 8,000	\$ 8,000	\$ 1,100	\$ (6,900)	(86.3)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 1,785,148	\$ 2,153,000	\$ 2,153,000	\$ 2,150,300	\$ (2,700)	(0.1)%

# General Services

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## **MISSION**

Provide cost-effective, reliable, and responsive support services through sustainable maintenance of District assets

## **VISION**

Excellence, innovation, and leadership in maintenance and support services

## General Services

**Retitle:** 1 Lead Marine Mechanic to 1 Lead Vessel Equipment Mechanic

**Transfer:** 11 Gardeners to Guest Experiences - Park Greenscapes & Bayscapes  
 4 Lead Gardeners to Guest Experiences - Park Greenscapes & Bayscapes  
 2 Parking Meter Repair/Collector to Guest Experiences - Parking

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
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	6	6
Equipment Operator	4	4
Executive Assistant I (Classified)	1	1
Financial Technician	1	1
Fleet Maintenance Technician	3	3
Gardener	11	0
HVAC Technician	1	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	0
Lead Maintenance Mechanic	1	1
Lead Maintenance Worker	3	3
Lead Marine Mechanic	1	0
Lead Painter	1	1
Lead Plumber	1	1
Lead Vessel Equipment Mechanic	0	1
Locksmith	1	1
Maintenance Mechanic	1	1
Maintenance Planner/Inspector	3	3
Maintenance Supervisor	3	3
Maintenance Support Supervisor	1	1
Maintenance Worker I	14	14
Maintenance Worker II	14	14
Manager, Maintenance Systems	1	1
Painter	2	2
Parking Meter Repair/Collector	2	0

## General Services

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Plumber	3	3
Senior Tool Room Technician	1	1
Tool Room Technician	1	1
Vessel Equipment Mechanic	2	2
<b>TOTAL</b>	<b>99</b>	<b>82</b>

## General Services

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 12,356,131	\$ 12,662,000	\$ 11,269,200	\$ (1,392,800)	(11.0)%
Non-Personnel Expense	6,105,218	4,265,100	4,973,600	708,500	16.6 %
<b>Total Direct Expense</b>	<b>\$ 18,461,349</b>	<b>\$ 16,927,100</b>	<b>\$ 16,242,800</b>	<b>\$ (684,300)</b>	<b>(4.0)%</b>
Less: Capitalized Expense	(195,072)	(95,500)	(87,100)	8,400	(8.8)%
Equipment Outlay and Other Capital Projects	1,276,021	445,000	172,000	(273,000)	(61.3)%
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 19,542,298</b>	<b>\$ 17,276,600</b>	<b>\$ 16,327,700</b>	<b>\$ (948,900)</b>	<b>(5.5)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 6,809,580	\$ 7,182,400	\$ 6,173,600	\$ (1,008,800)	(14.0)%
Overtime	273,215	250,000	250,000	—	0.0 %
Burden	5,273,336	5,229,600	4,845,600	(384,000)	(7.3)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 12,356,131</b>	<b>\$ 12,662,000</b>	<b>\$ 11,269,200</b>	<b>\$ (1,392,800)</b>	<b>(11.0)%</b>

## General Services

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
VESSEL PUMP OUT STATION <sup>(1)</sup> <sup>(2)</sup>	5	\$ 172,000
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>5</b>	<b>\$ 172,000</b>

**Note:**

(1) Partially funded by a grant from the California State Parks Division of Boating and Waterways

(2) Other Capital Project

**General Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals						
<b>Total:</b>	\$ 2,249	\$ —	\$ —	\$ —	\$ —	N/A
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ 2,800			\$ 2,500		
<b>Total:</b>	\$ 3,114	\$ 2,800	\$ 2,800	\$ 2,500	\$ (300)	(10.7)%
610120 Memberships & Dues						
<b>Total:</b>	\$ 605	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training						
COMPREHENSIVE DEPT TRAINING PROG	\$ 12,000			\$ 5,000		
SKILLS TRAINING	2,000			11,500		
<b>Total:</b>	\$ 38,894	\$ 14,000	\$ 14,000	\$ 16,500	\$ 2,500	17.9 %
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT	\$ 600			\$ 600		
<b>Total:</b>	\$ 2,266	\$ 600	\$ 600	\$ 600	\$ —	0.0 %
615110 Travel						
<b>Total:</b>	\$ 23,859	\$ —	\$ —	\$ —	\$ —	N/A
630110 Equipment & Systems						
<b>Total:</b>	\$ 1,097	\$ —	\$ —	\$ —	\$ —	N/A
630120 Equipment Rental/Leasing						
CRANE RENTAL	\$ 3,000			\$ —		
EMISSION ANALYZER	1,500			—		
HEAVY EQUIPMENT	35,000			25,000		
PORTABLE TOILET RENTAL	20,000			5,000		
<b>Total:</b>	\$ 140,390	\$ 59,500	\$ 59,500	\$ 30,000	\$ (29,500)	(49.6)%
630130 Office & Operating Supplies						
SUPPLIES	\$ 10,000			\$ 9,500		
TWIC-TRANSPORTATION WORKER ID	800			1,000		
<b>Total:</b>	\$ 21,919	\$ 10,800	\$ 10,800	\$ 10,500	\$ (300)	(2.8)%
630140 Postage & Shipping						
POSTAGE & SHIPPING	\$ 500			\$ 500		
<b>Total:</b>	\$ 1,044	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
630150 Safety Equipment & Supplies						
FIRE EXTINGUISHERS	\$ 5,000			\$ 5,000		
SAFETY SHOES	17,500			14,400		

**General Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
SAFETY SUPPLIES & EQUIPMENT		60,000		57,000		
<b>Total:</b>	\$ 84,245	\$ 82,500	\$ 82,500	\$ 76,400	\$ (6,100)	(7.4)%
630160 Small Tools						
SMALL TOOLS FOR MAINT OPERS	\$ 20,000			\$ 17,200		
<b>Total:</b>	\$ 52,649	\$ 20,000	\$ 20,000	\$ 17,200	\$ (2,800)	(14.0)%
630170 Fuel & Lubricants						
CNG/PROPANE	\$ 23,000			\$ 20,000		
GAS/DIESEL	638,400			615,000		
MOTOR OIL	7,500			7,500		
<b>Total:</b>	\$ 629,082	\$ 668,900	\$ 668,900	\$ 642,500	\$ (26,400)	(3.9)%
630180 Parking Meter Supplies						
<b>Total:</b>	\$ 23,347	\$ —	\$ —	\$ —	\$ —	N/A
630200 Uniforms						
UNIFORM CONSUMABLES	\$ 5,000			\$ —		
UNIFORM JACKET	2,500			—		
UNIFORM SERVICE	40,000			23,600		
<b>Total:</b>	\$ 38,180	\$ 47,500	\$ 47,500	\$ 23,600	\$ (23,900)	(50.3)%
650100 Facilities Maintenance-Supplies						
ALL CREWS	\$ 550,000			\$ 570,000		
LANDSCAPE, LAWNS, SHRUBS, PLANTERS	51,000			—		
<b>Total:</b>	\$ 895,864	\$ 601,000	\$ 601,000	\$ 570,000	\$ (31,000)	(5.2)%
650110 Facilities Maintenance-Outside Services						
ANIMAL AND PEST CONTROL	\$ 26,500			\$ 31,000		
BIRD ABATEMENT	18,300			10,000		
COLD IRONING & HIGH VOLTAGE MAINT	—			45,000		
CONCRETE & DELIVERY	15,000			10,000		
CUSTODIAL SERVICES	450,000			707,300		
CUSTODIAL SERVICES - AQUATIC CENTER	10,000			5,000		
CUSTODIAL SERVICES - COMFORT STATIONS	—			200,000		
ELEVATOR MAINT	87,000			72,700		
FIRE ALARMS MONITORING	35,000			31,500		
GRAFFITI REMOVAL	30,000			65,000		
HVAC OTHER LOCATIONS	70,200			166,300		
NEVP MAINTENANCE CONTRACT	150,000			150,000		
PIER MAINTENANCE	—			40,000		

**General Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
RUOCCO PARK MAINTENANCE		134,000		81,900		
STORMWATER BMP MAINTENANCE		240,000		500,000		
STREET LIGHTING		5,000		3,400		
WASTE MANAGEMENT PROGRAM		250,000		250,000		
<b>Total:</b>	<b>\$ 2,349,617</b>	<b>\$ 1,521,000</b>	<b>\$ 1,521,000</b>	<b>\$ 2,369,100</b>	<b>\$ 848,100</b>	<b>55.8 %</b>
650120 Equipment Maintenance-Supplies						
AUTOMOTIVE EQ/BOATS		\$ 240,000		\$ 230,000		
FORD PARTS		15,300		15,300		
TIRES		23,000		35,000		
<b>Total:</b>	<b>\$ 286,111</b>	<b>\$ 278,300</b>	<b>\$ 278,300</b>	<b>\$ 280,300</b>	<b>\$ 2,000</b>	<b>0.7 %</b>
650130 Equipment Maintenance-Outside Services						
COMPREHENSIVE MARINE VESSEL MAINT		\$ 300,000		\$ 165,800		
EQUIPMENT CERTIFICATION AND INSPECT		4,000		33,600		
FIRE EXTINGUISHER HYDROTEST		2,300		2,300		
GOTTWALD REPAIR & MAINTENANCE		—		10,000		
HPD AUTO BODY REPAIRS		9,000		—		
MOWER REEL MAINTENANCE		—		10,000		
OTHER EQUIPMENT SERVICE/MAINT		—		20,000		
TANK FUEL STATIONS, LIFTS & CRANES		10,000		8,000		
VEHICLE DETAILING		—		10,000		
VEHICLE PAINTING		15,000		20,000		
<b>Total:</b>	<b>\$ 307,724</b>	<b>\$ 340,300</b>	<b>\$ 340,300</b>	<b>\$ 279,700</b>	<b>\$ (60,600)</b>	<b>(17.8)%</b>
650131 As - Needed Maintenance						
ABANDONED & DERELICT VESSEL		\$ 471,400		\$ 479,400		
CONCRETE PUMP SERVICES		5,000		2,500		
DOORS (ROLL UP) MAINTENANCE		20,000		15,000		
DOORS AND GATES, ELECTRIC		2,500		5,800		
DUMPSTER SERVICE TRANSFER		50,000		25,000		
EMERGENCY CLEAN-UP		10,000		—		
MISC SMALL OUTSIDE SERVICES		28,000		36,500		
POWER WASHING		—		40,000		
TREE TRIMMING		10,000		—		
UNDERGROUND SERVICE ALERT		2,000		2,000		
UTILITY LEAK DETECTION		2,500		1,000		
<b>Total:</b>	<b>\$ 1,184,394</b>	<b>\$ 601,400</b>	<b>\$ 601,400</b>	<b>\$ 607,200</b>	<b>\$ 5,800</b>	<b>1.0 %</b>
660136 Grant Funded Expenditures						

**General Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
CALIFORNIA ENERGY GRANT COMMISSION		\$ —		\$ 30,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 30,000	\$ 30,000	N/A
660150 Refuse & Hazardous Waste Disposal						
REFUSE & HAZ WASTE	\$ 1,315	\$ 1,000	\$ 1,000	\$ 2,000		
<b>Total:</b>	\$ 1,315	\$ 1,000	\$ 1,000	\$ 2,000	\$ 1,000	100.0 %
670130 Permits/Certificates/License						
PERMIT/CERT/LICENSE		\$ 15,000	\$ 15,000	\$ 15,000		
<b>Total:</b>	\$ 17,098	\$ 15,000	\$ 15,000	\$ 15,000	\$ —	0.0 %
670190 Other Miscellaneous Operating Expense						
<b>Total:</b>	\$ 156	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 6,105,218	\$ 4,265,100	\$ 4,265,100	\$ 4,973,600	\$ 708,500	16.6 %

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## Government & Civic Relations

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### **MISSION**

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**

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.

## Government & Civic Relations

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Legislative Policy Administrator	1	1
Management Analyst	2	2
Manager, Grants and Policy	1	1
Principal, Economics and Policy	1	1
Program Manager	1	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>

## Government & Civic Relations

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 840,935	\$ 852,600	\$ 899,200	\$ 46,600	5.5 %
Non-Personnel Expense	939,031	602,100	591,400	(10,700)	(1.8)%
<b>Total Direct Expense</b>	<b>\$ 1,779,966</b>	<b>\$ 1,454,700</b>	<b>\$ 1,490,600</b>	<b>\$ 35,900</b>	<b>2.5 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 1,779,966</b>	<b>\$ 1,454,700</b>	<b>\$ 1,490,600</b>	<b>\$ 35,900</b>	<b>2.5 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 640,343	\$ 633,100	\$ 647,000	\$ 13,900	2.2 %
Overtime	—	—	—	—	N/A
Burden	200,592	219,500	252,200	32,700	14.9 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 840,935</b>	<b>\$ 852,600</b>	<b>\$ 899,200</b>	<b>\$ 46,600</b>	<b>5.5 %</b>

## Government &amp; Civic Relations

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals						
GOV/PROFESSIONAL PUBLICATIONS		\$ 200		\$ 200		
<b>Total:</b>	\$ 965	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ 5	\$ —	\$ —	\$ 200	\$ 200	N/A
<b>Total:</b>	\$ 5	\$ —	\$ —	\$ 200	\$ 200	N/A
610120 Memberships & Dues						
MEMBERSHIPS & DUES		\$ 61,600		\$ 61,600		
<b>Total:</b>	\$ 111,803	\$ 61,600	\$ 61,600	\$ 61,600	\$ —	0.0 %
610140 Seminars & Training						
PORT-RELATED CONFERENCES		\$ 3,200		\$ 1,000		
<b>Total:</b>	\$ 7,997	\$ 3,200	\$ 3,200	\$ 1,000	\$ (2,200)	(68.8)%
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT		\$ 800		\$ 300		
<b>Total:</b>	\$ 1,499	\$ 800	\$ 800	\$ 300	\$ (500)	(62.5)%
615110 Travel						
OTHER TRIPS		\$ 3,300		\$ 1,500		
SACRAMENTO		3,300		2,500		
WASHINGTON DC		4,300		3,000		
<b>Total:</b>	\$ 29,034	\$ 10,900	\$ 10,900	\$ 7,000	\$ (3,900)	(35.8)%
620100 Services - Professional & Other						
LEGISLATIVE SERVICES - SACRAMENTO		\$ 120,000		\$ 120,000		
LEGISLATIVE SERVICES - SAN DIEGO REGION		192,000		190,000		
LEGISLATIVE SERVICES - STATE AGENCIES		90,000		90,000		
LEGISLATIVE SERVICES - WASHINGTON		120,000		120,000		
<b>Total:</b>	\$ 694,817	\$ 522,000	\$ 522,000	\$ 520,000	\$ (2,000)	(0.4)%
620110 Services - Legal - Port Attorney						
<b>Total:</b>	\$ 82,500	\$ —	\$ —	\$ —	\$ —	N/A
630110 Equipment & Systems						
EQUIPMENT & SYSTEMS		\$ 400		\$ 200		
<b>Total:</b>	\$ 663	\$ 400	\$ 400	\$ 200	\$ (200)	(50.0)%
630130 Office & Operating Supplies						
OFFICE SUPPLIES		\$ 1,700		\$ 800		
<b>Total:</b>	\$ 2,278	\$ 1,700	\$ 1,700	\$ 800	\$ (900)	(52.9)%

## Government & Civic Relations

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
630140 Postage & Shipping POSTAGE		\$ 300		\$ 100		
<b>Total:</b>	\$ 452	\$ 300	\$ 300	\$ 100	\$ (200)	(66.7)%
660110 Promotional Services PROMOTIONAL SERVICES		\$ 1,000		\$ —		
<b>Total:</b>	\$ 6,354	\$ 1,000	\$ 1,000	\$ —	\$ (1,000)	(100.0)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 939,031	\$ 602,100	\$ 602,100	\$ 591,400	\$ (10,700)	(1.8)%

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## Guest Experiences - Park Greenscapes & Bayscapes

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### **MISSION**

To deploy industry-best landscaping practices in turf management, irrigation management, and urban forest management at the District's 22 parks, inclusive of utilizing technology for more effective and efficient management of landscaping activities.

### **VISION**

To ensure the public's first impressions are positive when visiting the bay by optimizing a guest's experience at the District's 22 parks.

## Guest Experiences - Park Greenscapes & Bayscapes

**Transfer:** 11 Gardeners from General Services  
4 Lead Gardeners from General Services

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Gardener	0	11
Lead Gardener	0	4
<b>TOTAL</b>	<b>0</b>	<b>15</b>

## Guest Experiences - Park Greenscapes & Bayscapes

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ 1,321,700	\$ 1,321,700	N/A
Non-Personnel Expense	—	—	180,300	180,300	N/A
<b>Total Direct Expense</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,502,000</b>	<b>\$ 1,502,000</b>	<b>N/A</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,502,000</b>	<b>\$ 1,502,000</b>	<b>N/A</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Regular Salaries & Wages	\$ —	\$ —	\$ 790,400	\$ 790,400	N/A
Overtime	—	—	—	—	N/A
Burden	—	—	531,300	531,300	N/A
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,321,700</b>	<b>\$ 1,321,700</b>	<b>N/A</b>

**Guest Experiences - Park Greenscapes & Bayscapes**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 400		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 400	\$ 400	N/A
610140 Seminars & Training COMPREHENSIVE DEPT TRAINING PROG		\$ —		\$ 1,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 1,000	\$ 1,000	N/A
630130 Office & Operating Supplies SUPPLIES TWIC-TRANSPORTATION WORKER ID		\$ —		\$ 1,500 200		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 1,700	\$ 1,700	N/A
630150 Safety Equipment & Supplies SAFETY SHOES SAFETY SUPPLIES & EQUIPMENT		\$ —		\$ 3,000 3,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 6,000	\$ 6,000	N/A
630160 Small Tools SMALL TOOLS		\$ —		\$ 2,800		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 2,800	\$ 2,800	N/A
630200 Uniforms UNIFORM SERVICE		\$ —		\$ 6,400		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 6,400	\$ 6,400	N/A
650100 Facilities Maintenance - Supplies ALL CREWS LANDSCAPE, LAWNS, SHRUBS, PLANTERS		\$ —		\$ 3,000 51,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 54,000	\$ 54,000	N/A
650110 Facilities Maintenance - Outside Services RUOCCO PARK MAINTENANCE SWEETWATER BIKE PATH		\$ —		\$ 36,000 60,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 96,000	\$ 96,000	N/A
650131 As-Needed Maintenance MISC SMALL OUTSIDE SERVICES TREE TRIMMING		\$ —		\$ 2,000 10,000		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 12,000	\$ 12,000	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ —	\$ —	\$ —	\$ 180,300	\$ 180,300	N/A

## Guest Experiences - Parking

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### **MISSION**

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**

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.

## Guest Experiences - Parking

**Retitle:** 1 Director, Port as a Service to Director, Guest Experiences

**Transfer:** 2 Parking Meter Repair/Collectors from General Services

**Transfer In and Convert:** 1 Management Analyst (Limited) to Management Analyst from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant Parking Manager	1	1
Director, Guest Experiences	0	1
Director, Port as a Service	1	0
Management Analyst	0	1
Parking Manager	1	1
Parking Meter Repair/Collector	0	2
<b>TOTAL</b>	<b>3</b>	<b>6</b>

## Guest Experiences - Parking

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 361,839	\$ 556,700	\$ 873,000	\$ 316,300	56.8 %
Non-Personnel Expense	2,256,043	2,443,400	2,194,400	(249,000)	(10.2)%
<b>Total Direct Expense</b>	<b>\$ 2,617,882</b>	<b>\$ 3,000,100</b>	<b>\$ 3,067,400</b>	<b>\$ 67,300</b>	<b>2.2 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	66,464	—	285,000	285,000	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,684,346</b>	<b>\$ 3,000,100</b>	<b>\$ 3,352,400</b>	<b>\$ 352,300</b>	<b>11.7 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 190,511	\$ 347,300	\$ 566,500	\$ 219,200	63.1 %
Overtime	—	—	—	—	N/A
Burden	171,328	209,400	306,500	97,100	46.4 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 361,839</b>	<b>\$ 556,700</b>	<b>\$ 873,000</b>	<b>\$ 316,300</b>	<b>56.8 %</b>

## Guest Experiences - Parking

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
PARKING METERS	30	\$ 285,000
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>30</b>	<b>\$ 285,000</b>

**Guest Experiences - Parking**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 100		\$ 100		
<b>Total:</b>	\$ 219	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
610120 Memberships & Dues CA PARKING ASSOCIATION INTERNATIONAL INSTITUTE		\$ 100 200		\$ 100 200		
<b>Total:</b>	\$ 1,070	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
610140 Seminars & Training COURSES & SEMINARS PARKING CONFERENCE		\$ 500 1,700		\$ 500 1,700		
<b>Total:</b>	\$ 5,211	\$ 2,200	\$ 2,200	\$ 2,200	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE & PARKING		\$ 100		\$ 100		
<b>Total:</b>	\$ 214	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
615110 Travel COURSES & SEMINARS PARKING BUSINESS TRAVEL TRAVEL		\$ 200 2,500 1,000		\$ — — —		
<b>Total:</b>	\$ 1,613	\$ 3,700	\$ 3,700	\$ —	\$ (3,700)	(100.0)%
620100 Services - Professional & Other AS-NEEDED REVIEW/CONSULTANT		\$ 42,000		\$ —		
<b>Total:</b>	\$ 11,953	\$ 42,000	\$ 42,000	\$ —	\$ (42,000)	(100.0)%
630110 Equipment & Systems CSO LIC PLATE RECOGNITION SUBSCRIPTION HANDHELD TICKET WRITERS & SUPPLIES		\$ — \$ 8,700		\$ 30,500 \$ 8,700		
<b>Total:</b>	\$ 12,478	\$ 8,700	\$ 8,700	\$ 39,200	\$ 30,500	350.6 %
630120 Equipment Rental/Leasing CSO LICENSE PLATE RECOGNITION		\$ 30,500		\$ —		
<b>Total:</b>	\$ —	\$ 30,500	\$ 30,500	\$ —	\$ (30,500)	(100.0)
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 1,600		\$ 1,600		
<b>Total:</b>	\$ 656	\$ 1,600	\$ 1,600	\$ 1,600	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 200		\$ 200		

**Guest Experiences - Parking**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>Total:</b>	\$ 67	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
630180 Parking Meter Supplies						
PARKING METER SUPPLIES	\$	12,000		\$ 12,000		
<b>Total:</b>	\$ 231	\$ 12,000	\$ 12,000	\$ 12,000	\$ —	— %
640100 Space Rental						
I.B. PARKING LOT AMORTIZATION	\$	7,700		\$ 7,700		
PARKING LEASE - 3275 PAC HWY		118,500		118,500		
PARKING LEASE - 3405 PAC HWY		27,500		27,500		
<b>Total:</b>	\$ 141,684	\$ 153,700	\$ 153,700	\$ 153,700	\$ —	0.0 %
640150 Facility Management Services						
B STREET PIER	\$	60,300		\$ 52,900		
BAYFRONT PARKING GARAGE		361,400		495,000		
CONVENTION CENTER PARKING		1,220,900		852,400		
CONVENTION CTR GARAGE		40,400		40,400		
EMBARC CIRCULAR SHUTTLE SYSTEM		25,000		—		
NAVY PIER LOT		134,100		177,800		
PARKING METER MANAGEMENT		114,000		118,600		
<b>Total:</b>	\$ 1,843,726	\$ 1,956,100	\$ 1,956,100	\$ 1,737,100	\$ (219,000)	(11.2)%
650100 Facilities Maintenance - Supplies						
PARKING SIGNS	\$	8,600		\$ 8,600		
<b>Total:</b>	\$ —	\$ 8,600	\$ 8,600	\$ 8,600	\$ —	0.0 %
650130 Equipment Maintenance - Outside Services						
CONV CTR GARAGE MAINT	\$	11,500		\$ 11,500		
<b>Total:</b>	\$ —	\$ 11,500	\$ 11,500	\$ 11,500	\$ —	0.0 %
660110 Promotional Services						
<b>Total:</b>	\$ 81	\$ —	\$ —	\$ —	\$ —	N/A
670105 Bank & Credit Card Fees						
B STREET PIER CREDIT CARD FEES	\$	14,900		\$ 13,000		
BAYFRONT PARKING GARAGE CC FEES		21,200		17,400		
CONVENTION CTR PARKING CREDIT CARD		69,800		46,800		
CREDIT CARD FEES FOR EVENT PARKING		800		—		
CREDIT CARD FEES FOR SMART METERS		88,100		127,700		
NAVY PIER LOT CREDIT CARD FEES		17,300		22,900		
<b>Total:</b>	\$ 236,839	\$ 212,100	\$ 212,100	\$ 227,800	\$ 15,700	7.4 %

**Guest Experiences - Parking**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 2,256,043	\$ 2,443,400	\$ 2,443,400	\$ 2,194,400	\$ (249,000)	(10.2)%

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# Harbor Police Department

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## **MISSION**

To provide the highest quality of public service through crime prevention, homeland security, and ensuring quality of life for our communities.

## **VISION**

To be the global leader in maritime and aviation public safety.

## Harbor Police Department

**Transfer In and Convert:** 1 Grant Coordinator (Limited) to Grant Coordinator from Variable Staffing

**Reclass:** 2 Harbor Police Officer to Harbor Police Corporal

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	1	1
Assistant Chief of Harbor Police	1	1
Assistant to Vice President	1	1
Community Service Officer	5	5
Community Service Officer Supervisor	1	1
Crime Intelligence Analyst	1	1
Grants Coordinator	0	1
Harbor Police Captain	2	2
Harbor Police Corporal	15	17
Harbor Police Lieutenant	6	6
Harbor Police Officer	99	97
Harbor Police Sergeant	16	16
Homeland Security Program Manager	1	1
IT Project Manager	1	1
Lead Community Service Officer	1	1
Lead Public Safety Dispatcher	4	4
Office Assistant (Classified)	1	1
Police Records Assistant	3	3
Police Records Supervisor	1	1
Port Security Manager	1	1
Public Safety Dispatch Supervisor	2	2
Public Safety Dispatcher	9	9
Senior Police Records Assistant	1	1
Staff Assistant II	2	2
Systems Administrator	1	1
Vice President, Public Safety/Chief of Harbor Police	1	1
<b>TOTAL</b>	<b>177</b>	<b>178</b>

## Harbor Police Department

**Eliminate:** 2 Public Safety Dispatcher (Limited)

### LIMITED POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Grants Coordinator	1	0
Police Backgrounds Investigator	1	1
Public Safety Dispatcher	2	0
<b>TOTAL</b>	<b>4</b>	<b>1</b>

## Harbor Police Department

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 37,092,602	\$ 37,791,500	\$ 40,854,800	\$ 3,063,300	8.1 %
Non-Personnel Expense	3,483,074	3,288,300	3,294,700	6,400	0.2 %
<b>Total Direct Expense</b>	<b>\$ 40,575,676</b>	<b>\$ 41,079,800</b>	<b>\$ 44,149,500</b>	<b>\$ 3,069,700</b>	<b>7.5 %</b>
Less: Capitalized Expense	(105,307)	—	—	—	N/A
Equipment Outlay and Other Capital Projects	972,639	548,300	1,031,000	482,700	88.0 %
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 41,443,008</b>	<b>\$ 41,628,100</b>	<b>\$ 45,180,500</b>	<b>\$ 3,552,400</b>	<b>8.5 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 17,705,636	\$ 18,715,200	\$ 19,793,300	\$ 1,078,100	5.8 %
Overtime	2,633,274	2,388,000	2,688,000	300,000	12.6 %
Burden	16,753,692	16,688,300	18,373,500	1,685,200	10.1 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 37,092,602</b>	<b>\$ 37,791,500</b>	<b>\$ 40,854,800</b>	<b>\$ 3,063,300</b>	<b>8.1 %</b>

## Harbor Police Department

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
ARMORED VEHICLE <sup>(1)</sup>	1	\$ 397,000
PATROL VEHICLE BUILDOUT	3	105,000
POLICE PATROL VEHICLE	3	144,000
RES-Q SLINGS FOR HP VESSELS (1)	5	35,000
WAVCAM CAMERA-IB PIER <sup>(1)</sup>	1	350,000
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>13</b>	<b>\$ 1,031,000</b>

**Notes:**

<sup>(1)</sup> 100% Grant funded

**Harbor Police Department**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals						
LEGAL MANUALS		\$ 3,300		\$ 3,300		
STATE & FEDERAL CODE		2,000		2,000		
<b>Total:</b>	\$ 9,863	\$ 5,300	\$ 5,300	\$ 5,300	\$ —	0.0 %
610115 Employee Recognition						
EMPLOYEE RECOGNITION		\$ —		\$ 7,300		
<b>Total:</b>	\$ 1,411	\$ —	\$ —	\$ 7,300	\$ 7,300	N/A
610120 Memberships & Dues						
MEMBERSHIPS & DUES		\$ —		\$ 1,500		
<b>Total:</b>	\$ 4,464	\$ —	\$ —	\$ 1,500	\$ 1,500	N/A
610140 Seminars & Training						
CLERICAL SUPPORT TRAINING		\$ 1,000		\$ 1,000		
DISPATCH TRAINING COURSES		5,500		5,500		
LEXIPOL DAILY TRAINING BULLETINS		—		17,000		
RANGE USE FEES		9,000		9,000		
SEMINARS AND TRAINING		30,500		56,200		
<b>Total:</b>	\$ 79,875	\$ 46,000	\$ 46,000	\$ 88,700	\$ 42,700	92.8 %
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT		\$ 10,000		\$ 18,000		
<b>Total:</b>	\$ 21,518	\$ 10,000	\$ 10,000	\$ 18,000	\$ 8,000	80.0 %
615110 Travel						
COMMAND STAFF TRAVEL		\$ —		\$ 5,000		
DISPATCH TRAINING COURSES		1,500		1,500		
TRAINING RELATED TRAVEL		40,000		83,000		
<b>Total:</b>	\$ 131,164	\$ 41,500	\$ 41,500	\$ 89,500	\$ 48,000	115.7 %
620100 Services - Professional & Other						
ALPHA PROJECT - HOMELESS OUTREACH		\$ 280,000		\$ —		
BODY CAMERAS SOFTWARE, DATA STORAGE		—		328,800		
COMPUTER SVCS-SUN, ARJIS, ETC		121,000		121,000		
DIVE PHYSICALS		11,300		11,300		
EMERGENCY MANAGEMENT PROGRAM		88,900		67,000		
FINGERPRINT CHECKS-EMPLOYMENT		4,600		4,600		
HEARING CONSERVATION		3,200		3,200		
MEDICAL EXAMS (SART)		6,000		6,000		
PROFESSIONAL SERVICES		23,900		23,900		

## Harbor Police Department EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
RECRUITING		—		15,000		
RESPIRATOR PHYSICALS		23,200		23,200		
SHERIFF'S DEPT. PROPERTY RETEN		3,000		3,000		
VESSEL MAINTENANCE STUDY-PSG FY19 MATCH		22,500		22,500		
VESSEL TOWING SERVICES		20,000		40,000		
VETERINARIAN SERVICES		8,800		8,800		
VIGILANT FIXED ALPR SERVICE		—		11,200		
<b>Total:</b>	\$ 710,819	\$ 616,400	\$ 616,400	\$ 689,500	\$ 73,100	11.9 %
<b>630110 Equipment &amp; Systems</b>						
AEDS		\$ 2,500		\$ 2,500		
CANINE KENNELS		4,400		4,400		
COMPUTER HARDWARE		12,000		27,000		
DISPATCH EQUIPMENT		4,000		4,000		
DIVE TEAM EQUIPMENT		27,000		27,000		
EQPT FOR IMP BEACH (NON CAPITAL)		25,000		—		
FURNITURE		10,900		15,000		
MARTAC EQUIPMENT - MISC		72,000		40,000		
POLICE EQUIPMENT		18,000		20,000		
POWER SOURCES (BATTERIES, UPS)		3,000		3,000		
VEHICLE DATA COMM UPGRADE-PSG FY17 MATCH		9,500		—		
VESSELS/FIRE		16,400		16,400		
WEAPONS TRAINING UNIT EQPT		—		500		
<b>Total:</b>	\$ 160,590	\$ 204,700	\$ 204,700	\$ 159,800	\$ (44,900)	(21.9)%
<b>630120 Equipment Rental/Leasing</b>						
JULY 4TH EQUIPMENT		\$ 12,100		\$ 12,100		
TRAILERS		22,500		22,500		
<b>Total:</b>	\$ 38,830	\$ 34,600	\$ 34,600	\$ 34,600	\$ —	0.0 %
<b>630130 Office &amp; Operating Supplies</b>						
OFFICE SUPPLIES		\$ 9,900		\$ 11,000		
OPERATING SUPPLIES		40,000		40,000		
PRINTING		9,000		9,000		
<b>Total:</b>	\$ 79,159	\$ 58,900	\$ 58,900	\$ 60,000	\$ 1,100	1.9 %
<b>630140 Postage &amp; Shipping</b>						
POSTAGE & SHIPPING		\$ 7,000		\$ 7,000		
<b>Total:</b>	\$ 7,803	\$ 7,000	\$ 7,000	\$ 7,000	\$ —	0.0 %
<b>630150 Safety Equipment &amp; Supplies</b>						

**Harbor Police Department  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
AMMUNITION - .223		\$ 26,000		\$ 26,000		
AMMUNITION - .45 AND 9MM		21,000		21,000		
AMMUNITION - 12 GA. BUCKSHOT		8,000		8,000		
AMMUNITION - LESS LETHAL		12,000		12,000		
BIKE HELMETS		—		3,000		
CSO SAFETY EQUIPMENT		1,900		2,000		
FIRE TURNOUT GEAR		70,000		70,000		
FIRST AID SUPPLIES		1,500		1,500		
FORCE TACTICS UNIT EQUIPMENT		—		500		
GAS MASKS		—		10,000		
PERSONAL PROTECTIVE EQUIPMENT		19,000		10,000		
PROTECTIVE VESTS		30,000		30,000		
RAIN GEAR		2,000		2,000		
SAFETY SHOES (PER MOU)		400		400		
TASER EQUIPMENT & REPLACEMENT		11,500		15,000		
WEAPONS/PARTS		15,700		15,000		
<b>Total:</b>	<b>\$ 250,630</b>	<b>\$ 219,000</b>	<b>\$ 219,000</b>	<b>\$ 226,400</b>	<b>\$ 7,400</b>	<b>3.4 %</b>
<b>630200 Uniforms</b>						
BADGES, PINS, PATCHES		\$ 8,000		\$ 8,000		
REPLACE DAMAGED UNIFORM ITEMS		1,000		1,000		
UNIFORM FOR RSVPS		1,600		1,600		
UNIFORM SHIRTS FOR RECORDS		1,000		1,000		
UNIFORMS - COMMUNITY SERV OFFICERS		8,100		8,100		
UNIFORMS - DISPATCH (PER MOU)		6,000		6,000		
UNIFORMS - SWORN (PER MOU)		210,000		210,000		
UNIFORMS FOR HONOR GUARD		5,400		5,400		
<b>Total:</b>	<b>\$ 241,019</b>	<b>\$ 241,100</b>	<b>\$ 241,100</b>	<b>\$ 241,100</b>	<b>\$ —</b>	<b>0.0 %</b>
<b>640100 Space Rental</b>						
SPACE RENTAL		\$ 640,000		\$ 665,000		
<b>Total:</b>	<b>\$ 471,522</b>	<b>\$ 640,000</b>	<b>\$ 640,000</b>	<b>\$ 665,000</b>	<b>\$ 25,000</b>	<b>3.9 %</b>
<b>640110 Telephone &amp; Communications</b>						
CDPD LINES (WIRELESS CONNECT)		\$ 96,000		\$ 96,000		
CELLULAR SERVICE		20,400		20,400		
DIRECTV MONTHLY SERVICE		3,800		3,800		
RCS RADIO FEES		249,594		249,600		
TELEPHONE EQUIPMENT		5,006		5,000		

## Harbor Police Department EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL	ORIGINAL	ADJUSTED	BUDGET	CHANGE FROM	
	RESULTS	BUDGET	BUDGET	BUDGET	ADJUSTED	BUDGET
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
TELEPHONE SERVICE		84,000		55,000		
<b>Total:</b>	\$ 463,160	\$ 458,800	\$ 458,800	\$ 429,800	\$ (29,000)	(6.3)%
650110 Facilities Maintenance - Outside Service						
<b>Total:</b>	\$ 9,537	\$ —	\$ —	\$ —	\$ —	N/A
650130 Equipment Maintenance - Outside Services						
DIVE TEAM EQUIPMENT		\$ 12,000		\$ 12,000		
FIRE EQUIPMENT		36,800		36,800		
GEN EQPT MAINTENANCE		25,600		30,000		
MAINTENANCE CONTRACTS & EQUIP		70,500		68,000		
<b>Total:</b>	\$ 90,641	\$ 144,900	\$ 144,900	\$ 146,800	\$ 1,900	1.3 %
650140 Software Maintenance						
DISPATCH PACKET CLUSTER LICENSE		\$ 20,100		\$ 20,100		
LOGISYS CONTRACT		51,200		—		
NETMOTION		—		10,000		
NETRMS ANNUAL FEES		2,100		2,100		
<b>Total:</b>	\$ 164,466	\$ 73,400	\$ 73,400	\$ 32,200	\$ (41,200)	(56.1)%
660110 Promotional Services						
PROMO SERVICES, GENERAL		\$ —		\$ 500		
<b>Total:</b>	\$ 3,377	\$ —	\$ —	\$ 500	\$ 500	N/A
660120 Promotional Materials						
PROMOTIONAL & RECRUITING SUPPLIES		\$ —		\$ 500		
<b>Total:</b>	\$ 11,211	\$ —	\$ —	\$ 500	\$ 500	N/A
660136 Grant Funded Expenditures						
EMERGENCY OPERATIONS PLAN DEV		\$ 266,800		\$ 200,000		
EQUIPMENT - SHSGP		19,000		19,000		
FUEL-OPERATION STONEGARDEN		69,000		69,000		
REGIONAL TRAINING - UASI		12,600		12,600		
SDCLEF GRANT		3,000		3,000		
VEHICLE DATA COMM UPGRADE-PSG FY17		28,500		—		
VESSEL MAINTENANCE (STONEGARDEN)		20,000		20,000		
VESSEL MAINTENANCE STUDY-PSG FY19		67,500		67,500		
<b>Total:</b>	\$ 478,795	\$ 486,400	\$ 486,400	\$ 391,100	\$ (95,300)	(19.6)%
670105 Bank & Credit Card Fees						
BANK & CREDIT CARD FEES		\$ 300		\$ 100		
<b>Total:</b>	\$ 582	\$ 300	\$ 300	\$ 100	\$ (200)	(66.7)%

**Harbor Police Department**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
680100 Seized Asset/Forfeitures - Harbor Police						
<b>Total:</b>	\$ 52,640	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 3,483,074	\$ 3,288,300	\$ 3,288,300	\$ 3,294,700	\$ 6,400	0.2 %

## Human Resources

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### **MISSION**

Our mission is to treat each person as a valued customer while providing services that promote a diverse workforce environment that is characterized by fair treatment, open communication, personal accountability, trust and mutual respect. We will continue to develop our own repertoire of skills and strive to maintain a culture of excellence.

### **VISION**

To be recognized as leaders in applying human resources best practices and innovations to make the Port of San Diego an employer of choice.

## Human Resources

**Transfer In and Convert:** 1 Retirement Programs Administrator (Limited) to Retirement Programs Administrator from Variable Staffing

**Transfer Out:** 1 Manager, Equal Opportunity to Diversity, Equity, and Inclusion  
1 Equal Opportunity Technician to Diversity, Equity, and Inclusion

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Benefits Analyst	1	1
Director, Human Resources	1	1
Equal Opportunity Technician	1	0
Human Resources Analyst	1	1
Human Resources Business Partner	1	1
Human Resources Technician	1	1
Management Analyst	1	1
Manager, Equal Opportunity	1	0
Manager, Human Resources	1	1
Retirement Programs Administrator	0	1
Senior Benefits and Compensation Analyst	1	1
Senior Human Resources Analyst	1	1
<b>TOTAL</b>	<b>11</b>	<b>10</b>

## Human Resources

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,889,268	\$ 1,895,200	\$ 1,942,900	\$ 47,700	2.5 %
Non-Personnel Expense	4,127,219	4,148,900	4,476,500	327,600	7.9 %
<b>Total Direct Expense</b>	<b>\$ 6,016,486</b>	<b>\$ 6,044,100</b>	<b>\$ 6,419,400</b>	<b>\$ 375,300</b>	<b>6.2 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 6,016,486</b>	<b>\$ 6,044,100</b>	<b>\$ 6,419,400</b>	<b>\$ 375,300</b>	<b>6.2 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 988,186	\$ 943,500	\$ 985,800	\$ 42,300	4.5 %
Overtime	4,736	6,000	—	(6,000)	(100.0)%
Burden	896,328	945,700	957,100	11,400	1.2 %
Temporary Personnel	18	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,889,268</b>	<b>\$ 1,895,200</b>	<b>\$ 1,942,900</b>	<b>\$ 47,700</b>	<b>2.5 %</b>

**Human Resources**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610100 Awards - Service CERTIFICATES		\$ 300		\$ 300		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
610110 Books & Periodicals HR - PUBLICATIONS		\$ 400		\$ 900		
<b>Total:</b>	\$ 1,127	\$ 400	\$ 400	\$ 900	\$ 500	125.0 %
610115 Employee Recognition DIST EMPLOYEE RECOGNITION		\$ 1,500		\$ 1,500		
HR - EMPLOYEE RECOGNITION		100		500		
<b>Total:</b>	\$ 4,362	\$ 1,600	\$ 1,600	\$ 2,000	\$ 400	25.0 %
610120 Memberships & Dues HR/EOM RELATED		\$ 1,800		\$ 900		
<b>Total:</b>	\$ 2,088	\$ 1,800	\$ 1,800	\$ 900	\$ (900)	(50.0)%
610125 Health and Wellness HEALTH & WELLNESS PROGRAMS		\$ 200		\$ —		
<b>Total:</b>	\$ 11,810	\$ 200	\$ 200	\$ —	\$ (200)	(100.0)%
610130 Recruiting ASSESSMENT SERVICES		\$ 2,600		\$ 2,600		
RECRUITING		9,600		—		
<b>Total:</b>	\$ 3,542	\$ 12,200	\$ 12,200	\$ 2,600	\$ (9,600)	(78.7)%
610140 Seminars & Training HR - DISTRICT TRAINING		\$ 6,400		\$ 6,400		
<b>Total:</b>	\$ 21,943	\$ 6,400	\$ 6,400	\$ 6,400	\$ —	0.0 %
610150 Tuition Reimbursement Program TUITION		\$ 31,600		\$ 31,600		
<b>Total:</b>	\$ 51,594	\$ 31,600	\$ 31,600	\$ 31,600	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 900		\$ 900		
<b>Total:</b>	\$ 321	\$ 900	\$ 900	\$ 900	\$ —	0.0 %
615110 Travel TRAVEL		\$ 4,700		\$ —		
<b>Total:</b>	\$ 2,475	\$ 4,700	\$ 4,700	\$ —	\$ (4,700)	(100.0)%
620100 Services - Professional & Other 401(A) & 457 PASSIVE TRUSTEE		\$ 600		\$ 1,000		

## Human Resources

### EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
CONSULTANTS - ADA		2,900		—		
CONSULTANTS - DISTRICT		54,500		54,500		
CONSULTANTS - INVESTIGATIVE SERVICES		2,800		2,800		
CONSULTANTS - NEGOTIATIONS		17,300		21,200		
EXECUTIVE MEDICALS		11,500		11,500		
FLEX PLAN		16,600		16,600		
PAB HEARINGS		1,700		1,700		
PHYSICALS/TESTS		5,800		5,800		
PRE.EMPLOY. MEDS: GS (GRP II)		5,700		5,700		
RETURN TO WORK MEDICALS		1,100		5,000		
SOCIAL SECURITY ACT - CALPERS		1,200		2,000		
<b>Total:</b>	\$ 52,000	\$ 121,700	\$ 121,700	\$ 127,800	\$ 6,100	5.0 %
630110 Equipment & Systems						
FURNITURE	\$	3,900		\$ —		
MISC. - EQUIPMENT		3,600		—		
<b>Total:</b>	\$ 6,568	\$ 7,500	\$ 7,500	\$ —	\$ (7,500)	(100.0)%
630130 Office & Operating Supplies						
GENERAL OFFICE SUPPLIES	\$	7,900		\$ 7,900		
<b>Total:</b>	\$ 8,309	\$ 7,900	\$ 7,900	\$ 7,900	\$ —	0.0 %
630140 Postage & Shipping						
POSTAGE	\$	3,000		\$ 3,000		
<b>Total:</b>	\$ 2,827	\$ 3,000	\$ 3,000	\$ 3,000	\$ —	0.0 %
630150 Safety Equipment & Supplies						
SAFETY- ERGONOMICS EQUIP	\$	4,300		\$ 1,500		
<b>Total:</b>	\$ 94	\$ 4,300	\$ 4,300	\$ 1,500	\$ (2,800)	(65.1)%
640100 Space Rental						
Space Rental	\$	7,000		\$ 1,000		
<b>Total:</b>	\$ —	\$ 7,000	\$ 7,000	\$ 1,000	\$ (6,000)	(85.7)%
660100 Advertising						
ADVERTISEMENTS/MEDIA	\$	5,000		\$ 1,000		
<b>Total:</b>	\$ 2,239	\$ 5,000	\$ 5,000	\$ 1,000	\$ (4,000)	(80.0)%
660110 Promotional Services						
EMPLOYEE EVENT(S)	\$	9,800		\$ 36,000		
EOM RELATED		2,800		—		
JOB FAIRS - OUTREACH INITIATIVE		1,400		1,400		

**Human Resources**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
MEALS (EXTERNAL PARTICIPANTS)		300		300		
MISCELLANEOUS - DISTRICT		100		100		
PARTNERSHIP WITH CV SCHOOL DISTRICT		7,100		—		
RETIREMENT GIFTS/SENDOFF		1,300		1,300		
<b>Total:</b>	\$ 43,520	\$ 22,800	\$ 22,800	\$ 39,100	\$ 16,300	71.5 %
660120 Promotional Materials						
JOB FAIRS		\$ 1,200		\$ 1,200		
PROMOTIONAL MATERIALS		1,400		1,400		
<b>Total:</b>	\$ 3,150	\$ 2,600	\$ 2,600	\$ 2,600	\$ —	0.0 %
670150 Retiree Health Benefits (Paid)						
RETIREE HEALTH BENEFITS		\$ 3,642,000		\$ 3,982,000		
<b>Total:</b>	\$ 3,636,110	\$ 3,642,000	\$ 3,642,000	\$ 3,982,000	\$ 340,000	9.3 %
670155 Preservation of Benefits Plan (POB)						
PRESERVATION OF BENEFITS PLAN		\$ 265,000		\$ 265,000		
<b>Total:</b>	\$ 261,000	\$ 265,000	\$ 265,000	\$ 265,000	\$ —	0.0 %
680190 Other Misc Non-Operating Expense						
<b>Total:</b>	\$ 12,142	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 4,127,219	\$ 4,148,900	\$ 4,148,900	\$ 4,476,500	\$ 327,600	7.9 %

# Information Technology

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## **MISSION**

Provide a secure, stable, high performing technology environment. Enhance Port operations through administering and supporting solutions that add value to every team and team member and, deliver on-time, on-budget results through collaborative, mission-relevant technology projects and business services.

## **VISION**

Our vision is to partner with all Port departments by applying technology solutions that evolves the Port of San Diego's role as a regional leader in commerce, stewardship and safety.

## Information Technology

**Transfer In and Convert:** 1 GIS Analyst II (Limited) to GIS Analyst II from Variable Staffing  
 1 System Support Analyst I (Limited) to System Support Analyst I from Variable staffing  
 2 System Support Analyst II (Limited) to System Support Analyst II from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Business Intelligence Supervisor	1	1
Business Systems Supervisor	1	1
Chief Information Security Officer	1	1
Chief Technology Officer	1	1
Director, Information Technology	1	1
Enterprise Architect	1	1
Enterprise Operations Manager	1	1
GIS Analyst II	0	1
GIS Supervisor	1	1
Information Technology Security Analyst	3	3
Infrastructure Supervisor	1	1
IT Infrastructure Engineer IV	1	1
IT Project Manager	2	2
IT Systems Engineer IV	3	3
Management Analyst	2	2
Manager, IT Business Partner	1	1
Senior Applications Developer	1	1
Senior Business Intelligence Analyst	1	1
Senior Business Systems Analyst	5	5
Senior Systems Administrator	2	2
System Support Supervisor	1	1
Systems Administration Supervisor	1	1
Systems Support Analyst I	0	1
Systems Support Analyst II	3	5
<b>TOTAL</b>	<b>35</b>	<b>39</b>

## Information Technology

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 4,986,243	\$ 5,141,800	\$ 5,591,700	\$ 449,900	8.7 %
Non-Personnel Expense	101,517	57,100	56,600	(500)	(0.9)%
<b>Total Direct Expense</b>	<b>\$ 5,087,759</b>	<b>\$ 5,198,900</b>	<b>\$ 5,648,300</b>	<b>\$ 449,400</b>	<b>8.6 %</b>
Less: Capitalized Expense	(574,740)	(310,000)	(100,000)	210,000	(67.7)%
Equipment Outlay and Other Capital Projects	89,678	75,000	—	(75,000)	(100.0)%
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 4,602,697</b>	<b>\$ 4,963,900</b>	<b>\$ 5,548,300</b>	<b>\$ 584,400</b>	<b>11.8 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 3,403,353	\$ 3,417,600	\$ 3,796,300	\$ 378,700	11.1 %
Overtime	6,090	—	—	—	N/A
Burden	1,576,800	1,724,200	1,795,400	71,200	4.1 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 4,986,243</b>	<b>\$ 5,141,800</b>	<b>\$ 5,591,700</b>	<b>\$ 449,900</b>	<b>8.7 %</b>

**Information Technology**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 200		\$ 200		
<b>Total:</b>	\$ 122	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 200		\$ 1,100		
<b>Total:</b>	\$ 1,259	\$ 200	\$ 200	\$ 1,100	\$ 1,100	550.0 %
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 4,700		\$ 4,700		
<b>Total:</b>	\$ 12,886	\$ 4,700	\$ 4,700	\$ 4,700	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 43,900		\$ 43,400		
<b>Total:</b>	\$ 66,363	\$ 43,900	\$ 43,900	\$ 43,400	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE AND PARKING		\$ 1,700		\$ 1,700		
<b>Total:</b>	\$ 4,241	\$ 1,700	\$ 1,700	\$ 1,700	\$ —	0.0 %
615110 Travel TRAVEL		\$ 1,300		\$ —		
<b>Total:</b>	\$ 7,045	\$ 1,300	\$ 1,300	\$ —	\$ (1,300)	(100.0)%
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 4,600		\$ 5,100		
<b>Total:</b>	\$ 9,389	\$ 4,600	\$ 4,600	\$ 5,100	\$ 500	10.9 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 400		\$ 400		
<b>Total:</b>	\$ 212	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
660110 Promotional Services PROMOTIONAL SERVICES		\$ 100		\$ —		
<b>Total:</b>	\$ —	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 101,517	\$ 57,100	\$ 57,100	\$ 56,600	\$ (500)	(0.9)%

# Maritime

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## **MISSION**

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

## **VISION**

Keeping our region strong through a thriving and modern seaport with focus on movement of cargo/people

## Maritime

**Transfer In and Convert:** 1 Administrative Assistant II (Unclassified) to Administrative Assistant II (Classified) from Variable Staffing  
 1 Senior Trade Account Representative (Limited) to Senior Trade Account Representative from Variable Staffing  
 1 Staff Assistant II (Unclassified) (Limited) to Staff Assistant II (Classified) from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	0	1
Director, Maritime	1	1
Executive Assistant I (Classified)	1	1
Management Analyst	1	1
Manager, Maritime Operations	1	1
Manager, Maritime Trade Development	1	1
Marine Terminal Supervisor	3	3
Principal, Maritime Business Development	1	1
Principal, Maritime Business Retention	1	1
Senior Management Analyst	1	1
Senior Trade Account Representative	1	2
Staff Assistant II (Classified)	0	1
Wharfinger	12	12
<b>TOTAL</b>	<b>24</b>	<b>27</b>

## Maritime

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 4,089,481	\$ 4,227,100	\$ 4,746,800	\$ 519,700	12.3 %
Non-Personnel Expense	6,754,619	5,479,300	5,581,100	101,800	1.9 %
<b>Total Direct Expense</b>	<b>\$ 10,844,100</b>	<b>\$ 9,706,400</b>	<b>\$ 10,327,900</b>	<b>\$ 621,500</b>	<b>6.4 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	571,203	3,704,000	1,632,000	(2,072,000)	(55.9)%
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 11,415,303</b>	<b>\$ 13,410,400</b>	<b>\$ 11,959,900</b>	<b>\$ (1,450,500)</b>	<b>(10.8)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 2,360,226	\$ 2,501,500	\$ 2,707,700	\$ 206,200	8.2 %
Overtime	37,860	25,600	—	(25,600)	(100.0)%
Burden	1,691,395	1,700,000	2,039,100	339,100	19.9 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 4,089,481</b>	<b>\$ 4,227,100</b>	<b>\$ 4,746,800</b>	<b>\$ 519,700</b>	<b>12.3 %</b>

## Maritime

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
6' x 20' YOKOHAMA FENDERS	2	\$ 32,000
COAST GUARD PHASE II TENANT IMPROVEMENT	1	1,600,000
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>3</b>	<b>\$ 1,632,000</b>

**Maritime**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals MARITIME/INDUSTRY PERIODICALS		\$ 400		\$ 400		
<b>Total:</b>	\$ 761	\$ 400	\$ 400	\$ 400	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 300		\$ 1,000		
<b>Total:</b>	\$ 205	\$ 300	\$ 300	\$ 1,000	\$ 700	233.3 %
610120 Memberships & Dues MEMBERSHIP & DUES		\$ 13,600		\$ 13,600		
<b>Total:</b>	\$ 22,595	\$ 13,600	\$ 13,600	\$ 13,600	\$ —	0.0 %
610140 Seminars & Training PROFESSIONAL DEVELOPMENT TRAINING PROGRAMS		\$ 1,500 12,500		\$ 1,500 10,200		
<b>Total:</b>	\$ 2,535	\$ 14,000	\$ 14,000	\$ 11,700	\$ (2,300)	(16.4)%
615100 Mileage Reimbursement MILEAGE		\$ 1,700		\$ 1,000		
<b>Total:</b>	\$ 815	\$ 1,700	\$ 1,700	\$ 1,000	\$ (700)	(41.2)%
615110 Travel CRUISE CONFERENCE/SUMMIT DOMESTIC SALES TRIPS / CONF PROFESSIONAL DEVELOPMENT		\$ 12,700 30,300 2,000		\$ 3,000 17,000 —		
<b>Total:</b>	\$ 88,104	\$ 45,000	\$ 45,000	\$ 20,000	\$ (25,000)	(55.6)%
620100 Services - Professional & Other CONSULTING SERVICES FACILITY SEC PLAN ASSESSMT/EXERCISE FOREIGN TRADE ZONE OPERATOR FEE INT'L SALES TRIP/TRADE MISSION PARTNER AGENCIES AGREEMENTS PROFESSIONAL SERVICES		\$ 106,000 60,000 10,000 24,000 — 3,000		\$ 109,000 20,000 7,200 — 50,000 2,000		
<b>Total:</b>	\$ 329,705	\$ 203,000	\$ 203,000	\$ 188,200	\$ (14,800)	(7.3)%
620125 Services - Security BOARD MEETING SECURITY CCTV WATCHSTANDER CRUISE SECURITY SCREENING MILITARY SECURITY		\$ 3,100 315,000 940,400 52,500		\$ 2,000 315,000 630,000 25,000		

**Maritime**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
PORT PAVILION SPECIAL EVENT SECURITY		42,000		20,000		
TAMT MAIN/BACK GATE SECURITY		673,800		673,800		
<b>Total:</b>	\$ 2,447,665	\$ 2,026,800	\$ 2,026,800	\$ 1,665,800	\$ (361,000)	(17.8)%
620130 Services - Operator Retention						
PASHA		\$ 1,970,400		\$ 2,505,600		
<b>Total:</b>	\$ 2,435,981	\$ 1,970,400	\$ 1,970,400	\$ 2,505,600	\$ 535,200	27.2 %
630110 Equipment & Systems						
CARGO/CRUISE TERMINAL EQUIPMENT		\$ 33,800		\$ 10,000		
<b>Total:</b>	\$ 15,651	\$ 33,800	\$ 33,800	\$ 10,000	\$ (23,800)	(70.4)%
630120 Equipment Rental/Leasing						
CRUISE EQUIPMENT/TENT RENTAL		\$ 4,700		\$ 4,700		
OFFICE TRAILERS - MARITIME & FSC (TAMT)		48,400		63,400		
OFFICE TRAILERS - TENANT & SECURITY		2,000		3,200		
PORTA POTTIES RENTAL AT TAMT		7,800		3,000		
<b>Total:</b>	\$ 68,877	\$ 62,900	\$ 62,900	\$ 74,300	\$ 11,400	18.1 %
630130 Office & Operating Supplies						
OFFICE SUPPLIES		\$ 10,600		\$ 10,600		
TWIC CARDS NEW/REPLACE		1,300		1,300		
<b>Total:</b>	\$ 16,391	\$ 11,900	\$ 11,900	\$ 11,900	\$ —	0.0 %
630140 Postage & Shipping						
POSTAGE		\$ 400		\$ 400		
SHIPPING		4,000		2,000		
<b>Total:</b>	\$ 897	\$ 4,400	\$ 4,400	\$ 2,400	\$ (2,000)	(45.5)%
630150 Safety Equipment & Supplies						
SAFETY EQUIPMENT & SUPPLIES		\$ 5,200		\$ 5,200		
<b>Total:</b>	\$ 7,266	\$ 5,200	\$ 5,200	\$ 5,200	\$ —	0.0 %
640100 Space Rental						
CALIF SLC RENT, MOORING AREAS		\$ 20,000		\$ 15,100		
CRUISE PERSONNEL PARKING		1,200		600		
HS - CORONADO HOA LEASE		7,200		7,200		
HS ONE AMERICA PLAZA LEASE		50,600		52,600		
<b>Total:</b>	\$ 86,326	\$ 79,000	\$ 79,000	\$ 75,500	\$ (3,500)	(4.4)%
640150 Facility Management Services						
NATIONAL DISTRIBUTION CENTER		\$ 622,500		\$ 681,300		
<b>Total:</b>	\$ 651,444	\$ 622,500	\$ 622,500	\$ 681,300	\$ 58,800	9.4 %

**Maritime**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
650100 Facilities Maintenance-Supplies						
CARGO/CRUISE TERMINALS		\$ 1,200		\$ 1,200		
<b>Total:</b>	\$ —	\$ 1,200	\$ 1,200	\$ 1,200	\$ —	0.0 %
650110 Facilities Maintenance-Outside Services						
JANITORIAL - B ST & BDWY TERMINALS		\$ 75,500		\$ 77,100		
TERMINAL CLEANING (MILITARY)		14,400		—		
<b>Total:</b>	\$ 115,208	\$ 89,900	\$ 89,900	\$ 77,100	\$ (12,800)	(14.2)%
650120 Equipment Maintenance - Supplies						
<b>Total:</b>	\$ 1,377	\$ —	\$ —	\$ —	\$ —	N/A
650130 Equipment Maintenance-Outside Services						
OFFICE EQUIPMENT		\$ 1,000		\$ —		
SHOREPOWER SYSTEMS		271,800		214,400		
<b>Total:</b>	\$ 390,837	\$ 272,800	\$ 272,800	\$ 214,400	\$ (58,400)	(21.4)%
660110 Promotional Services						
CRUISE CONF/PROMOTIONS		\$ 8,200		\$ 8,200		
DOMESTIC & INTL PROMOTIONS		5,000		5,000		
INDUSTRY EVENT SPONSORSHIPS		4,100		4,100		
INDUSTRY/BUSINESS CONF - U.S. & INT'L		1,700		1,700		
<b>Total:</b>	\$ 65,977	\$ 19,000	\$ 19,000	\$ 19,000	\$ —	0.0 %
670105 Bank & CC Fees						
<b>Total:</b>	\$ 189	\$ —	\$ —	\$ —	\$ —	N/A
670110 Insurance						
<b>Total:</b>	\$ 800	\$ —	\$ —	\$ —	\$ —	N/A
670130 Permits/Certificates/License						
PERMITS/CERTIFICATES/LICENSE		\$ 1,500		\$ 1,500		
<b>Total:</b>	\$ 5,014	\$ 1,500	\$ 1,500	\$ 1,500	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 6,754,619	\$ 5,479,300	\$ 5,479,300	\$ 5,581,100	\$ 101,800	1.9 %

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## Marketing & Communications

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### **MISSION**

Be a dynamic and trusted strategic partner, providing integrated marketing and communications services that clearly and creatively share the Port of San Diego's story and engage people in the Port experience.

### **VISION**

People and partners experience a thriving and inviting San Diego Bay waterfront; understand, appreciate and are motivated to join in the Port's purpose; and are left with a sense of enduring pride and extraordinary potential.

## Marketing & Communications

**Replace:** 1 Marketing/Public Relations Representative to Principal Marketing/Public Relations Representative

**Transfer In and Convert:** 1 Principal Marketing/Public Relations Representative (Limited) to Principal Marketing/Public Relations Representative from Variable Staffing  
 1 Marketing/Public Relations Representative (Limited) to Marketing/Public Relations Representative from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	1	1
Director, Marketing & Communications	1	1
Executive Assistant I (Classified)	1	1
Manager, Marketing & Communications	1	1
Marketing/Public Relations Representative	2	2
Multi-Media Specialist	2	2
Principal Marketing/Public Relations Representative	1	3
Public Information Officer	1	1
Senior Multi-Media Specialist	1	1
Senior Web Developer	1	1
<b>TOTAL</b>	<b>12</b>	<b>14</b>

## Marketing & Communications

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,205,125	\$ 1,193,300	\$ 1,522,500	\$ 329,200	27.6 %
Non-Personnel Expense	1,144,338	743,200	640,800	(102,400)	(13.8)%
<b>Total Direct Expense</b>	<b>\$ 2,349,463</b>	<b>\$ 1,936,500</b>	<b>\$ 2,163,300</b>	<b>\$ 226,800</b>	<b>11.7 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	214,998	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,564,461</b>	<b>\$ 1,936,500</b>	<b>\$ 2,163,300</b>	<b>\$ 226,800</b>	<b>11.7 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 833,242	\$ 797,400	\$ 1,108,500	\$ 311,100	39.0 %
Overtime	3,640	15,000	—	(15,000)	(100.0)%
Burden	368,215	380,900	414,000	33,100	8.7 %
Temporary Personnel	28	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,205,125</b>	<b>\$ 1,193,300</b>	<b>\$ 1,522,500</b>	<b>\$ 329,200</b>	<b>27.6 %</b>

**Marketing & Communications**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals PROF & MEDIA PUBLICATIONS		\$ 1,500		\$ 1,400		
<b>Total:</b>	\$ 1,897	\$ 1,500	\$ 1,500	\$ 1,400	\$ (100)	(6.7)%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 300		\$ 400		
<b>Total:</b>	\$ 665	\$ 300	\$ 300	\$ 400	\$ 100	33.3 %
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 2,500		\$ 3,000		
<b>Total:</b>	\$ 6,537	\$ 2,500	\$ 2,500	\$ 3,000	\$ 500	20.0 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 1,500		\$ 1,000		
<b>Total:</b>	\$ 2,156	\$ 1,500	\$ 1,500	\$ 1,000	\$ (500)	(33.3)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT PARKING/CAR ALLOWANCE		\$ 500 1,000		\$ 300 200		
<b>Total:</b>	\$ 1,088	\$ 1,500	\$ 1,500	\$ 500	\$ (1,000)	(66.7)%
615110 Travel TECHNICAL/TRNG/PROFESSIONAL		\$ 2,500		\$ —		
<b>Total:</b>	\$ 1,606	\$ 2,500	\$ 2,500	\$ —	\$ (2,500)	(100.0)%
620100 Services - Professional & Other MARKET RESEARCH MEDIA MONITORING PUBLIC RELATIONS CONSULTANTS		\$ 10,000 35,000 90,000		\$ 32,000 25,000 90,000		
<b>Total:</b>	\$ 153,315	\$ 135,000	\$ 135,000	\$ 147,000	\$ 12,000	8.9 %
630110 Equipment & Systems						
<b>Total:</b>	\$ 3,713	\$ —	\$ —	\$ —	\$ —	N/A
630120 Equipment Rental/Leasing						
<b>Total:</b>	\$ 450	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies OFFICE & GRAPHIC ART SUPPLIES		\$ 7,000		\$ 4,000		
<b>Total:</b>	\$ 10,782	\$ 7,000	\$ 7,000	\$ 4,000	\$ (3,000)	(42.9)%
630140 Postage & Shipping POSTAGE		\$ 2,000		\$ 2,000		
<b>Total:</b>	\$ 471	\$ 2,000	\$ 2,000	\$ 2,000	\$ —	0.0 %

**Marketing & Communications**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
660100 Advertising						
<b>Total:</b>	\$ 299	\$ —	\$ —	\$ —	\$ —	N/A
660105 Marketing/Outreach						
BAY-WIDE SIGNAGE		\$ 8,000		\$ 4,500		
COMP. MKTG, COMM, & BRAND CAMPAIGN		50,000		—		
CONTENT AND CAMPAIGN DEVELOPMENT		—		40,000		
CORPORATE/COMMUNITY INTERNAL		8,000		3,000		
CORPORATE/COMMUNITY OUTREACH		70,000		45,000		
GREEN PORT OUTREACH		10,000		10,000		
MARITIME CARGO		110,000		120,000		
MARITIME CRUISE		100,000		105,000		
MARITIME MONTH		10,000		13,000		
MARITIME OUTREACH		2,000		2,000		
MARKETING SERVICES		41,400		40,000		
MEDIA PLANNING/RESEARCH SUPPORT		5,000		10,000		
PLANNING PMPU		5,000		5,000		
PRODUCTION SUPPORT		\$ 50,000		\$ 40,000		
<b>Total:</b>	\$ 734,233	\$ 469,400	\$ 544,400	\$ 437,500	\$ (106,900)	(19.6)%
660110 Promotional Services						
TABLES/BOOTH SPONSORSHIPS		\$ 25,000		\$ 30,000		
<b>Total:</b>	\$ 145,614	\$ 25,000	\$ 25,000	\$ 30,000	\$ 5,000	20.0 %
660120 Promotional Materials						
COLLATERAL & DISPLAYS		\$ 5,000		\$ 2,000		
PROMOTIONAL ITEMS/MATERIALS		10,000		10,000		
SIGNAGE/SPECIAL EVENT MATERIALS		\$ 5,000		\$ 2,000		
<b>Total:</b>	\$ 81,407	\$ 20,000	\$ 20,000	\$ 14,000	\$ (6,000)	(30.0)%
660150 Refuse & Hazardous Waste Disposal						
<b>Total:</b>	\$ 106	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 1,144,338	\$ 668,200	\$ 743,200	\$ 640,800	\$ (102,400)	(13.8)%

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## MSA, Interest &amp; Other

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ —	\$ —	N/A
Non-Personnel Expense	12,961,175	12,156,000	12,164,900	8,900	0.1 %
<b>Total Direct Expense</b>	<b>\$ 12,961,175</b>	<b>\$ 12,156,000</b>	<b>\$ 12,164,900</b>	<b>\$ 8,900</b>	<b>0.1 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 12,961,175</b>	<b>\$ 12,156,000</b>	<b>\$ 12,164,900</b>	<b>\$ 8,900</b>	<b>0.1 %</b>

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

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
640100 Space Rental						
CALTRANS-(ADMIN BLDG PARKING)		\$ 22,500		\$ 22,500		
SDCRAA LEASE (EE PARKING)		149,500		149,500		
<b>Total:</b>	\$ 171,888	\$ 172,000	\$ 172,000	\$ 172,000	\$ —	0.0 %
650110 Facilities Maintenance-Outside Services						
IMPERIAL BEACH MAINTENANCE		\$ 1,053,400		\$ 1,183,900		
<b>Total:</b>	\$ 1,015,266	\$ 1,053,400	\$ 1,053,400	\$ 1,183,900	\$ 130,500	12.4 %
660130 Svcs - Fire, Police, Rescue, Emergency						
MUNICIPAL SERVICE AGREEMENTS		\$ 8,329,800		\$ 8,526,100		
<b>Total:</b>	\$ 8,118,688	\$ 8,329,800	\$ 8,329,800	\$ 8,526,100	\$ 196,300	2.4 %
660160 Financial Assistance/Grants/Contributions						
<b>Total:</b>	\$ 25,000	\$ —	\$ —	\$ —	\$ —	N/A
670105 Bank & CC Fees						
<b>Total:</b>	\$ 80	\$ —	\$ —	\$ —	\$ —	N/A
670141 Legal Cost/Settlements						
<b>Total:</b>	\$ 33,516	\$ —	\$ —	\$ —	\$ —	N/A
670190 Other Miscellaneous Operating Expenses						
CONTINGENCY		\$ 150,000		\$ —		
<b>Total:</b>	\$ 196,239	\$ 150,000	\$ 150,000	\$ —	\$(150,000)	(100.0)%
680120 Interest-SDCRAA, NEVP & Other Misc.						
SDCRAA NOTE INTEREST		\$ 1,560,700		\$ 1,440,900		
<b>Total:</b>	\$ 1,711,232	\$ 1,560,700	\$ 1,560,700	\$ 1,440,900	\$(119,800)	(7.7)%
680190 Other Misc Non-Operating Expense						
<b>Total:</b>	\$ 703,525	\$ —	\$ —	\$ —	\$ —	N/A
680621 Interest Expense - Series A 2004 Bonds						
<b>Total:</b>	\$ 9,788	\$ —	\$ —	\$ —	\$ —	N/A
680623 Interest Expense - Series A 2013 Bonds						
INTEREST		\$ 1,153,800		\$ 1,061,900		
PREMIUM AMORTIZATION		(263,700)		(219,900)		
<b>Total:</b>	\$ 975,953	\$ 890,100	\$ 890,100	\$ 842,000	\$ (48,100)	(5.4)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$12,961,175	\$12,156,000	\$12,156,000	\$12,164,900	\$ 8,900	0.1 %

## Office of the District Clerk

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### **MISSION**

We are dedicated to consistently providing exceptional and timely services to the public, our stakeholders, Port staff, and the Board of Port Commissioners.

### **VISION**

We are proactive and resourceful, innovating to best meet the evolving needs of the public and a 21st Century Port.

## Office of the District Clerk

## REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	2	2
Commissioner Services Assistant	2	2
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 (Classified)	1	1
<b>TOTAL</b>	<b>14</b>	<b>14</b>

## Office of the District Clerk

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,519,022	\$ 1,664,500	\$ 1,565,100	\$ (99,400)	(6.0)%
Non-Personnel Expense	139,742	132,900	136,400	3,500	2.6 %
<b>Total Direct Expense</b>	<b>\$ 1,658,764</b>	<b>\$ 1,797,400</b>	<b>\$ 1,701,500</b>	<b>\$ (95,900)</b>	<b>(5.3)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 1,658,764</b>	<b>\$ 1,797,400</b>	<b>\$ 1,701,500</b>	<b>\$ (95,900)</b>	<b>(5.3)%</b>

## PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 897,843	\$ 870,700	\$ 899,600	\$ 28,900	3.3 %
Overtime	4,452	15,000	—	(15,000)	(100.0)%
Burden	616,728	778,800	665,500	(113,300)	(14.5)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,519,022</b>	<b>\$ 1,664,500</b>	<b>\$ 1,565,100</b>	<b>\$ (99,400)</b>	<b>(6.0)%</b>

**Office of the District Clerk**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 100		\$ 500		
<b>Total:</b>	\$ —	\$ 100	\$ 100	\$ 500	\$ 400	400.0 %
610120 Memberships & Dues MEMBERSHIP & DUES		\$ 800		\$ 800		
<b>Total:</b>	\$ 1,576	\$ 800	\$ 800	\$ 800	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 3,300		\$ 1,000		
<b>Total:</b>	\$ 8,519	\$ 3,300	\$ 3,300	\$ 1,000	\$ (2,300)	(69.7)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 600		\$ —		
<b>Total:</b>	\$ 880	\$ 600	\$ 600	\$ —	\$ (600)	(100.0)%
615110 Travel TRAVEL		\$ 3,500		\$ —		
<b>Total:</b>	\$ 6,538	\$ 3,500	\$ 3,500	\$ —	\$ (3,500)	(100.0)%
620100 Services - Professional & Other COPY CENTER SERVICES		\$ 41,400		\$ 74,400		
MICROFILM CONVERSION		3,400		—		
MICROFILMING		300		—		
OFF-SITE STORAGE		300		300		
SERVICES PROFESSIONAL & OTHER		600		8,000		
SHREDDING		4,900		4,900		
TRANSCRIPTION SERVICES		1,200		—		
<b>Total:</b>	\$ 84,588	\$ 52,100	\$ 52,100	\$ 87,600	\$ 35,500	68.1 %
630120 Equipment Rental/Leasing OFFSITE BOARD MEETINGS		\$ 17,700		\$ 15,000		
<b>Total:</b>	\$ 13,547	\$ 17,700	\$ 17,700	\$ 15,000	\$ (2,700)	(15.3)%
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 38,300		\$ 15,000		
<b>Total:</b>	\$ 14,322	\$ 38,300	\$ 38,300	\$ 15,000	\$ (23,300)	(60.8)%
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 2,400		\$ 2,400		
<b>Total:</b>	\$ 324	\$ 2,400	\$ 2,400	\$ 2,400	\$ —	0.0 %
650130 Equipment Maintenance - Outside Services						

**Office of the District Clerk**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
EQUIPMENT MAINTENANCE OUTSIDE SERVICES	\$	1,700		\$ 1,700		
<b>Total:</b>	\$ —	\$ 1,700	\$ 1,700	\$ 1,700	\$ —	0.0 %
660100 Advertising						
ADVERTISING	\$	12,300		\$ 12,300		
<b>Total:</b>	\$ 9,394	\$ 12,300	\$ 12,300	\$ 12,300	\$ —	0.0 %
660110 Promotional Services						
PROMOTIONAL SERVICES	\$	100		\$ 100		
<b>Total:</b>	\$ 15	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
670105 Bank & Credit Card Fees						
<b>Total:</b>	\$ 39	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 139,742	\$ 132,900	\$ 132,900	\$ 136,400	\$ 3,500	2.6 %

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## Office of the General Counsel

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### **MISSION**

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

### **VISION**

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

## Office of the General Counsel

**Reclass:** 1 Deputy General Counsel V to Senior Deputy General Counsel

**Transfer In and Convert:** 1 Paralegal (Limited) to Paralegal from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant General Counsel	1	1
Deputy General Counsel IV	2	2
Deputy General Counsel V	2	1
General Counsel	1	1
Legal Assistant	2	2
Manager, Office of General Counsel Admin	1	1
Paralegal	2	3
Senior Deputy General Counsel	3	4
<b>TOTAL</b>	<b>14</b>	<b>15</b>

## Office of the General Counsel

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 3,317,011	\$ 3,677,000	\$ 3,651,300	\$ (25,700)	(0.7)%
Non-Personnel Expense	2,803,841	2,104,300	1,844,900	(259,400)	(12.3)%
<b>Total Direct Expense</b>	<b>\$ 6,120,852</b>	<b>\$ 5,781,300</b>	<b>\$ 5,496,200</b>	<b>\$ (285,100)</b>	<b>(4.9)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	59,820	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 6,180,672</b>	<b>\$ 5,781,300</b>	<b>\$ 5,496,200</b>	<b>\$ (285,100)</b>	<b>(4.9)%</b>

## PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 2,356,535	\$ 2,361,700	\$ 2,393,800	\$ 32,100	1.4 %
Overtime	782	500	—	(500)	(100.0)%
Burden	959,694	1,314,800	1,257,500	(57,300)	(4.4)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 3,317,011</b>	<b>\$ 3,677,000</b>	<b>\$ 3,651,300</b>	<b>\$ (25,700)</b>	<b>(0.7)%</b>

**Office of the General Counsel**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 30,600		\$ 30,600		
<b>Total:</b>	\$ 43,709	\$ 30,600	\$ 30,600	\$ 30,600	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 1,000		\$ 1,000		
<b>Total:</b>	\$ 417	\$ 1,000	\$ 1,000	\$ 1,000	\$ —	0.0 %
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 10,000		\$ 10,000		
<b>Total:</b>	\$ 10,137	\$ 10,000	\$ 10,000	\$ 10,000	\$ —	0.0 %
610130 Recruiting						
<b>Total:</b>	\$ 400	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training SEMINARS & TRAINING		\$ 4,500		\$ 4,500		
<b>Total:</b>	\$ 11,329	\$ 4,500	\$ 4,500	\$ 4,500	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 17,000		\$ 17,000		
<b>Total:</b>	\$ 18,427	\$ 17,000	\$ 17,000	\$ 17,000	\$ —	0.0 %
615110 Travel TRAVEL		\$ 5,000		\$ —		
<b>Total:</b>	\$ 18,058	\$ 5,000	\$ 5,000	\$ —	\$ (5,000)	(100.0)%
620100 Services - Professional & Other SERVICES - PROFESSIONAL & OTHER		\$ 502,300		\$ 247,900		
<b>Total:</b>	\$ 861,777	\$ 502,300	\$ 502,300	\$ 247,900	\$ (254,400)	(50.6)%
620110 Services - Legal - Port Attorney SERVICES - LEGAL		\$ 1,524,500		\$ 1,524,500		
<b>Total:</b>	\$ 1,819,748	\$ 1,524,500	\$ 1,524,500	\$ 1,524,500	\$ —	0.0 %
630110 Equipment & Systems						
<b>Total:</b>	\$ 595	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 8,400		\$ 8,400		
<b>Total:</b>	\$ 12,887	\$ 8,400	\$ 8,400	\$ 8,400	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 1,000		\$ 1,000		

**Office of the General Counsel**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
<b>Total:</b>	\$ 542	\$ 1,000	\$ 1,000	\$ 1,000	\$ —	0.0 %
650120 Equipment Maintenance - Supplies						
<b>Total:</b>	\$ 1,851	\$ —	\$ —	\$ —	\$ —	N/A
660110 Promotional Services						
<b>Total:</b>	\$ 3,892	\$ —	\$ —	\$ —	\$ —	N/A
660120 Promotional Materials						
<b>Total:</b>	\$ 72	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 2,803,841	\$ 2,104,300	\$ 2,104,300	\$ 1,844,900	\$ (259,400)	(12.3)%

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## Office of the Port Auditor

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### **MISSION**

To provide independent, objective assurance and advisory services to the Board of Port Commissioners and District Management. To assist the Board of Port Commissioners and members of the organization in accomplishing its goals and objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of control, risk management, and governance processes.

### **VISION**

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

## Office of the Port Auditor

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Assistant Port Auditor	1	1
Assistant to Port Auditor	1	1
Deputy Port Auditor I	2	2
Deputy Port Auditor II	2	2
Port Auditor	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>

## Office of the Port Auditor

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 953,990	\$ 923,700	\$ 1,027,800	\$ 104,100	11.3 %
Non-Personnel Expense	194,512	164,700	161,100	(3,600)	(2.2)%
<b>Total Direct Expense</b>	<b>\$ 1,148,502</b>	<b>\$ 1,088,400</b>	<b>\$ 1,188,900</b>	<b>\$ 100,500</b>	<b>9.2 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 1,148,502</b>	<b>\$ 1,088,400</b>	<b>\$ 1,188,900</b>	<b>\$ 100,500</b>	<b>9.2 %</b>

## PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 657,099	\$ 617,200	\$ 718,900	\$ 101,700	16.5 %
Overtime	1,905	1,000	—	(1,000)	(100.0)%
Burden	294,986	305,500	308,900	3,400	1.1 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 953,990</b>	<b>\$ 923,700</b>	<b>\$ 1,027,800</b>	<b>\$ 104,100</b>	<b>11.3 %</b>

**Office of the Port Auditor**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals PROFESSIONAL PUBLICATION		\$ 200		\$ 200		
<b>Total:</b>	\$ 538	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 100		\$ 500		
<b>Total:</b>	\$ 507	\$ 100	\$ 100	\$ 500	\$ 400	400.0 %
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 1,200		\$ 1,200		
<b>Total:</b>	\$ 3,230	\$ 1,200	\$ 1,200	\$ 1,200	\$ —	0.0 %
610140 Seminars & Training SEMINARS		\$ 6,000		\$ 6,000		
<b>Total:</b>	\$ 5,808	\$ 6,000	\$ 6,000	\$ 6,000	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 8,900		\$ 8,900		
<b>Total:</b>	\$ 7,100	\$ 8,900	\$ 8,900	\$ 8,900	\$ —	0.0 %
615110 Travel TRAVEL		\$ 4,000		\$ —		
<b>Total:</b>	\$ 5,579	\$ 4,000	\$ 4,000	\$ —	\$ (4,000)	(100.0)%
620100 Services - Professional & Other EXTERNAL AUDITOR FRAUD/ETHICS HOTLINE OUTSOURCED AUDITS		\$ 71,800 1,600 67,000		\$ 71,800 1,600 67,000		
<b>Total:</b>	\$ 165,892	\$ 140,400	\$ 140,400	\$ 140,400	\$ —	0.0 %
630110 Equipment & Systems EQUIPMENT & SYSTEMS		\$ 900		\$ 900		
<b>Total:</b>	\$ 2,394	\$ 900	\$ 900	\$ 900	\$ —	0.0 %
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ 2,700		\$ 2,700		
<b>Total:</b>	\$ 3,151	\$ 2,700	\$ 2,700	\$ 2,700	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 100		\$ 100		
<b>Total:</b>	\$ 1	\$ 100	\$ 100	\$ 100	\$ —	0.0 %

**Office of the Port Auditor**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
630150 Safety & Equipment						
SAFETY EQUIPMENT		\$ 100		\$ 100		
<b>Total:</b>	\$ 101	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
660110 Promotional Services						
PROMOTIONAL SERVICES		\$ 100		\$ 100		
<b>Total:</b>	\$ 212	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 194,512	\$ 164,700	\$ 164,700	\$ 161,100	\$ (3,600)	(2.2)%

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## Parks & Recreation

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### **MISSION**

To create a vibrant waterfront experience through extraordinary art and community events, encourage waterfront commerce, and administer the usage and permitting of the District's 22 parks and facilities around the San Diego Bay for the public to access and enjoy year-round.

### **VISION**

Port tidelands as a renowned waterfront destination that supports thriving businesses, attracts world-recognized special events, and offers unique recreational opportunities in an extraordinary setting.

## Parks & Recreation

**Retitle:** 1 Director, Waterfront Arts & Activation to Director, Parks & Recreation  
 1 Senior Project Manager, Waterfront Arts & Activation to Senior Project Manager  
 2 Project Manager, Waterfront Arts & Activation to Project Manager

**Transfer In and Convert:** 1 Administrative Assistant II (Limited) to Administrative Assistant II (Classified) from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	1	2
Director, Parks & Recreation	0	1
Director, Waterfront Arts & Activation	1	0
Management Analyst	1	1
Program Manager	3	3
Project Manager	0	2
Project Manager, Waterfront Arts & Activation	2	0
Senior Project Manager	0	1
Senior Project Manager, Waterfront Arts & Activation	1	0
<b>TOTAL</b>	<b>9</b>	<b>10</b>

## Parks & Recreation

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,206,928	\$ 1,273,900	\$ 1,399,000	\$ 125,100	9.8 %
Non-Personnel Expense	1,772,735	1,065,000	916,500	(148,500)	(13.9)%
<b>Total Direct Expense</b>	<b>\$ 2,979,663</b>	<b>\$ 2,338,900</b>	<b>\$ 2,315,500</b>	<b>\$ (23,400)</b>	<b>(1.0)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,979,663</b>	<b>\$ 2,338,900</b>	<b>\$ 2,315,500</b>	<b>\$ (23,400)</b>	<b>(1.0)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 717,218	\$ 722,800	\$ 805,100	\$ 82,300	11.4 %
Overtime	1,133	2,000	—	(2,000)	(100.0)%
Burden	488,577	549,100	593,900	44,800	8.2 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,206,928</b>	<b>\$ 1,273,900</b>	<b>\$ 1,399,000</b>	<b>\$ 125,100</b>	<b>9.8 %</b>

**Parks & Recreation**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals						
PROFESSIONAL PUBLICATIONS		\$ 100		\$ —		
<b>Total:</b>	\$ —	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
610115 Employee Recognition						
EMPLOYEE RECOGNITION	\$ 328	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
<b>Total:</b>	\$ 328	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
610120 Memberships & Dues						
MEMBERSHIPS	\$ 8,661	\$ 900		\$ 900		
SOFTWARE SUBSCRIPTIONS		17,000		28,000		
<b>Total:</b>	\$ 8,661	\$ 17,900	\$ 17,900	\$ 28,900	\$ 11,000	61.5 %
610130 Recruiting						
<b>Total:</b>	\$ 363	\$ —	\$ —	\$ —	\$ —	N/A
610140 Seminars & Training						
SEMINARS & TRAINING	\$ 330	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
<b>Total:</b>	\$ 330	\$ 100	\$ 100	\$ —	\$ (100)	(100.0)%
615100 Mileage Reimbursement						
MILEAGE REIMBURSEMENT	\$ 2,260	\$ 3,000	\$ 3,000	\$ 1,600	\$ (1,400)	(46.7)%
<b>Total:</b>	\$ 2,260	\$ 3,000	\$ 3,000	\$ 1,600	\$ (1,400)	(46.7)%
615110 Travel						
<b>Total:</b>	\$ 628	\$ —	\$ —	\$ —	\$ —	N/A
620100 Services - Professional & Other						
GENERAL PROFESSIONAL SERVICES	\$ 61,058	\$ 12,000	\$ 12,000	\$ 5,000	\$ (7,000)	(58.3)%
<b>Total:</b>	\$ 61,058	\$ 12,000	\$ 12,000	\$ 5,000	\$ (7,000)	(58.3)%
630110 Equipment & Systems						
EQUIPMENT & SYSTEMS	\$ 1,208	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
<b>Total:</b>	\$ 1,208	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
630120 Equipment Rental/Leasing						
COMMUNITY EVENT RENTALS	\$ 47,331	\$ 37,300	\$ 45,300	\$ 7,000	\$ (23,300)	(51.4)%
CORP EVENT RENTALS		8,000		15,000		
<b>Total:</b>	\$ 47,331	\$ 45,300	\$ 45,300	\$ 22,000	\$ (23,300)	(51.4)%
630130 Office & Operating Supplies						
OFFICE SUPPLIES	\$ 2,932	\$ 2,800	\$ 2,800	\$ 2,000	\$ (800)	(28.6)%
<b>Total:</b>	\$ 2,932	\$ 2,800	\$ 2,800	\$ 2,000	\$ (800)	(28.6)%

**Parks & Recreation**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 200		\$ 200		
<b>Total:</b>	\$ 1,285	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
630150 Safety Equipment & Supplies SAFETY		\$ 100		\$ 100		
<b>Total:</b>	\$ 118	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
650100 Facilities Maintenance - Supplies						
<b>Total:</b>	\$ 2,030	\$ —	\$ —	\$ —	\$ —	N/A
650110 Facilities Maintenance - Outside Service ARTWORK CONSERVATION & MAINT		\$ 89,000		\$ 89,000		
<b>Total:</b>	\$ 36,173	\$ 89,000	\$ 89,000	\$ 89,000	\$ —	0.0 %
660100 Advertising ADVERTISING		\$ 10,000		\$ 8,000		
<b>Total:</b>	\$ 1,450	\$ 10,000	\$ 10,000	\$ 8,000	\$ (2,000)	(20.0)%
660105 Marketing/Outreach BUSINESS-NEGOTIATED EVENTS		\$ 360,800		\$ —		
<b>Total:</b>	\$ 887,060	\$ 360,800	\$ 360,800	\$ —	\$ (360,800)	(100.0)%
660110 Promotional Services PROMOTIONAL SERVICES		\$ 38,000		\$ 36,900		
<b>Total:</b>	\$ 30,808	\$ 38,000	\$ 38,000	\$ 36,900	\$ (1,100)	(2.9)%
660120 Promotional Materials PRINTED MATERIALS PROMOTIONAL MATERIALS		\$ 5,000 24,500		\$ 7,800 7,700		
<b>Total:</b>	\$ 92,814	\$ 29,500	\$ 29,500	\$ 15,500	\$ (14,000)	(47.5)%
660137 Public Art Fund Expenditures CORONADO BRIDGE LIGHTING PERCENT FOR ART - CHULA VISTA BAYFRONT		\$ 400,000 —		\$ 38,500 113,000		
<b>Total:</b>	\$ 485,626	\$ 400,000	\$ 400,000	\$ 151,500	\$ (248,500)	(62.1)%
660190 Activation Programs ARTS & CULTURE PROGRAMS BUSINESS-NEGOTIATED EVENTS CIVIC ACTIVATIONS PUBLIC SPACES PROGRAMMING		\$ — — — 55,400		\$ 10,000 435,000 100,000 10,000		
<b>Total:</b>	\$ 108,947	\$ 55,400	\$ 55,400	\$ 555,000	\$ 499,600	901.8 %

**Parks & Recreation**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
670130 Permits/Certificates/License						
<b>Total:</b>	\$ 1,325	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 1,772,735	\$ 1,065,000	\$ 1,065,000	\$ 916,500	\$ (148,500)	(13.9)%

## People & Organizational Development

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### **MISSION**

Design, develop and deliver programs, processes and strategies in partnership with Human Resources creating a workplace where Port of San Diego Employees can do the greatest good, by doing remarkably well at work. We build a sustainable 21st Century Port Culture through Others-Focused Leadership ensuring organizational strategies, projects and services are delivered.

### **VISION**

To build a sustainable 21st Century constructive culture through Others-focused Leadership and Organizational Development programs and processes, creating and maintaining an ecosystem of high performing, engaged and informed Employees who can enjoy their work in an environment that is positive and shows support, development and promise.

## People & Organizational Development

**Reclass:** 1 Administrative Assistant I (Unclassified) to Administrative Assistant II (Unclassified)  
 1 Business Partner, People & Organizational Devt to Senior Business Partner, People & Organizational Development

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant I (Unclassified)	1	0
Administrative Assistant II (Unclassified)	0	1
Business Partner, People & Organizational Development	2	1
Senior Business Partner, People & Organizational Development	0	1
Director, People & Organizational Development	1	1
Manager, People & Organizational Development	1	1
<b>TOTAL</b>	<b>5</b>	<b>5</b>

## People & Organizational Development

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 812,369	\$ 839,100	\$ 861,500	\$ 22,400	2.7 %
Non-Personnel Expense	150,389	162,400	154,500	(7,900)	(4.9)%
<b>Total Direct Expense</b>	<b>\$ 962,758</b>	<b>\$ 1,001,500</b>	<b>\$ 1,016,000</b>	<b>\$ 14,500</b>	<b>1.4 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 962,758</b>	<b>\$ 1,001,500</b>	<b>\$ 1,016,000</b>	<b>\$ 14,500</b>	<b>1.4 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 535,521	\$ 527,900	\$ 536,400	\$ 8,500	1.6 %
Overtime	—	—	—	—	N/A
Burden	276,848	311,200	325,100	13,900	4.5 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 812,369</b>	<b>\$ 839,100</b>	<b>\$ 861,500</b>	<b>\$ 22,400</b>	<b>2.7 %</b>

**People & Organizational Development**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals PUBLICATIONS		\$ 500		\$ 300		
<b>Total:</b>	\$ 642	\$ 500	\$ 500	\$ 300	\$ (200)	(40.0)%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 200		\$ 200		
<b>Total:</b>	\$ 1,327	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
610120 Memberships & Dues MEMBERSHIPS		\$ 1,800		\$ 13,800		
<b>Total:</b>	\$ 1,604	\$ 1,800	\$ 1,800	\$ 13,800	\$ 12,000	666.7 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 36,800		\$ 33,000		
<b>Total:</b>	\$ 37,016	\$ 36,800	\$ 36,800	\$ 33,000	\$ (3,800)	(10.3)%
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 300		\$ 300		
<b>Total:</b>	\$ —	\$ 300	\$ 300	\$ 300	\$ —	0.0 %
615110 Travel TRAVEL		\$ 3,200		\$ —		
<b>Total:</b>	\$ —	\$ 3,200	\$ 3,200	\$ —	\$ (3,200)	(100.0)%
620100 Services - Professional & Other PROFESSIONAL SERVICES		\$ 104,600		\$ 104,600		
<b>Total:</b>	\$ 107,213	\$ 104,600	\$ 104,600	\$ 104,600	\$ —	0.0 %
630110 Equipment & Systems EQUIPMENT & SYSTEMS		\$ 800		\$ —		
<b>Total:</b>	\$ 529	\$ 800	\$ 800	\$ —	\$ (800)	(100.0)%
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ 1,800		\$ 1,800		
<b>Total:</b>	\$ 2,059	\$ 1,800	\$ 1,800	\$ 1,800	\$ —	0.0 %
630140 Postage & Shipping POSTAGE		\$ 500		\$ 500		
<b>Total:</b>	\$ —	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
660110 Promotional Services PROMOTIONAL SERVICE		\$ 200		\$ —		
<b>Total:</b>	\$ —	\$ 200	\$ 200	\$ —	\$ (200)	(100.0)%

**People & Organizational Development**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
660120 Promotional Materials						
PROMOTIONAL MATERIALS		\$ 11,700		\$ —		
<b>Total:</b>	\$ —	\$ 11,700	\$ 11,700	\$ —	\$ (11,700)	(100.0)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 150,389	\$ 162,400	\$ 162,400	\$ 154,500	\$ (7,900)	(4.9)%

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## Performance & Reporting

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### **MISSION**

The Performance & Reporting team administers the revenue and expense budgets of the Real Estate Department 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**

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

## Performance & Reporting

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Department Administrative Manager	1	1
Management Analyst	2	2
Staff Assistant II	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>

## Performance & Reporting

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 521,122	\$ 479,900	\$ 450,900	\$ (29,000)	(6.0)%
Non-Personnel Expense	29,701	46,000	46,100	100	0.2 %
<b>Total Direct Expense</b>	<b>\$ 550,824</b>	<b>\$ 525,900</b>	<b>\$ 497,000</b>	<b>\$ (28,900)</b>	<b>(5.5)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 550,824</b>	<b>\$ 525,900</b>	<b>\$ 497,000</b>	<b>\$ (28,900)</b>	<b>(5.5)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 299,230	\$ 247,800	\$ 296,600	\$ 48,800	19.7 %
Overtime	67	200	—	(200)	(100.0)%
Burden	221,825	231,900	154,300	(77,600)	(33.5)%
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 521,122</b>	<b>\$ 479,900</b>	<b>\$ 450,900</b>	<b>\$ (29,000)</b>	<b>(6.0)%</b>

**Performance & Reporting**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals BOOKS & PERIODICALS		\$ 100		\$ 100		
<b>Total:</b>	\$ 120	\$ 100	\$ 100	\$ 100	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 100		
<b>Total:</b>	\$ —	\$ —	\$ —	\$ 100	\$ 100	N/A
610140 Seminars & Training COURSES & SEMINARS		\$ 700		\$ 700		
<b>Total:</b>	\$ —	\$ 700	\$ 700	\$ 700	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE/PARKING		\$ 600		\$ 600		
<b>Total:</b>	\$ 89	\$ 600	\$ 600	\$ 600	\$ —	0.0 %
630110 Equipment & Systems MISC EQUIPMENT & OFFICE FURNITURE		\$ 25,600		\$ 25,600		
<b>Total:</b>	\$ 14,535	\$ 25,600	\$ 25,600	\$ 25,600	\$ —	0.0 %
630130 Office & Operating Supplies OFFICE SUPPLIES		\$ 15,200		\$ 15,200		
<b>Total:</b>	\$ 11,531	\$ 15,200	\$ 15,200	\$ 15,200	\$ —	0.0 %
630140 Postage & Shipping POSTAGE		\$ 3,800		\$ 3,800		
<b>Total:</b>	\$ 3,344	\$ 3,800	\$ 3,800	\$ 3,800	\$ —	0.0 %
630150 Safety Equipment & Supplies		\$ —		\$ —		
<b>Total:</b>	\$ 83	\$ —	\$ —	\$ —	\$ —	N/A
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 29,701	\$ 46,000	\$ 46,000	\$ 46,100	\$ 100	0.2 %

# Planning

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## **MISSION**

Create and support a well-planned and integrated waterfront through strategic initiatives, policy formation, agency coordination and public participation.

## **VISION**

Advance a holistically planned waterfront that is welcoming, sustainable, prosperous, and improves the quality of life for present and future generations.

## Planning

**Transfer In and Convert:** 1 Senior Planner (Limited) to Senior Planner from Variable Staffing

**Reclass:** 2 Management Analyst to Senior Management Analyst

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Associate Planner	1	1
Department Administrative Manager	1	1
Director, Planning	1	1
Lead Mapping and Outreach	1	1
Management Analyst	2	0
Program Manager, Planning & Green Port	3	3
Senior Management Analyst	0	2
Senior Planner	1	2
Staff Assistant II	1	1
<b>TOTAL</b>	<b>11</b>	<b>12</b>

## Planning

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 1,607,242	\$ 1,742,000	\$ 1,935,800	\$ 193,800	11.1 %
Non-Personnel Expense	2,009,643	966,000	928,100	(37,900)	(3.9)%
<b>Total Direct Expense</b>	<b>\$ 3,616,885</b>	<b>\$ 2,708,000</b>	<b>\$ 2,863,900</b>	<b>\$ 155,900</b>	<b>5.8 %</b>
Less: Capitalized Expense	(14,045)	(8,600)	(6,300)	2,300	(26.7)%
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 3,602,840</b>	<b>\$ 2,699,400</b>	<b>\$ 2,857,600</b>	<b>\$ 158,200</b>	<b>5.9 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 980,514	\$ 1,008,100	\$ 1,127,200	\$ 119,100	11.8 %
Overtime	2,028	1,300	—	(1,300)	(100.0)%
Burden	624,700	732,600	808,600	76,000	10.4 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 1,607,242</b>	<b>\$ 1,742,000</b>	<b>\$ 1,935,800</b>	<b>\$ 193,800</b>	<b>11.1 %</b>

**Planning**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610110 Books & Periodicals PROFESSIONAL PUBLICATIONS		\$ 200		\$ 200		
<b>Total:</b>	\$ 274	\$ 200	\$ 200	\$ 200	\$ —	0.0 %
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 300		
<b>Total:</b>	\$ 76	\$ —	\$ —	\$ 300	\$ 300	N/A
610120 Memberships & Dues MEMBERSHIPS & DUES		\$ 1,800		\$ 1,800		
<b>Total:</b>	\$ 2,416	\$ 1,800	\$ 1,800	\$ 1,800	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 1,400		\$ 1,400		
<b>Total:</b>	\$ 4,450	\$ 1,400	\$ 1,400	\$ 1,400	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT		\$ 1,100		\$ 1,100		
<b>Total:</b>	\$ 576	\$ 1,100	\$ 1,100	\$ 1,100	\$ —	0.0 %
615110 Travel TRAVEL		\$ 1,400		\$ —		
<b>Total:</b>	\$ 10,661	\$ 1,400	\$ 1,400	\$ —	\$ (1,400)	(100.0)%
620100 Services - Professional & Other BAYWIDE COLLABORATION		\$ —		\$ 17,000		
ENVIRONMENTAL PLANNING & ENTITLEMENT		—		293,000		
INTEGRATED PLANNING		910,000		600,000		
<b>Total:</b>	\$ 1,978,674	\$ 910,000	\$ 910,000	\$ 910,000	\$ —	0.0 %
620100 Services - Legal						
<b>Total:</b>	\$ 12,000	\$ —	\$ —	\$ —	\$ —	N/A
630110 Equipment & Systems OFFICE RECONFIGURATION		\$ 3,600		\$ —		
<b>Total:</b>	\$ 3,695	\$ 3,600	\$ 3,600	\$ —	\$ (3,600)	(100.0)%
630130 Office & Operating Supplies OFFICE & OPERATING SUPPLIES		\$ 8,000		\$ 8,000		
<b>Total:</b>	\$ 10,427	\$ 8,000	\$ 8,000	\$ 8,000	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING		\$ 1,000		\$ 1,000		
<b>Total:</b>	\$ 54	\$ 1,000	\$ 1,000	\$ 1,000	\$ —	0.0 %

**Planning**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
630150 Safety Equipment & Supplies						
<b>Total:</b>	\$ 780	\$ —	\$ —	\$ —	\$ —	N/A
660100 Advertising						
ADVERTISING		\$ 800		\$ 800		
<b>Total:</b>	\$ —	\$ 800	\$ 800	\$ 800	\$ —	0.0 %
660135 Eligible Environmental Fund Expenditures						
ON-CALL PLANNING - MITIGATION BANKING		\$ 29,700		\$ —		
<b>Total:</b>	\$ (14,544)	\$ 29,700	\$ 29,700	\$ —	\$ (29,700)	(100.0)%
670130 Permits/Certificates/License						
PERMITS & LICENCES		\$ 7,000		\$ 3,500		
<b>Total:</b>	\$ 105	\$ 7,000	\$ 7,000	\$ 3,500	\$ (3,500)	(50.0)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 2,009,643	\$ 966,000	\$ 966,000	\$ 928,100	\$ (37,900)	(3.9)%

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# Procurement Services

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## **MISSION**

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**

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

## Procurement Services

**Transfer In and Convert:** 1 Procurement Analyst II (Limited) to Procurement Analyst II from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Director, Procurement Services/Chief Procurement Officer	1	1
Distribution & Storage Technician I	1	1
Distribution & Storage Technician II	2	2
Executive Assistant I (Classified)	1	1
Lead Distribution & Storage Technician	1	1
Manager, Distribution & Storage	1	1
Manager, Procurement Services	1	1
Procurement Analyst I	2	2
Procurement Analyst II	5	6
Procurement Supervisor	1	1
Staff Assistant II	2	2
<b>TOTAL</b>	<b>18</b>	<b>19</b>

## Procurement Services

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 2,074,652	\$ 2,110,800	\$ 2,308,200	\$ 197,400	9.4 %
Non-Personnel Expense	43,971	43,600	36,900	(6,700)	(15.4)%
<b>Total Direct Expense</b>	<b>\$ 2,118,623</b>	<b>\$ 2,154,400</b>	<b>\$ 2,345,100</b>	<b>\$ 190,700</b>	<b>8.9 %</b>
Less: Capitalized Expense	(2,602)	(1,000)	(1,200)	(200)	20.0 %
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,116,021</b>	<b>\$ 2,153,400</b>	<b>\$ 2,343,900</b>	<b>\$ 190,500</b>	<b>8.8 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 1,210,902	\$ 1,168,900	\$ 1,322,600	\$ 153,700	13.1 %
Overtime	5,305	2,000	—	(2,000)	(100.0)%
Burden	858,445	939,900	985,600	45,700	4.9 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 2,074,652</b>	<b>\$ 2,110,800</b>	<b>\$ 2,308,200</b>	<b>\$ 197,400</b>	<b>9.4 %</b>

**Procurement Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION	\$ —	\$ —	\$ —	\$ 500		
<b>Total:</b>	\$ 297	\$ —	\$ —	\$ 500	\$ 500	N/A
610120 Memberships & Dues MEMBERSHIPS & DUES	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ —	0.0 %
<b>Total:</b>	\$ 4,031	\$ 1,500	\$ 1,500	\$ 1,500	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ —	0.0 %
<b>Total:</b>	\$ 6,467	\$ 3,200	\$ 3,200	\$ 3,200	\$ —	0.0 %
615100 Mileage Reimbursement MILEAGE REIMBURSEMENT	\$ 700	\$ 700	\$ 700	\$ 700	\$ —	0.0 %
<b>Total:</b>	\$ 1,171	\$ 700	\$ 700	\$ 700	\$ —	0.0 %
615110 Travel TRAINING	\$ 7,200	\$ —	\$ —	\$ —	\$ (7,200)	(100.0)%
<b>Total:</b>	\$ 8,396	\$ 7,200	\$ 7,200	\$ —	\$ (7,200)	(100.0)%
630100 Breakage & Obsolescence	\$ —	\$ —	\$ —	\$ —	\$ —	N/A
<b>Total:</b>	\$ 1,755	\$ —	\$ —	\$ —	\$ —	N/A
630130 Office & Operating Supplies OPERATING SUPPLIES	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,200	\$ —	0.0 %
<b>Total:</b>	\$ 11,637	\$ 13,200	\$ 13,200	\$ 13,200	\$ —	0.0 %
630140 Postage & Shipping POSTAGE & SHIPPING	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ —	0.0 %
<b>Total:</b>	\$ 439	\$ 3,500	\$ 3,500	\$ 3,500	\$ —	0.0 %
630150 Safety Equipment & Supplies SAFETY SUPPLIES & EQUIPMENT	\$ 600	\$ 600	\$ 600	\$ 600	\$ —	0.0 %
<b>Total:</b>	\$ 969	\$ 600	\$ 600	\$ 600	\$ —	0.0 %
630200 Uniforms UNIFORM SERVICE	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ —	0.0 %
<b>Total:</b>	\$ 2,163	\$ 3,000	\$ 3,000	\$ 3,000	\$ —	0.0 %
660100 Advertising ADVERTISING	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ —	0.0 %
<b>Total:</b>	\$ 6,646	\$ 10,000	\$ 10,000	\$ 10,000	\$ —	0.0 %
670130 Permits/Certificates/License						

**Procurement Services**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
PERMIT/CERT/LICENSE		\$ 700		\$ 700		
<b>Total:</b>	\$ —	\$ 700	\$ 700	\$ 700	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 43,971	\$ 43,600	\$ 43,600	\$ 36,900	\$ (6,700)	(15.4)%

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# Real Estate

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## **MISSION**

Real Estate manages the District's commercial and maritime industrial lease portfolio from end to end. The department solicits new development, negotiates complex real estate transactions and agreements, partners with prospective and existing tenants during the entitlement process, and manages the District's leased assets.

## **VISION**

To build a best in class commercial and maritime industrial lease portfolio with internationally recognized amenities, attractions, and developments.

## Real Estate

**Transfer In and Convert:** 2 Asset Manager (Limited) to Asset Manager from Variable Staffing

### REGULAR POSITIONS

POSITION TITLE	ADJUSTED BUDGET FY 2021	BUDGET FY 2022
Administrative Assistant II (Classified)	3	3
Asset Manager	7	9
Assistant Director, Real Estate	2	2
Department Manager, Real Estate	5	5
Director, Real Estate	1	1
Management Analyst	1	1
Program Manager, Real Estate	5	5
<b>TOTAL</b>	<b>24</b>	<b>26</b>

## Real Estate

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 3,490,154	\$ 3,514,800	\$ 4,109,800	\$ 595,000	16.9 %
Non-Personnel Expense	4,940,083	4,063,800	3,343,400	(720,400)	(17.7)%
<b>Total Direct Expense</b>	<b>\$ 8,430,237</b>	<b>\$ 7,578,600</b>	<b>\$ 7,453,200</b>	<b>\$ (125,400)</b>	<b>(1.7)%</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	2,764,000	4,534,000	1,770,000	64.0 %
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 8,430,237</b>	<b>\$ 10,342,600</b>	<b>\$ 11,987,200</b>	<b>\$ 1,644,600</b>	<b>15.9 %</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries & Wages	\$ 2,294,390	\$ 2,232,500	\$ 2,562,100	\$ 329,600	14.8 %
Overtime	121	—	—	—	N/A
Burden	1,195,643	1,282,300	1,547,700	265,400	20.7 %
Temporary Personnel	—	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 3,490,154</b>	<b>\$ 3,514,800</b>	<b>\$ 4,109,800</b>	<b>\$ 595,000</b>	<b>16.9 %</b>

## Real Estate

### EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS

DESCRIPTION	QTY	BUDGET FY 2022
SEAPORT VILLAGE TENANT IMPROVEMENTS	1	\$ 4,534,000
<b>TOTAL EQUIPMENT OUTLAY AND OTHER CAPITAL PROJECTS</b>	<b>1</b>	<b>\$ 4,534,000</b>

**Real Estate**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ —		\$ 700		
<b>Total:</b>	\$ 21	\$ —	\$ —	\$ 700	\$ 700	N/A
610120 Memberships & Dues MEMBERSHIP & DUES		\$ 1,900		\$ 1,900		
<b>Total:</b>	\$ 960	\$ 1,900	\$ 1,900	\$ 1,900	\$ —	0.0 %
610140 Seminars & Training SEMINARS & TRAINING		\$ 17,900		\$ 5,000		
<b>Total:</b>	\$ 13,006	\$ 17,900	\$ 17,900	\$ 5,000	\$ (12,900)	(72.1)%
615100 Mileage Reimbursement MILEAGE & PARKING		\$ 500		\$ 500		
<b>Total:</b>	\$ 234	\$ 500	\$ 500	\$ 500	\$ —	0.0 %
615110 Travel TRAVEL		\$ 18,500		\$ —		
<b>Total:</b>	\$ 9,031	\$ 18,500	\$ 18,500	\$ —	\$ (18,500)	(100.0)%
620100 Services - Professional & Other BROKERAGE SERVICE - SEAPORT VILLAGE		\$ 200,000		\$ 489,800		
FINANCIAL ADVISORS		100,000		75,000		
INDUSTRY REPORTS		4,800		4,800		
LOOP NET DATA SERVICES		4,300		4,300		
LOWER COST ACCOMODATIONS RFP		200,000		—		
MISCELLANEOUS STUDIES		127,600		100,000		
REPL COST & REVERSION INTEREST ANALYSIS		48,200		7,000		
RIDA LEGAL & FINANCE		150,000		50,000		
<b>Total:</b>	\$ 864,932	\$ 834,900	\$ 834,900	\$ 730,900	\$ (104,000)	(12.5)%
640100 Space Rental						
<b>Total:</b>	\$ 34,932	\$ —	\$ —	\$ —	\$ —	N/A
640137 Common Area Maintenance SEAPORT VILLAGE		\$ 2,000,300		\$ 2,000,300		
<b>Total:</b>	\$ 1,983,192	\$ 2,000,300	\$ 2,000,300	\$ 2,000,300	\$ —	0.0 %
640139 Marketing Fee SEAPORT VILLAGE		\$ 580,400		\$ 580,400		
<b>Total:</b>	\$ 595,678	\$ 580,400	\$ 580,400	\$ 580,400	\$ —	0.0 %
640140 Tenant Improvements/Removals						

**Real Estate**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
ACTIVATION - SEAPORT VILLAGE		\$ 440,000		\$ —		
SITE ENHANCEMENTS - SEAPORT VILLAGE		135,000		—		
<b>Total:</b>	\$ 1,422,211	\$ 575,000	\$ 575,000	\$ —	\$ (575,000)	(100.0)%
660100 Advertising						
ADVERTISING	\$ —	\$ 7,000	\$ 7,000	\$ 7,000	\$ —	0.0 %
<b>Total:</b>	\$ —	\$ 7,000	\$ 7,000	\$ 7,000	\$ —	0.0 %
660105 Marketing/Outreach						
MARKETING/OUTREACH	\$ —	\$ 17,700	\$ 17,700	\$ 7,000	\$ (10,700)	(60.5)%
<b>Total:</b>	\$ —	\$ 17,700	\$ 17,700	\$ 7,000	\$ (10,700)	(60.5)%
660110 Promotional Services						
TENANT & PUBLIC OUTREACH	\$ 1,299	\$ 2,000	\$ 2,000	\$ 2,000	\$ —	0.0 %
<b>Total:</b>	\$ 1,299	\$ 2,000	\$ 2,000	\$ 2,000	\$ —	0.0 %
670105 Bank & Credit Card Fees						
BANK & CREDIT CARD FEES	\$ 14,587	\$ 7,700	\$ 7,700	\$ 7,700	\$ —	0.0 %
<b>Total:</b>	\$ 14,587	\$ 7,700	\$ 7,700	\$ 7,700	\$ —	0.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 4,940,083	\$ 4,063,800	\$ 4,063,800	\$ 3,343,400	\$ (720,400)	(17.7)%

## Technology Management Program

### SUMMARY OF DEPARTMENTAL EXPENSE

EXPENSE BUDGET BREAKDOWN	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ —	\$ —	N/A
Non-Personnel Expense	6,616,580	5,100,500	5,100,500	—	0.0 %
<b>Total Direct Expense</b>	<b>\$ 6,616,580</b>	<b>\$ 5,100,500</b>	<b>\$ 5,100,500</b>	<b>\$ —</b>	<b>0.0 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 6,616,580</b>	<b>\$ 5,100,500</b>	<b>\$ 5,100,500</b>	<b>\$ —</b>	<b>0.0 %</b>

**Technology Management Program**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
620100 Services - Professional & Other						
CONSULTING FEES		\$ 401,800		\$ 548,200		
IT TECHNICAL SERVICES		150,000		104,000		
MICROSOFT PREMIER SERVICES		175,000		166,600		
NETWORK TIER 3 SUPPORT		—		15,000		
SAP ADMINISTRATION		94,000		97,400		
SAP DEVELOPER SERVICES		120,000		200,000		
STORMWATER DATABASE MANAGEMENT		120,000		125,000		
<b>Total:</b>	<b>\$ 2,607,882</b>	<b>\$ 1,060,800</b>	<b>\$ 1,060,800</b>	<b>\$ 1,256,200</b>	<b>\$ 195,400</b>	<b>18.4 %</b>
630110 Equipment & Systems						
CELL PHONES		\$ 10,000		\$ 15,000		
COMPUTERS/LAPTOPS		100,000		120,000		
INFRASTRUCTURE AS A SERVICE		255,000		245,000		
LOGIKCULL SUBSCRIPTION		132,000		108,000		
NETWORK MONITORING		46,500		69,300		
ONLINE TRAINING		26,100		27,400		
PERIPHERAL		10,000		15,000		
RECRUITER RENEWAL		9,400		13,300		
SOFTWARE AS A SERVICE		83,800		95,300		
SOFTWARE/SUBSCRIPTIONS		1,008,700		1,134,000		
UPS BATTERIES		10,000		6,300		
VIDEO ACCESS CONTROL MAINTENANCE		—		100,000		
WEB HOSTING		2,700		4,400		
<b>Total:</b>	<b>\$ 2,083,178</b>	<b>\$ 1,694,200</b>	<b>\$ 1,694,200</b>	<b>\$ 1,953,000</b>	<b>\$ 258,800</b>	<b>15.3 %</b>
640110 Telephone & Communications						
CELLULAR - VOICE/DATA SERVICES		\$ 166,800		\$ 215,100		
HS - RCS SYSTEM FEES		23,000		23,000		
SATELLITE TELEVISION SERVICES		1,500		3,600		
VOICE & DATA TELCO		663,800		378,200		
<b>Total:</b>	<b>\$ 707,487</b>	<b>\$ 855,100</b>	<b>\$ 855,100</b>	<b>\$ 619,900</b>	<b>\$ (235,200)</b>	<b>(27.5)%</b>
650130 Equipment Maintenance - Outside Services						
CONFERENCE EQUIPMENT MAINT		\$ 5,000		\$ 5,000		
DATA CTR FIRES SUPPRESSION MAINT		20,000		5,000		
FIBER OPTIC MAINTENANCE		15,000		10,000		
FIREWALL MAINTENANCE		—		74,000		
HARDWARE MAINTENANCE		22,100		69,500		

**Technology Management Program  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
PRINTER/COPIER/METER MAINT		250,000		140,000		
REGIONAL SAFETY DATA		90,500		11,000		
SMARTNET MAINTENANCE		162,000		150,500		
VAC HARDWARE MAINTENANCE		100,000		22,000		
WAV CAM		35,000		37,500		
<b>Total:</b>	\$ 689,836	\$ 699,600	\$ 699,600	\$ 524,500	\$ (175,100)	(25.0)%
650140 Software Maintenance						
BACKUP & RECOVERY		\$ 8,000		\$ 27,200		
ERP MAINTENANCE		600,700		376,700		
SECURITY SOFTWARE MAINT		29,000		32,000		
SOFTWARE MAINTENANCE		85,700		223,000		
VIRTUAL MACHINE MAINTENANCE		67,400		88,000		
<b>Total:</b>	\$ 528,197	\$ 790,800	\$ 790,800	\$ 746,900	\$ (43,900)	(5.6)%
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 6,616,580	\$ 5,100,500	\$ 5,100,500	\$ 5,100,500	\$ —	0.0 %

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## Utilities

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ —	\$ —	\$ —	\$ —	N/A
Non-Personnel Expense	2,942,859	3,190,000	3,614,000	424,000	13.3 %
<b>Total Direct Expense</b>	<b>\$ 2,942,859</b>	<b>\$ 3,190,000</b>	<b>\$ 3,614,000</b>	<b>\$ 424,000</b>	<b>13.3 %</b>
Less: Capitalized Expense	—	—	—	—	N/A
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 2,942,859</b>	<b>\$ 3,190,000</b>	<b>\$ 3,614,000</b>	<b>\$ 424,000</b>	<b>13.3 %</b>

**Utilities**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL RESULTS	ORIGINAL BUDGET	ADJUSTED BUDGET	BUDGET	CHANGE FROM ADJUSTED BUDGET	
	FY 2020	FY 2021	FY 2021	FY 2022	dollars	pct
640120 Utilities-Gas & Electric						
SOLAR POWER PURCHASE AGREEMENT		\$ 44,000		\$ 44,000		
UTILITIES-GAS & ELECTRIC		1,646,000		1,920,000		
<b>Total:</b>	\$ 1,568,962	\$ 1,690,000	\$ 1,690,000	\$ 1,964,000	\$ 274,000	16.2 %
640130 Utilities-Water						
UTILITIES-WATER		\$ 1,500,000		\$ 1,650,000		
<b>Total:</b>	\$ 1,373,897	\$ 1,500,000	\$ 1,500,000	\$ 1,650,000	\$ 150,000	10.0 %
<b>TOTAL NON-PERSONNEL EXPENSE</b>	\$ 2,942,859	\$ 3,190,000	\$ 3,190,000	\$ 3,614,000	\$ 424,000	13.3 %

## Variable Staffing

### SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Personnel Expense	\$ 3,587,680	\$ 2,582,900	\$ —	\$ (2,582,900)	(100.0)%
Non-Personnel Expense	9,297	—	—	—	N/A
<b>Total Direct Expense</b>	<b>\$ 3,596,977</b>	<b>\$ 2,582,900</b>	<b>\$ —</b>	<b>\$ (2,582,900)</b>	<b>(100.0)%</b>
Less: Capitalized Expense	(60,186)	(25,900)	—	—	0.0 %
Equipment Outlay and Other Capital Projects	—	—	—	—	N/A
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 3,536,791</b>	<b>\$ 2,557,000</b>	<b>\$ —</b>	<b>\$ (2,557,000)</b>	<b>(100.0)%</b>

### PERSONNEL EXPENSE

	ACTUAL RESULTS FY 2020	ADJUSTED BUDGET FY 2021	BUDGET FY 2022	CHANGE FY 2022-2021 BUDGET	% CHANGE
Salaries and Wages	\$ 2,584,057	\$ 1,926,000	\$ —	\$ (1,926,000)	(100.0)%
Overtime	3,785	—	—	—	N/A
Burden	793,316	656,900	—	(656,900)	(100.0)%
Temporary Personnel	206,522	—	—	—	N/A
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 3,587,680</b>	<b>\$ 2,582,900</b>	<b>\$ —</b>	<b>\$ (2,582,900)</b>	<b>(100.0)%</b>

A budget strategy was adopted in recent years to add personnel as limited through a variable staffing cost center. It was thought that resources could be applied as needed as projects and priorities changed. It has not worked out as designed and these resources have been dedicated to ongoing projects. In that regard all limited personnel have been converted to regular employees.

During the pandemic, the District relied on the flexibility of having variable staffing which may be reduced at any time as the nature of those services were limited in duration. As we recover and with an anticipated growth in revenues, the District will convert 23 limited employees to regular employees.

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## Glossary of Terms

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

**Action Plan** - (see Work Plan)

**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.

**COBB** - Culture / Operations / Business / Brand

**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

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**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.

**Competency** - A pattern of behavior that represents a set of knowledge, skills and abilities.

## Competencies (Port-wide)

- **Listening** - Effective performers display engagement, demonstrate understanding, and are open to what is being communicated.
- **Growth** - Effective performers work on acquiring knowledge and skills, as well as supporting others with their own development goals.
- **Collaboration** - Effective performers promote an environment of teamwork by developing and building relationships across all levels and departments to accomplish individual and team goals.
- **Trustworthiness** - Effective performers act in ways that foster an environment of trust and are relied on as honest and truthful in interactions with other people and in completion of work.
- **Humility** - Effective performers seek opportunities to increase self-awareness and possess an openness that allows them to appreciate the views and contributions of others.

**Corporate Vision - 21st Century Port** - We are an innovative, global seaport courageously supporting commerce, community, and environment.

**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

# Glossary of Terms

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**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.

**External Stakeholder** - A person or group of people who are impacted or have a strong interest in the operations, or effects of operations performed by an organization's work as it pertains to them as clients/constituents, community partners, and others.

**Fiscal Year (FY)** - is the annual period beginning July 1<sup>st</sup> and ending June 30<sup>th</sup>.

**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

**Goals** - Broad statements of an organization's plan to achieve desired outcomes and be successful among competition at some point in the future. Goals should strive to deliver a company's vision and create a company's differentiation and sustainability and be supported by measurable performance.

**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.

**Guiding Principle** - We do the greatest good by doing remarkably well

**IMP** - Infrastructure Management Program

# Glossary of Terms

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**Implementation Plan** - (see Work Plan)

**Initiative** - Initiatives are programs or projects that turn strategy into operational terms and actionable items.

**Internal Stakeholder** - A person or group of people which are already committed to serving the organization and may be impacted or have a strong interest in the operations, or effects of operations within the organization.

**JHOC** - Joint Harbor Operations Center

**JTTF** - Joint Terrorism Task Force

**Key Services** - Standard operations needed to sustain a purpose within the organization.

**KPIs - Key Performance Indicators** - A measurable value that demonstrates how effectively a company is achieving a specific strategic or operational goal.

**MIIF** - Maritime Industrial Impact Fund

**MM** - Major Maintenance

**MOIS** - Maritime Operations Information System

**Milestone** - A significant event or date during the execution of a project; end of phase or sub-phase.

**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).

**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.

# Glossary of Terms

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**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.

**Port Philosophy** - Port Leaders are Other Focused First (Servant Leadership).

**Portfolio** - A group, set or selection of initiatives an organization has agreed to invest in by approving the allocation of necessary resources.

**Program** - A set of highly related products, services or projects within an organization

**Project** - A temporary endeavor with a defined start date, end date, scope, and budget; and which consumes cross-functional resources in order to produce a unique product, service or result.

**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

**Sponsor** - Person who vouches for and assumes responsibility for an initiative, project or program and is responsible for securing resources needed to complete the Work Plan.

# Glossary of Terms

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**Stakeholder** - Any person, group, or organization that may be impacted or has a strong interest in the operations, or effects of operations. of the organization. Stakeholders may be internal or external to the organization.

**Strategic Planning** - An organization's high- level process of defining its strategy, or direction, and making decisions on allocating resources in order to achieve its organizational goals.

**Strategic Roadmap** - A strategic roadmap is a time-based plan that defines where a business is, where it wants to go, and how to get it there.

**Strategy Map** - A diagram that is used to document the primary strategic goals and initiatives being pursued by an organization or management team.

**TAMT** - Tenth Avenue Marine Terminal

**TUOP** - Tidelands Use Occupancy Permit

**TUP** - Temporary Use Permit

**TWIC** - Transportation Worker Identity Card

**Tactics** - Specific, actionable ways to do things in order to accomplish a milestone, target or result.

**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.

## Values

- **Integrity** - honoring agreements and acting truthfully, honestly and ethically. It is the commitment to our set of shared core values applied equally to all.
- **Accountability** - honoring our agreements with our stakeholders. the community and each other. Accountability is establishing and tracking measurable outcomes and evaluating our progress.
- **Courage** - setting aside fears and standing by personal principles, facing challenges with fortitude, taking intellectual risks, extending beyond personal comfort zones to achieve goals, persevering in the face of diversity and taking responsibility for actions.
- **Teamwork** - promoting and practicing collective cooperation. Teamwork involves open communication, respect, trust and the commitment to common goals. An effective team shares the workload, credit and consequences of its actions.
- **Inclusiveness** - a sense of belonging and feeling respected. Inclusiveness is being valued for who you are and that you are essential to the success of the organization.
- **Fairness** - behaving in an objective and consistent manner. Fairness is listening to and respecting the opinions, values and interests of others.
- **Fun** - creating an environment where employees can enjoy spontaneity, levity and productivity. Fun is celebrating successes and accomplishments.
- **Innovation** - Innovation is creative thinking and continually improving performance, emphasizing quality, productivity, growth, best practices and measurement. Innovation means striving to be the best in our public service.
- **Transparency** - Transparency is a commitment to our partners, stakeholders and the community to enhance openness, public participation, and access to information, outreach and collaboration. Transparency promotes accountability, increased public trust, and a more efficient, effective and public-focused organization.

## Glossary of Terms

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**Work Plan** - A set of activities or specific actions that must be taken, by which resources, by what time or date in order to achieve a goal, initiative, project or milestone in support of the Strategic Plan.

**Working Owner** - Person responsible for ensuring the Work Plan is getting done.

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San Diego Unified Port District  
 Document No. **69836**  
 Filed **APR 17 2019**  
 Office of the District Clerk

## 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)

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.
      - The transfer of funds between projects within Capital or Expense Major Maintenance require approval of the Executive Director with notification to the Board. If the individual transfer will increase the total approved project budget more than \$175,000 or available program budget, Board approval is required.

- 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 project 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: 2019-032, dated April 9, 2019 (Supersedes BPC Policy No. 090, Resolution 2015-138, dated October 21, 2015; Resolution 2015-17, dated March 3, 2015; and Resolution 2013-109, dated June 11, 2013)

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## 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 that is rated "A-1" or higher, or equivalent as provided for by a nationally recognized statistical rating organization (NRSRO) and issued by a domestic corporation having assets in excess of \$500 million and having an A or its equivalent or higher rating on its long term debt as provided by an NRSRO. 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 (NRSRO), 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 in a rating category of "A" or its equivalent or better by an NRSRO. 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 in a rating category of "AA" or its equivalent 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.

**COMMERCIAL PAPER:** An unsecured short-term promissory note issued by corporations or municipalities, with maturities ranging from 2 to 270 days.

**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 DEPOSITORIES:** 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 structure 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: 2018-101, dated June 12, 2018 (Supersedes BPC Policy No. 115, Resolution 2017-091 dated June 20, 2017, Resolution 2016-85, dated June 15, 2016; Resolution 2015-72, dated June 11, 2015; 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)

(2)

**RESOLUTION 2018-101**

**RESOLUTION AUTHORIZING THE REQUIRED ANNUAL ADOPTION OF BPC POLICY NO. 115, GUIDELINES FOR PRUDENT INVESTMENTS, WITHOUT ANY RECOMMENDED CHANGES TO THE CURRENT BPC POLICY NO. 115**

**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**, BPC Policy No. 115, Guidelines for Prudent Investments, requires that this policy, which contains the District's investment policy, be submitted annually to the Board of Port Commissioners for review and adoption by resolution of the District's investment policy; and

**WHEREAS**, this policy is also updated for relevant legislative changes to California Government Code Section 53600 et seq. which details numerous requirements on how and where public funds may be invested; and

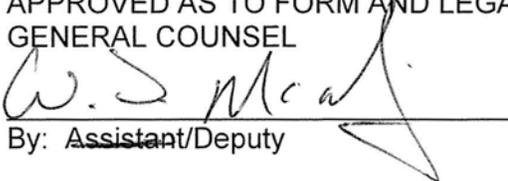
**WHEREAS**, the California Debt and Investment Advisory Commission (CDIAC) published a statutory update dated January 1, 2018 reflecting changes in the law with respect to public funds investments; and

**WHEREAS**, there were no approved legislative changes to the local agency investment codes during the 2017 Legislative session; and

**WHEREAS**, staff recommends re-adoption of the existing BPC Policy No. 115, Guidelines for Prudent Investments.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Port Commissioners of the San Diego Unified Port District, that BPC Policy No. 115, Guidelines for Prudent Investments, a copy of which is on file in the office of the District Clerk, is hereby readopted.

APPROVED AS TO FORM AND LEGALITY:  
GENERAL COUNSEL

  
By: ~~Assistant~~/Deputy

2018-101

PASSED AND ADOPTED by the Board of Port Commissioners of the San Diego Unified Port District, this 12<sup>th</sup> day of June, 2018, by the following vote:

AYES: Bonelli, Castellanos, Merrifield, Moore, and Valderrama

NAYS: None.

EXCUSED: Malcolm, and Zucchet

ABSENT: None.

ABSTAIN: None.

  
Rafael Castellanos, Chairman  
Board of Port Commissioners

ATTEST:

  
Donna Morales  
District Clerk

(Seal)

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(3)

## BPC Policy No. 117

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### 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

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## 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

<b>Total CIP Program Budget</b>	<b>Program Contingency Amount</b>
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)

BPC Policy No. 120

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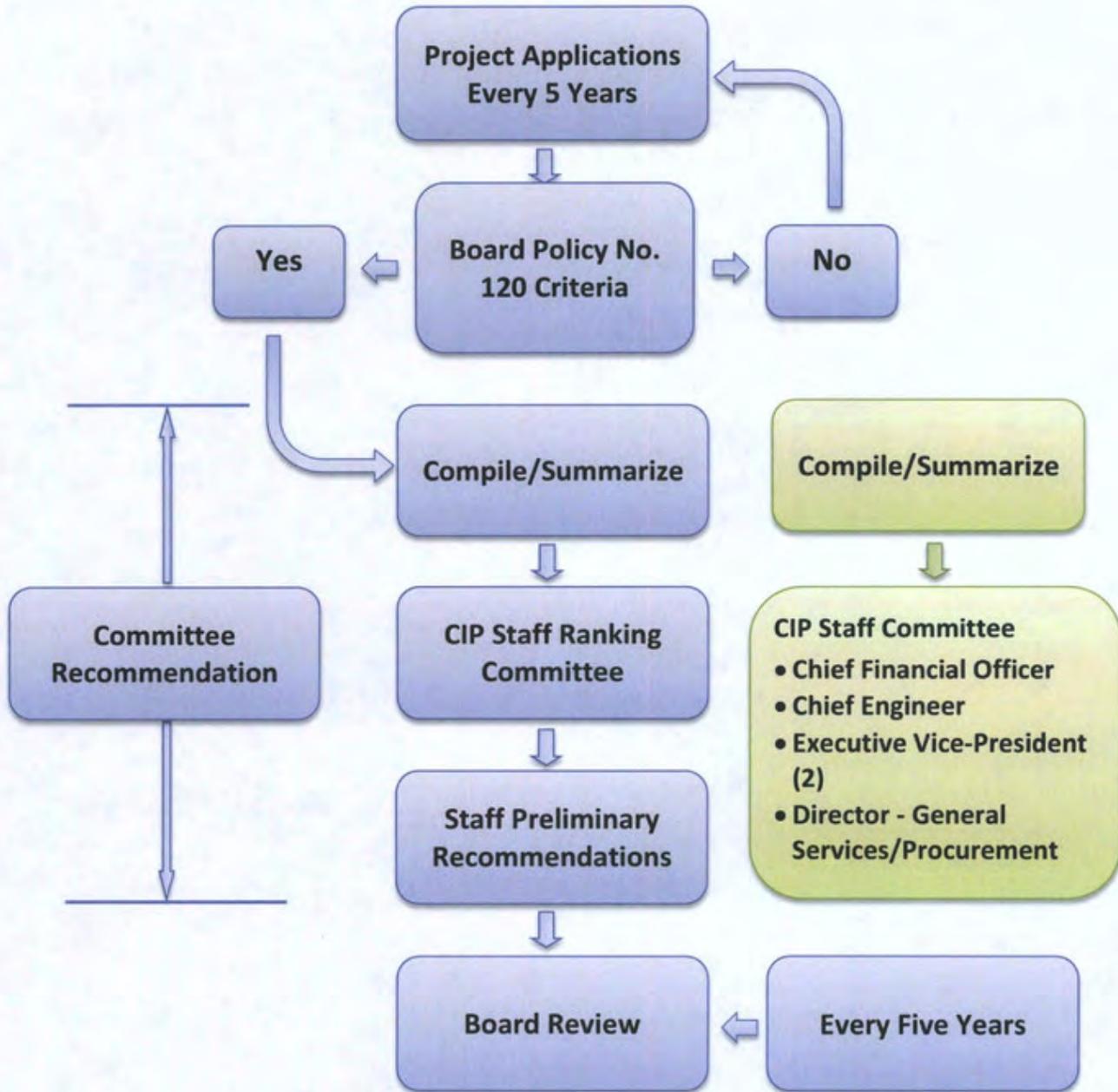
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# Attachment (1)

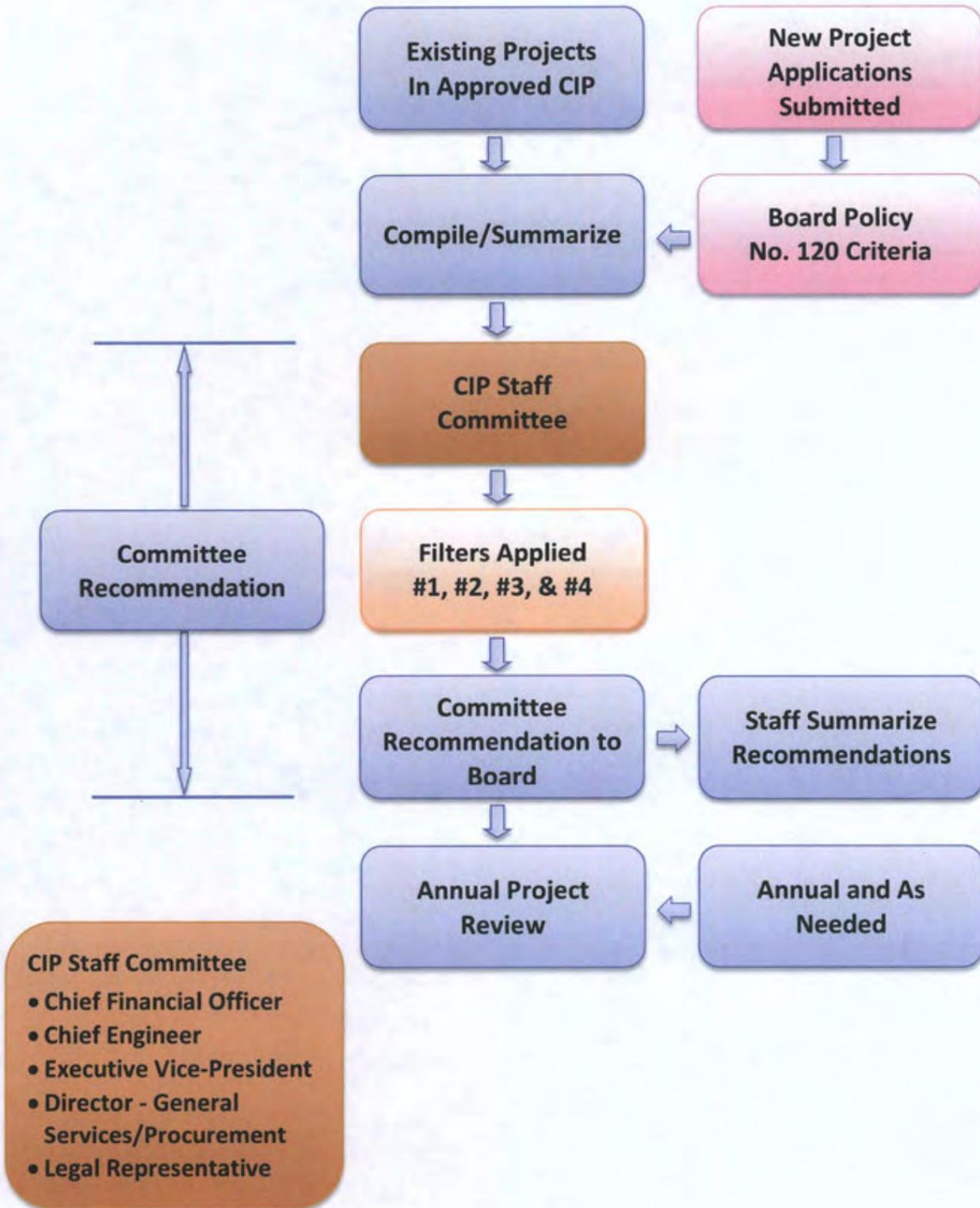
## Capital Improvement Program (CIP)

### 5 Year-Process Used in 2012-Per Board Policy 120 (Example)



D2# 857953

## Attachment (2) Capital Improvement Program (CIP) Annual Review (Example)



D2# 874411

## Capital Improvement Program Filters for Project Reviews

Project Filters 1- Go Forward	
<b>Under Construction</b>	Board has awarded construction contract and project is in construction phase.
<b>Legal/Contractual Obligations</b>	There is a legal or contractual obligation related to the project.
<b>Regulatory Mandate Or Permit Requirement</b>	Project is required to comply with a Federal, state or local regulation or required under a permit issued by a jurisdictional agency.
<b>Public Safety Or Homeland Security</b>	Project will enhance protection of public safety and/or Homeland Security.
<b>Operational Necessity</b>	Project is necessary to improve Port operations and implement District's strategic goals and objectives.

## Capital Improvement Program Filters for Project Reviews

<b>Project Filters 2-Continue Stay Funded</b>	
<b>Implements Approved Plan Or Board Direction</b>	Project will implement a Board approved plan or direction.
<b>Revenue Generating</b>	Project is estimated to generate a Return on Investment (ROI).
<b>Short Payback Period</b>	Project is projected to have a payback period of three years or less.
<b>Public &amp; Or Stakeholder Expectation</b>	There is a stakeholder expectation surrounding the completion of the project that has been confirmed through Board action or direction.
<b>Grant or Outside Funding Potential</b>	Project will position the District for potential grants or outside funding agreements and priority is confirmed through Board action or direction.
<b>Project That Has Obtained Entitlements</b>	Project has obtained entitlements necessary to implement project through design and construction.

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## Capital Improvement Program Filters for Project Reviews

<b>Project Filters 3- Postpone/Delay/Remove</b>	
<b>New Information/Infeasible</b>	Projects determined infeasible to implement based upon new information or developments.
<b>Changes In Applicable Laws, Regulations Or Contractual Requirements</b>	Projects for which new laws, regulations or contractual requirements render them infeasible as scoped.
<b>New Funding Source</b>	Projects where a new funding source has been identified and District funding is anticipated to be reduced or modified substantially.
<b>Blocked Or Stalled</b>	Projects which have been blocked or stalled and implementation as planned is no longer feasible.
<b>Removal Requested By Proponent</b>	Projects which original proponents no longer desire to implement.

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## Capital Improvement Program Filters for Project Reviews

<b>Project Filters 4- Back on the List</b>	
<b>Changes Which Warrant Reconsideration</b>	Changes in project circumstances which warrant a reevaluation or reconsideration for funding approval.
<b>Change In Litigation Status</b>	Resolution of pending or ongoing litigation will permit project to proceed.
<b>Reasons Put "On-Hold" Resolved</b>	Factors which led to project being placed in an "on hold" status were resolved.
<b>Project Proponent Request Reconsideration</b>	Request was received to reconsider project previously removed from CIP list.

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## 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 Program 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 with a final selection and funding recommendation for consideration during the Preliminary Budget Workshop.

### **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 project list, require approval in compliance with BPC 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 program, 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: 2019-033, dated April 9, 2019 (Supersedes BPC Policy No. 130, Resolution 2016-37, dated March 8, 2016; Resolution 2015-17, dated March 3, 2015; and Resolution 2013-104, dated June 11, 2013)

BPC Policy No. 130

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## BPC Policy No. 608

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**SUBJECT:** TENANT PERCENT FOR ART PROGRAM

**PURPOSE:**

To establish a policy for the inclusion of artworks in San Diego Unified Port District (District) tenant improvements and for the administration of the Tenant Percent for Art Program.

The Board of Port Commissioners (Board) is committed to expanding opportunities for residents and visitors to the region to experience a vibrant waterfront destination with innovative artworks that enhance the visual excitement and cultural richness of Port 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 Parks & Recreation department was created and charged with the mission of supporting the District, its tenants, and member communities by providing leadership, management of the District's arts and culture programs, and stewardship of the Tidelands Collection as a regional cultural asset. Additionally, the Arts, Culture & Design Committee was established to serve in an advisory capacity to the Board and the Parks & Recreation department, promoting the District's vision of Port tidelands as a world-class arts and cultural destination.

**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 Director of Parks & Recreation.

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 art 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
  - (j) Sign changes or new signs
  - (k) Utilities
  - (l) Lighting
  - (m) Maintenance and repair of existing facilities
  - (n) 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 permanent or temporary artworks to be sited in a publically accessible area on the leasehold in accordance with the provisions in section 1.
- b. **Purchase.** Purchase and install one or more permanent or temporary artworks in a publically accessible area on the leasehold in accordance with the provisions in section 1.
- c. **In-Lieu Contribution.** Deposit into the District's Public Art Fund an in-lieu contribution in an amount equivalent to the tenant percent for art allocation as specified in section 1. In the event that a tenant has chosen to satisfy the percent for art requirement by commissioning and/or purchasing artworks for their leasehold, but the artwork-related budgets for such artworks are less than the required allocation, the tenant shall pay into the Public Art Fund an amount equal to the difference between their commissioned and/or purchased artwork-related budgets and the required percent for art allocation.
- d. **Designated In-Lieu Contribution.** Tenants who choose to make in-lieu contributions to the District's Public Art Fund in accordance with section 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 as 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.
- e. **Other Contributions.** Anyone who makes a contribution to the District's Public Art Fund who is not obligated to do so at the time the contribution is made may credit such contribution against any obligation such person may have under this BPC Policy No. 608 that may arise within five (5) years subsequent to the contribution. Such contribution shall be unconditional, without recourse, and shall under no circumstances be considered in connection with any future project approval, nor shall such contribution have any effect whatsoever on the District's sole and absolute discretion to approve or disapprove such project.

### 3. Tenant Percent for Art Review Process

The tenant percent for art review process is administered by the Parks & Recreation department and is divided into two categories. Tenants should follow the corresponding review process, as follows:

Tenant improvements with a project cost of \$5,000,000 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 3.a.(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 3.b.(1) - (17).

- a. **Review Process for Category \$5,000,000 - \$17,500,000.** For tenant improvements with a project cost of \$5,000,000 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 department.
  - (2) **Preliminary Meeting.** Meet with the department 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 department. The department Director shall review the Tenant Art Worksheet ensuring that it meets the evaluation criteria outlined in section 4.a.
  - (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(s) to the department.
  - (7) **Approval of Artist.** The department Director shall review the name and qualifications of the selected artist(s) utilizing the evaluation criteria outlined in section 4.c.

- (8) **Draft Artist Agreement.** The tenant shall submit to the department the draft artist agreement, which shall be reviewed by the department Director 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 department with a fully executed copy thereof.
- (10) **Artwork Concept Proposal or Proposed Purchase of Artwork.** The tenant shall submit to the department 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 color 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 Artwork Concept Proposal or Proposed Purchase of Artwork.** The department Director shall review the concept proposal or information about the proposed artwork to be purchased utilizing the evaluation criteria outlined in section 4.d.
- (12) **Artwork Final Design or Final Information about Artwork.** The tenant shall submit to the department the final design or final information about the artwork 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 color 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 Artwork Final Design or Final Information about Artwork.** The department Director 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 to be purchased.

- (14) **Access to Installation Site.** The tenant shall provide to the department 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 for 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 department.
  - (2) **Preliminary Meeting.** Meet with the department 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 department. The department Director shall review the Tenant Art Worksheet ensuring that it meets the evaluation criteria outlined in section 4.a.
  - (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 department. The department Director shall review the Tenant Art Plan ensuring that it meets the evaluation criteria outlined in section 4.b. The department Director shall then submit the Tenant Art Plan to the Arts, Culture & Design Committee for review and

recommendation to the department Director utilizing the evaluation criteria outlined in section 4.b.

- (8) **Artist's Name and Qualifications.** The tenant shall declare and submit the name and qualifications of the selected artist(s) to the department.
- (9) **Approval of Artist.** The department Director shall review the name and qualifications of the selected artist(s) utilizing the evaluation criteria outlined in section 4.c.
- (10) **Draft Artist Agreement.** The tenant shall submit to the department the draft artist agreement, which shall be reviewed by the department Director 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 department with a fully executed copy thereof.
- (12) **Artwork Concept Proposal or Proposed Purchase of Artwork.** The tenant shall submit to the department 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 color 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 Artwork Concept Proposal or Proposed Purchase of Artwork.** The department Director and the Arts, Culture & Design Committee shall review the concept proposal or information about the proposed artwork to be purchased utilizing the evaluation criteria outlined in section 4.d. The department Director shall prepare a report for the Board with the Arts, Culture & Design 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 4.f.
- (14) **Artwork Final Design or Final Information about Artwork.** The tenant shall submit to the department 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 color 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 Artwork Final Design or Final Information about Artwork.** The department Director 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 department 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. For the purpose of this policy, an artist is 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.
- (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 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 the ability to articulate how he or she would be able to bring the necessary artistic and technical skills to the 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 Artwork Concept Proposals & Artwork Purchases**

- (1) Meets the definition of artist. For the purpose of this policy, an artist is 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.

- (2) Meets the definition of artwork. For the purpose of this policy, an artwork is an aesthetic creation resulting from the skill and creativity of artist(s). 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. Artworks can include visual representations of performing and literary arts, or can incorporate performative, narrative, or time-based elements.
- (3) Demonstrates excellence in aesthetic quality, workmanship, innovation, and creativity.
- (4) Demonstrates appropriateness in scale and form and will be fabricated with materials/media suitable for the site.
- (5) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, maintenance, conservation, security, and siting.
- (6) Demonstrates feasibility with respect to legal and/or ethical issues that may be related to possession or display of the artwork.
- (7) 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 Board Evaluation**

- (1) The District policy, as set forth herein and as administered by the Parks & Recreation department and advised by the Arts, Culture & Design Committee, if applicable, has been followed properly.
- (2) All relevant District departments have appropriately undertaken all necessary reviews.

**GLOSSARY:**

For purposes of this policy, the following definitions shall apply:

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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.

Arts, Culture & Design Committee: An advisory body to the Board of Port Commissioners and the Parks & Recreation department on matters related to arts and culture within the District's jurisdiction. The committee assists in upholding the District's vision of tidelands as a world-class arts and cultural destination and supports the development of arts and cultural programs within the District's jurisdiction.

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 Parks & Recreation department, artworks can include visual representations of performing and literary arts, or can incorporate performative, narrative, or time-based elements.

Publicly Accessible: The availability for viewing and experience by the general public without a fee 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 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 serves as a depository for funds received from other sources, such as: tenant percent for art in-lieu contributions; aggregated District percent for art contributions from Capital Improvement Program projects; art sales and loans; sales of licensed artwork reproductions; public art-related grants and/or grant-matching funds; and monetary bequests and donations received from the public or other agencies for public artworks.

Tenant: The persons or entities holding leasehold interest(s) within the District's jurisdiction.

Tenant Art Plan: A detailed plan that a tenant who is 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 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 Parks & Recreation department.

Tenant Percent for Art Allocation: The percentage of a tenant's approved development or redevelopment project budget that is to be set aside for artwork for the tenant's leasehold or for payment into the District's Public Art Fund as an in-lieu contribution.

Tenant Percent for Art Application: The initial application form that a tenant who is subject to the District's percent for art requirement submits to the Parks & Recreation department to begin the review process.

RESOLUTION NUMBER AND DATE: 2021-022, dated March 9, 2021 (Supersedes BPC Policy No. 608, Resolution 2018-015, dated January 9, 2018; Resolution 2016-130, dated September 8, 2016; Resolution 2016-77, dated May 10, 2016, Resolution 2015-29, dated April 14, 2015; Resolution 2011-160, dated November 8, 2011)

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## BPC Policy No. 609

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**SUBJECT: PUBLIC ART PROGRAMS**

**PURPOSE:**

To establish a policy for the inclusion of public artworks and objects within the San Diego Unified Port District's (District) jurisdiction and for the administration and operation of the District's public art programs and Arts, Culture & Design Committee.

The Board of Port Commissioners (Board) is committed to expanding opportunities for residents and visitors to the region to experience a vibrant waterfront destination with innovative artworks, cultural programming, and activation opportunities that enhance the visual excitement and cultural richness of Port tidelands.

The Parks & Recreation department was created and charged with the mission of supporting the District, its tenants, and its member cities by providing leadership, management of the District's arts and culture programs, and stewardship of the District's Tidelands Collection as a regional cultural asset. Additionally, the Arts, Culture & Design Committee was established to serve in an advisory capacity to the Board and the Parks & Recreation department, promoting the District's vision of Port tidelands as a world-class arts and cultural destination.

**POLICY STATEMENT:**

**1. Parks & Recreation Department**

The Parks & Recreation department administers the District's arts and cultural programming to enhance the visual excitement and cultural richness of Port tidelands.

**2. Duties and Functions – Parks & Recreation Department**

- a. Develop and administer arts and culture programming.
- b. Develop multi-year curatorial plans.
- c. Manage the Public Art Fund.
- d. Administer the District's Percent for Art Program.

- e. Administer the Tenant Percent for Art Program in accordance with BPC Policy No. 608.
- f. Manage the acquisition of all artwork within the District's jurisdiction.
- g. Serve as steward of the Tidelands Collection.
- h. Administer the donations and loans programs.
- i. Facilitate the activities of the Arts, Culture & Design Committee.

### 3. **Arts, Culture & Design Committee**

The Arts, Culture & Design Committee serves as the advisory body to the Board and the Parks & Recreation department on matters related to arts and culture within the District's jurisdiction. The committee assists in upholding the District's vision of the tidelands as a world-class arts and cultural destination and supports the development of arts and cultural programs within the District's jurisdiction.

The Arts, Culture & Design Committee shall assist the Parks & Recreation department with the following duties and functions:

- a. Developing, reviewing, and recommending curatorial plans.
- b. Reviewing District art-related policies.
- c. Reviewing and recommending artwork to be commissioned, purchased, or exhibited within the District's jurisdiction.
- d. Reviewing Tenant Percent for Art projects, in accordance with BPC Policy No. 608.
- e. Reviewing proposed donations and loans of artworks and objects.
- f. Reviewing the deaccession of artwork from the Tidelands Collection.

### 4. **Arts, Culture & Design Committee Membership**

The Arts, Culture & Design Committee shall consist of thirteen members who serve without compensation. The Chair of the Board shall approve all recommendations to the Arts, Culture & Design Committee, subject to the

following conditions: 1) Seven members shall be recommended by the department Director; 2) Five members, one from each of the five member cities, shall be recommended by their respective city mayors; and 3) One member shall be recommended by the San Diego Port Tenant's Association. The department Director shall submit a list of candidates to the Chair of the Board for appointment or reappointment to the Arts, Culture & Design Committee.

#### 5. **Qualifications of Arts, Culture & Design Committee Members**

Members shall have substantive professional or volunteer experience in the visual arts, an interest in contributing to the development of the District's art activities, and the ability to volunteer time to serve on the Arts, Culture & Design Committee and on selection panels, as needed.

Individuals with substantive professional or volunteer experience, as intended herein, include those recognized by peers as curators, artists, art critics, art historians, art collections managers, art educators, art collectors, art fabricators, art preparators, and other persons with considerable visual arts experience, as well as architects and landscape architects, and others with substantive visual arts experience.

Membership of the Arts, Culture & Design Committee shall include individuals from diverse locales throughout the San Diego region.

Elected officials, agents, officers, and employees of the District and its member cities shall not be considered for appointment to the Arts, Culture & Design Committee, nor accept such a position while serving as a member of the Arts, Culture & Design Committee.

#### 6. **Designation of Arts, Culture & Design Committee Chair**

The department Director shall recommend a member to serve as Committee Chair, subject to approval by the Chair of the Board. The Arts, Culture & Design Committee Chair shall serve a one-year term as chair and may be reappointed for additional one-year terms.

#### 7. **Arts, Culture & Design Committee Members Terms**

Arts, Culture & Design Committee members may serve up to two, three-year terms. The expiration date of all terms shall be December 31. No member shall serve for more than six years on the Committee unless recommended for continued service, subject to approval by the department Director and Executive

Director (President/CEO), and appointment by the Chair of the Board.

At the request of the Chair of the Board, a member may serve an extension of term until a successor is recommended and approved.

Should a seat on the Arts, Culture & Design Committee become vacant prior to the end of that member's scheduled term, the department Director shall forward any recommendations to fill the vacancy to the Chair of the Board for appointment.

**8. Arts, Culture & Design Committee Meetings and Reporting**

Meetings of the Arts, Culture & Design Committee shall be noticed and open to the public. Arts, Culture & Design Committee meetings shall be conducted according to applicable California state laws.

Summary reports of each Arts, Culture & Design Committee meeting shall be prepared by department staff and forwarded to the Board.

**9. Resignation and Removal of Arts, Culture & Design Committee Members**

Any Arts, Culture & Design Committee member may submit a written resignation to the department Director. The department Director shall notify the Arts, Culture & Design Committee Chair and the Chair of the Board of any such resignation.

The department Director may recommend to the Chair of the Board that an individual Arts, Culture & Design Committee member be removed.

**10. Arts, Culture & Design Committee Quorum**

A quorum shall be a majority of the members of the Arts, Culture & Design Committee.

**11. Arts, Culture & Design 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; aggregated District percent for art contributions from Capital Improvement Program projects; 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 on District Tidelands**

The District acquires artworks for placement within its jurisdiction through the following programs:

- a. District Curatorial Program.
- b. District Percent for Art Program for Capital Improvement Program projects.
- c. Tenant Percent for Art Program in accordance with BPC Policy No. 608.
- d. Donations and loans programs.

### 14. **District Percent for Art Program**

- a. **Percent for Art Allocation.** The percent for art allocation shall apply to Capital Improvement Program projects with a Board-approved budget of \$500,000 or more, except as exempted herein. When the Board approves such a Capital Improvement Program project request, the total appropriation shall include an allocation of funds for artwork in an amount no less than one percent (1%) of the total proposed project budget presented to the Board. Such funds allocated for Capital Improvement Program-related artworks shall be held in the appropriate District fund.

- b. **Applicability.** The percent for art allocation requirement shall apply to the construction and/or alteration of the following:
- (1) Buildings, structures, and other physical above-grade facilities for public access, accommodation, or use.
  - (2) Parks, plazas, marinas, trails, and bikeways.
- c. **Exemptions.** The following types of projects shall be exempt from the percent for art allocation requirement unless they are part of a larger applicable Capital Improvement Program project:
- (1) Transportation infrastructure, street paving or repaving, and surface or underground parking projects.
  - (2) Mechanical, electrical, and plumbing system upgrades.
  - (3) Landscape renovation, replanting, and irrigation projects.
  - (4) Repair or replacement of existing playground equipment or play structures.
  - (5) Repair, replacement, or upgrade of piers, wharfs, docks, boat launching ramps, and maritime cargo handling facilities.
  - (6) Design studies, analyses, and planning documents.
  - (7) Communications, lighting, and signage projects.
  - (8) Structural or seismic upgrades.
  - (9) Modifications to facilitate access by people with disabilities.
  - (10) Dredging, sand replenishment, and erosion control projects.
  - (11) Water, sewer, and drainage lines.
  - (12) Utilities.
  - (13) Demolition projects.
  - (14) Security, health, and public safety projects.

(15) Projects required to meet state and federal regulatory requirements.

- d. **Artwork-Related Expenses.** The Parks & Recreation department shall manage and administer all artwork agreements and supervise and control the expenditure of percent for art allocations. Up to twenty percent (20%) of said allocations may be used for administration and project costs, 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.** In the event that either the Capital Improvement Program percent for art allocation is insufficient to execute a significant artwork or the project site is unsuitable for the appropriate display of artwork, the Capital Improvement Program percent for art allocation may be used for the acquisition or exhibition of artworks in other tidelands locations, as recommended by the Director of Parks & Recreation and the Chief Engineer, and approved by the Board of Port Commissioners. Funds set aside pursuant to this section shall be deposited into the District Public Art Fund.

#### 15. **Planning and Acquisition Process**

The Parks & Recreation department shall be responsible for developing plans and strategies for the acquisition and exhibition of art and cultural programming within the District's jurisdiction, based on the District's vision of Port tidelands as a world-class arts and cultural destination. Such plans may include public art master plans and multi-year curatorial plans, as determined by the department Director. These plans shall be submitted to the Arts, Culture & Design Committee for input and recommendation to the Board. Additionally, the department shall be responsible for managing artist recruitment, the selection process, and related activities to select artists, artworks, and artwork concept proposals, including organizing selection panels as needed, based on the evaluation criteria herein.

#### 16. **Approval Process for Artworks and Art Agreements**

The Parks & Recreation department shall be responsible for managing the artist and artwork approval process for the acquisition and exhibition of artworks within the District's jurisdiction. The Arts, Culture & Design Committee shall review proposed artists and artworks based on the evaluation criteria outlined herein and provide recommendations to the appropriate approval authority. The appropriate level of approval authority for agreements shall be equivalent to the approval authority authorized for District service agreements as specified in BPC

Policy No. 110.

**17. Approval Process for Authorizing Amendments to Art Agreements**

In the course of any agreements for public art projects, authorization to negotiate and execute any amendments shall follow the approval authority as designated in BPC Policy No. 110.

**18. Management and Control of Artworks**

Any artworks proposed for contract, exhibit, or placement within the District's jurisdiction shall be submitted to the Parks & Recreation department for review and recommendation, as required, by the department Director, the Arts, Culture & Design 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 the Director of Parks & Recreation following review and recommendation by the Arts, Culture & Design Committee, and the Board, as set forth in this policy.

Collections Management shall be the responsibility of the Parks & Recreation department, under the direction of the department Director.

**19. Title to Artworks**

Title to all acquisitions accepted by the District shall be vested and held in the name of the District.

**20. Deaccession**

**a. General Provisions for the Deaccession of Artworks/Objects**

On occasion, it may be necessary to permanently remove artworks and/or objects from the Tidelands Collection. Deaccessioning should be applied only after careful evaluation of an artwork by the Parks & Recreation department, the Arts, Culture & Design Committee, and the Board to avoid the premature disposal of an artwork from the collection. The following general provisions should be used:

- (1) The District shall comply with state, federal, and 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.

- (2) The District shall observe any restrictions to deaccessioning applied to artworks/objects 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.

**b. Reasons for the Deaccession**

The following reasons may be cause for deaccessioning artworks/objects from the Tidelands Collection:

- (1) Condition. The artwork/object has deteriorated beyond a reasonable means of conservation; has been damaged beyond reasonable repair or is actively deteriorating in a manner that negatively affects the artwork/object's site and/or other District property.
- (2) Maintenance. The artwork/object needs excessive maintenance or conservation, or the artwork/object repeatedly fails to operate properly.
- (3) Authenticity. The authenticity, level of aesthetic quality, and workmanship of the artwork/object, and/or the relationship of the artwork/object to the artist/designer's body of work, is determined to be false, insufficient, or insignificant.
- (4) Duplicative. The artwork/object is redundant or is a duplicate in a large holding of artworks/objects of that type or category, or by that artist/designer.
- (5) Legal and Ethical Considerations. The District's possession of the artwork/object violates state, federal, or international laws; the provenance of the artwork/object is unknown or unconfirmed; and/or the District does not have a clear legal title to the artwork/object.
- (6) Site. The artwork/object 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/object.

- (7) **Significance.** The artwork/object has little or no correlation to the District's vision for art on tidelands.
- (8) **Safety.** The security of the artwork/object cannot be sustained; and/or the artwork/object poses a public safety and/or public health risk.
- (9) **Resources.** The artwork/object 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.

**c. Deaccession Process**

The Parks & Recreation department shall conduct deaccession evaluation through the following process:

- (1) Initiate a deaccession evaluation, which includes an independent professional appraisal of the fair market value of the artwork/object and a recommendation from the department Director on whether to deaccession the artwork/object from the Tidelands Collection, which would include the recommended method of disposal. The department Director may also request additional input from the artist, conservators, and other professionals to assist in the deaccession evaluation.
- (2) Submit the deaccession evaluation to the Arts, Culture & Design Committee for input and recommendation.
- (3) The department Director shall prepare a report for the Board, with the Arts, Culture & Design Committee's recommendation for approval of the deaccession of artworks/objects from the Tidelands Collection.
- (4) Deposit any proceeds resulting from the deaccession of artworks/objects into the Public Art Fund.

**21. Outgoing Loans of Artworks/Objects from the Tidelands Collection**

The Director of Parks & Recreation is authorized to loan artworks/objects from the Tidelands Collection for use in exhibitions, research, and education.

In general, the District considers loaning artworks/objects to government entities, agencies, institutions, or organizations and only to private individuals, companies, and commercial galleries when doing so is likely to elevate the value and/or significance of the Tidelands Collection.

## 22. External Requests to Exhibit Artworks/Objects on Tidelands

### a. Review Procedure for External Requests

The Parks & Recreation department administers the District's annual program to review external requests to exhibit artworks, objects, and other items on the tidelands. External requests may propose the following methods for exhibiting artworks and objects on tidelands: (1) temporary display of an artwork/object within the District's jurisdiction through the loan of said artwork/object to the District for the duration of an exhibit; or (2) a donation of an artwork/object, where the artwork's/object's legal ownership is transferred to the District.

- (1) The department shall oversee the submittal procedures for reviewing external requests to exhibit artworks/objects within the District's jurisdiction, convene review panels for additional input, and forward external requests to the Arts, Culture & Design Committee for review and recommendation based on the evaluation criteria herein.
- (2) For any external requests that the department Director and the Arts, Culture & Design Committee recommend the District pursue, sponsors shall be required to develop their requests into formal proposals. Acceptance of formal proposals shall be subject to further District review, as well as approval by the department Director, the Arts, Culture & Design Committee, and the Board.

### b. Social and Merit Issues Regarding Commemorative Artworks/Objects

- (1) Requests to display artworks/objects, within the District's jurisdiction, that are intended to be commemorative in nature shall only be considered if they concern subject matter that is:
  - (a) Tangibly and directly associated with District tidelands and its member cities or is of broad and undisputed importance to the San Diego Bay region.
  - (b) Generally accepted as having had an exemplary and positive impact on the tidelands or the broader San Diego Bay region.
  - (c) Culturally or historically relevant to the tidelands or the broader San Diego Bay region.

- (2) Requests to display artworks/objects that commemorate or depict the following topics, shall not be considered for exhibit within the District's jurisdiction:
  - (a) Disasters or health-related topics.
  - (b) Subjects that are trademarked or commercially licensed.
  - (c) Subjects duplicative with respect to the existing Tidelands Collection.
  - (d) Political and/or social movements or issues.
- (3) Requests to display artworks/objects that commemorate individuals shall not be considered until the individual has been deceased for at least five years, except in instances where there is broad and undisputed community consensus for earlier commemoration.
- (4) Requests to display artworks/objects that commemorate ideas or events shall not be considered until ten years after the idea or event, except in instances where there is broad and undisputed community consensus for earlier commemoration.
- (5) Requests to display artworks/objects that commemorate the contributions of individuals or particular groups shall not be considered unless the contributions of such individuals or groups have had noteworthy and significant impact on the tidelands or the broader San Diego Bay region.

**c. General Acceptance Conditions for External Requests to Exhibit Artworks/Objects on Tidelands**

The District has no obligation to accept any sponsor proposal to exhibit artwork/objects on tidelands. The District has the right to determine, at its sole and absolute discretion, what artworks/objects will be accepted for exhibit by the District. The following conditions shall be met before the District will consider accepting a sponsor request to exhibit artwork/objects within the District's jurisdiction:

- (1) All expenses shall be the responsibility of the sponsor, except in extraordinary circumstances. These expenses may include, but are not limited to design, fabrication, shipping, insuring, site preparation, installation, signage, and lighting.

- (2) For donations of artworks/objects, sponsors shall deposit funds equal to, or greater than, ten percent of the commission cost or the fair market value of the item(s) into the designated District public art maintenance fund for ongoing conservation and maintenance, before groundbreaking or installation.
- (3) The District prefers unrestricted donations of artworks/objects; however, restricted donations may be accepted only if the District pre-approves the restrictions or limitations and these are expressly stated in the title conveyance documents.
- (4) Before sponsor proposals are accepted by the District, title conveyance documents, including any limitations or restrictions, and/or any loan or donation agreements between sponsor and the District regarding same, must be prepared by or approved by the District.
- (5) The District reserves the right to require sponsors to comply with state, federal, or international laws.

### 23. Reproductions or Adaptations of Artwork/Objects

The Parks & Recreation department is authorized to negotiate with the copyright holder for each artwork/object that is in, or proposed for inclusion in the Tidelands Collection, or that is exhibited within the District's jurisdiction, for the purpose of acquiring a license to make, or cause to be made, reproductions or adaptations of an artwork/object. Reproductions or adaptations of an artwork/object are made according to the terms and conditions of the licensing agreements.

### 24. Proceeds from the Sale, Loan, Reproduction or Adaptation of Artworks/Objects

Funds realized from the sale or loan of artworks/objects from the Tidelands Collection, or proceeds from the licensing and sale of reproductions or adaptations thereof, less any payments owed, shall be deposited into the Public Art Fund.

### 25. Administrative Procedures

The Parks & Recreation department shall promulgate office administrative procedures and/or guidelines, as needed, consistent with this policy, to facilitate the implementation of its responsibilities under this policy.

## **EVALUATION CRITERIA:**

### **Criteria for Evaluating Artist Qualifications**

- (1) Meets the definition of artist. For the purpose of this policy, an artist is 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.
- (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, as applicable.
- (4) Demonstrates interest and capability in creating public artworks in collaboration with the District, the design team (if applicable), and other project partners and stakeholders.
- (5) Demonstrates experience in successfully completing artworks of similar scope, scale, budget, and complexity, or the 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) Broadens the diversity of artists exhibiting on tidelands.
- (9) If applicable, demonstrates ability to work as part of a cohesive team.
- (10) If applicable, demonstrates satisfactory past performance on agreements.

### **Criteria for Evaluating Artwork Concept Proposals and Existing Artworks**

- (1) Responds to the District's vision for art on the tidelands.

- (2) Meets the definition of artwork. For the purpose of this policy, an artwork is an aesthetic creation resulting from the skill and creativity of artist(s). 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. Artwork shall be defined in terms of the visual arts, as distinguished from performing or literary arts. However, artworks can include visual representations of performing and literary arts, or can incorporate performative, narrative, or time-based elements.
- (3) Demonstrates excellence in aesthetic quality, workmanship, innovation, and creativity.
- (4) Demonstrates appropriateness in scale and form and will be fabricated with materials/media suitable for the site and artwork concept.
- (5) Meets the project's goals.
- (6) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, maintenance, conservation, security, and siting.
- (7) Demonstrates feasibility with respect to legal and/or ethical issues that may be related to possession or display of the artwork.
- (8) Broadens the diversity of artworks exhibited on tidelands.

**Criteria for Evaluating Object Concept Proposals and Existing Objects**

- (1) Demonstrates excellence in aesthetic quality, workmanship, innovation, and creativity.
- (2) Demonstrates appropriateness in scale and form and will be fabricated with materials/media suitable for the site and project concept.
- (3) Meets the project's goals.
- (4) Demonstrates feasibility in terms of cost, timeline, safety, durability, operation, maintenance, conservation, security, and siting.
- (5) Demonstrates feasibility with respect to legal and/or ethical issues that may be related to possession or display of the object.

- (6) Broadens the diversity of objects and visual experiences exhibited on tidelands.

### **Criteria for Board Evaluation**

- (1) The District policy, as set forth herein and as administered by the Parks & Recreation department and advised by the Arts, Culture & Design Committee, has been followed properly.
- (2) Recommendations are consistent with relevant budgets.
- (3) Recommendations are consistent with curatorial plans, project plans, and redevelopment plans.

### **GLOSSARY:**

For purposes of this policy, the following definitions shall apply:

Budget: The allocated budget for the design, fabrication, and installation of an artwork/object that is newly commissioned, or the budget for the purchase, shipping and installation of an existing artwork/object 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.

Arts, Culture & Design Committee: An advisory body to the Board of Port Commissioners and the Parks & Recreation department on matters related to arts and culture within the District's jurisdiction. The committee assists in upholding the District's vision of the tidelands as a world-class arts and cultural destination and supports the development of arts and cultural programs within the District's jurisdiction.

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 Parks & Recreation department artworks can include visual representations of performing and literary arts, or can incorporate performative, narrative, or time-based elements.

Concept Proposal: The initial design phase of an artwork/object project in which an

artist/designer creates a design concept that is detailed enough to communicate the intended content, scale, location, artistic media, and relationship of components and materials of the proposed artwork/object. The documentation of the design concept can include a narrative description of the work, diagrams, and/or a maquette.

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/objects.

Commemorative Artwork/Object: An artwork/object that commemorates an individual, idea, or event that has shaped or impacted the tidelands.

Creative Direction: A broadly described thematic area, that the Parks & Recreation department will use to explore curatorial possibilities and define individual projects.

Curatorial Plan: A multi-year work plan that establishes priorities for the types of projects the Parks & Recreation department will be developing over a three-to five-year period. The strategy describes the types of projects the department will work to develop, the kinds of artists it will recruit, any specific geographic areas it will focus on, and any partnerships it would like to establish.

Object: A 3-dimensional or 2-dimensional item, marker, or document that may be perceived by the senses and which has value or utility for public display on tidelands or for other uses as a District asset.

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 Fund: A designated District fund established in 1982 for the purpose of accumulating funds from various sources for the 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 serves as a depository for funds received from other sources, such as: tenant percent for art in-lieu contributions; aggregated District percent for art contributions from Capital Improvement Program projects; art sales and loans; sales of licensed artwork reproductions; public art-related grants and/or grant-matching funds; and monetary bequests and donations received from the public or other agencies for public artworks.

Selection Panel: An ad-hoc panel that reviews artist materials and makes

recommendations to the Arts, Culture & Design Committee and Director of Parks & Recreation regarding acquisitions and exhibitions of artworks within the District's jurisdiction.

Sponsor: An individual or entity that proposes the loan or donation of an artwork/objects for exhibit within the District's jurisdiction.

Tidelands Collection: Artworks/objects which are publicly owned, possessed, or controlled by the District and administered by the Parks & Recreation department.

RESOLUTION NUMBER AND DATE: 2021-023, dated March 9, 2021 (Supersedes BPC Policy No. 609, Resolution 2018-014, dated January 9, 2018; Resolution 2016-129, dated September 8, 2016; Resolution 2016-62, dated May 10, 2016; 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)



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## BPC Policy No. 611

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### 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

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.

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- (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)

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## BPC Policy No. 730

**SUBJECT:** PORT ENVIRONMENTAL ADVISORY COMMITTEE POLICY

**PURPOSE:** To review and provide input and recommendations on Port environmental programs and initiatives, and comment on funding projects aimed at improving the condition of the Bay and surrounding Port tidelands.

**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, the Planning & Green Port program's (PGP) 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 industrial sources of Bay pollution. Unfortunately, discharges continue in the form of urban runoff 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.

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

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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 EAC 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 EAC 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 seawalls, which are inefficient as habitat.
6. The Port of San Diego has accepted the role of "environmental champion" of the Bay, responsible for the protection and enhancement of 2,508 acres of tideland and 2,860 acres of water in the Bay.



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7. The PGP and EAC were created to ensure that the Port is in compliance with environmental laws and regulations. PGP programs include but are not limited to: Green Port; Energy; Environmental Conservation; Environmental Protection, Planning, Aquaculture, Blue Technology; and Natural Resources. The PGP 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.
9. The Bay is one of this region's most precious resources, and is an important fish nursery and a key stop over on the Pacific Flyway, for thousands of migratory birds. Protecting the bay and its resources is important throughout different stages of wildlife development. By protecting and enhancing these habitats, we are ensuring the long term sustainability of the bay's resources and doing so in a manner that creates resiliency to future impacts such as upstream pollution or sea level changes.
10. The Port adopted a Climate Action Plan (CAP) in 2013 to reduce greenhouse gas (GHG) emissions on Port tidelands. To achieve the goals, the CAP contains a palette of potential GHG reduction measures focusing on five key target areas: Transportation and Land Use, Energy Conservation and Efficiency, Alternative Energy Generation, Waste Reduction and Recycling, and Water Conservation and Recycling.

### **ENVIRONMENTAL ADVISORY COMMITTEE:**

The EAC 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 EAC. The purpose of this, and all other Port advisory committees, is to advise the Board. The EAC 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 EAC shall be composed of two (2) or three (3)



## BPC Policy No. 730

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. EAC membership shall not exceed eighteen members (stakeholders and two or three commissioners). This diverse membership will allow the EAC to achieve the Board's goal of receiving input from a broad and balanced cross section of the community. EAC meetings are intended to encourage input from stakeholders and interaction with Port staff and Board members.

### **TERMS:**

EAC 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 an EAC 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 EAC members. EAC members shall receive no compensation for their services.

### **CONFLICTS OF INTEREST:**

To the extent required by law, the EAC will operate in compliance with the Political Reform Act and Government Code section 1090 regarding conflicts of interest. EAC members with financial interests in projects coming before the EAC will be required to disclose the interest and abstain from any participation as to the matter. Members and their organizations seeking funding from the EAC 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 EAC 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 is by the



## BPC Policy No. 730

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.

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 and climate action planning, natural resources and endangered species management, habitat creation, restoration or protection, reclaiming natural shoreline conditions, environmental education, research and monitoring, and/or other issues in the Bay and/or the tidelands.

**Project Selection:** Projects will be identified and reviewed by staff of PGP. In evaluating a project, staff will determine if it meets the objectives identified by the EAC.

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, waste 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?



## BPC Policy No. 730

**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 EAC 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 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 EAC, 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.

RESOLUTION NUMBER AND DATE: 2018-063, dated April 10, 2018 (Supersedes BPC Policy 730, Resolution 2013-27, dated February 12, 2013; Resolution 2010-96, dated June 8, 2010; Resolution 2010-34, dated March 2, 2010; Resolution 2007-138, dated 10 July 2007; and Resolution 2006-111, dated 6 June 2006)

(2)

**RESOLUTION 2018-063**

**RESOLUTION AUTHORIZING CHANGES TO BOARD OF PORT COMMISSIONERS POLICY NO. 730, THE PORT ENVIRONMENTAL ADVISORY COMMITTEE POLICY, TO REFLECT CURRENT ENVIRONMENTAL PROGRAMS, TO INCLUDE OTHER NON-SUBSTANTIVE ADMINISTRATIVE UPDATES, AND TO RESCIND THE TENANT ENVIRONMENTAL COMPLIANCE LOAN PROGRAM FOR WHICH NO APPLICATIONS HAVE BEEN RECEIVED SINCE BOARD ADOPTION OF THE PROGRAM IN 2001**

**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 1, (Port Act); and

**WHEREAS**, on June 6, 2006, pursuant to resolution #2006-111, the Board of Port Commissioners (BPC) adopted Policy No. 730, the current Port Environmental Advisory Committee (EAC) Policy; and

**WHEREAS**, BPC Policy No. 730 outlines the organization, structure and functions of the EAC; management of the Environmental Fund; and the Tenant Environmental Compliance Loan Program; and

**WHEREAS**, BPC Policy No. 730 also details the Tenant Environmental Compliance Loan Program (Loan Program), which was adopted by the BPC on April 4, 2001, by resolution #2001-66, to provide low interest loans to tenants to support environmental remediation or environmental enhancement projects; and

**WHEREAS**, District staff propose updates to BPC Policy No. 730 to make it consistent with current District Planning & Green Port programs emphasizing the importance of the San Diego Bay for natural resources and the adoption of the Climate Action Plan; and

**WHEREAS**, District staff also recommends rescinding the tenant loan program, since no applications have been received since its inception in 2001; and

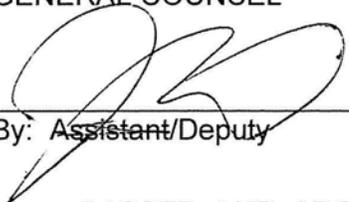
**WHEREAS**, on April 5, 2018 the EAC reviewed the proposed updates to BPC Policy No. 730 and concurred that these changes are appropriate; and

2018-063

**WHEREAS**, a redline strikeout version of District staff's proposed revisions to BPC Policy No. 730 are included as Attachment A to the corresponding agenda sheet.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Port Commissioners of the San Diego Unified Port District hereby approves the changes to BPC Policy No. 730 as set forth in Attachment A to the corresponding agenda sheet.

APPROVED AS TO FORM AND LEGALITY:  
GENERAL COUNSEL

  
By: ~~Assistant/Deputy~~

PASSED AND ADOPTED by the Board of Port Commissioners of the San Diego Unified Port District, this 10<sup>th</sup> day of April, 2018, by the following vote:

AYES: Bonelli, Castellanos, Malcolm, Merrifield, Moore, Valderrama, and Zucchet

NAYS: None.

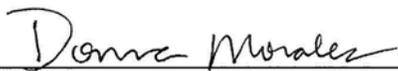
EXCUSED: None.

ABSENT: None.

ABSTAIN: None.

  
Rafael Castellanos, Chairman  
Board of Port Commissioners

ATTEST:

  
Donna Morales  
District Clerk

(Seal)



(6)

## BPC Policy No. 771

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**SUBJECT:** TIDELANDS ACTIVATION PROGRAM

**PURPOSE:**

To establish a policy for sponsorships granted under the Tidelands Activation Program and the role of the Tidelands Activation Program Advisory Committee, in support of events and activities that promote the mission of the San Diego Unified Port District and activate the tidelands.

To support and carry out its mission, the District's Parks & Recreation Department sponsors events and activities produced by a variety of organizations under the Tidelands Activation Program.

**POLICY STATEMENT:**

### 1. Sponsorship Types

District sponsorships under the Tidelands Activation Program are of two types:

- a. Community Event Sponsorships. The District provides funding and/or services for events that promote one or more of the District's mission areas, with an emphasis on attracting the public to District tidelands to recreate; and on educating the public regarding the District and its mission.
- b. Signature Event Sponsorships. The District provides funding and/or District services to major public events that give title sponsorship or similarly valuable consideration to the District, attract large numbers of people to the tidelands and generate significant, documented levels of positive financial impact, awareness, and/or promotional return to the District.

District services include but are not limited to the waiving of all or portions of fees for the use of District parks or facilities, including parking spaces; the cost of providing District personnel to prepare, coordinate, conduct, and evaluate an event, as well as assist in regulatory compliance and obtaining necessary entitlements as required by applicable law; providing District equipment for an

event; or other agreed-upon services at a set amount based upon the cost of the District services provided or negotiated not-to-exceed amounts. All waivers of District charges for parking spaces shall be in accordance with the appropriate internal District administrative procedures and guidelines.

## 2. Budget

The District's Parks & Recreation Department is responsible for budgeting all District sponsorships under the Tidelands Activation Program. Separate budget line items may be established for Community Event Sponsorships and Signature Event Sponsorships.

The program's budget shall be allocated in accordance with the District's annual budget process and is included in the Parks & Recreation budget. All requests to be considered for sponsorship under the Tidelands Activation Program shall be submitted in writing to the department Director.

## 3. Application Guidelines

All requests for sponsorship from the District shall be submitted to the Director of Parks & Recreation. The following sets out guidelines for submitting an application.

- a. Sponsorship applications shall be submitted in accordance with an annual timeline and application guidelines implemented by the Director of Parks & Recreation.
- b. To be eligible for a sponsorship, an event should occur on District tidelands. For moving events with no single fixed location, such as runs, walks, and bike rides, at least a portion of the event must occur on District tidelands and that portion occurring on District tidelands must include a majority of the participants in the event (e.g. the beginning or finish line of a race). If a proposed event will not occur on District tidelands, the applicant must show how the proposed event meets the criteria set forth herein.

#### 4. Evaluation Criteria – Community

Community Event Sponsorship applications will be evaluated using the following criteria.

- a. Number of people the event will attract to District tidelands considering the area utilized, the nature of the event, and the affected community.
- b. Ability of the event to address one or more of the following activation, community engagement, and education areas:
  - Attract diverse visitors and demographics to District tidelands.
  - Foster relationships between the District and its stakeholders in the region and community.
  - Provide a desirable attraction that is rare or unique to District tidelands, parks, or facilities.
  - Provide the District with opportunities to educate the public and its stakeholders; promote one or more of its mission areas; attract attention to future economic activities and opportunities on the District tidelands; and activate its parks, the waterfront, and San Diego Bay through community engagement and/or public awareness.
  - Become self-sustaining through broad support and sustainable funding.
- c. Ability and methods used to measure the event's attendance and support.
- d. Percentage of the event's budget that is being requested from the District including both District funding and services.
- e. Projected impacts of the event, positive and negative, on District tenant businesses and the surrounding community, including displacement of parking, traffic, and pedestrian circulation; noise; and concessions that compete with local businesses.

## 5. Evaluation Criteria – Signature

Signature Event Sponsorship applications will be evaluated using the following criteria:

- a. Number of people the event will attract to District tidelands considering the area utilized, the nature of the event and the affected community.
- b. Documented past and expected future economic impact and financial return to the District. For Signature Events Sponsorships, the District, at its sole discretion, may conduct an audit and/or require, at the applicant's sole cost and expense, a post-event economic impact analysis using a scope and methodology approved by the District as a condition of receiving funding and/or District services.
- c. Expected value of the event for the District and the creative economy through park and tidelands activation, community engagement, attendee participation, and public and stakeholder awareness.
- d. Ability of the event to:
  - Attract diverse visitors and demographics to District tidelands.
  - Foster relationships between the District and its stakeholders in the region and community.
  - Become self-sustaining.
  - Grow in numbers.
- e. Percentage of the event's budget that is being requested from the District including both District funding and services.

## 6. Application Procedures

Applications shall be reviewed and evaluated using the following process:

- a. District staff shall review each application and prepare preliminary recommendations for funding and/or District services. In conducting its

reviews of sponsorship applications, staff shall identify any potentially impacted parties, including government or resource agencies, community organizations, and District tenants, to determine the nature and extent of any impacts of the proposed event or activity.

- b. The Tidelands Activation Program Advisory Committee appointed by the Board of Port Commissioners (BPC) shall review District staff recommendations and make its recommendations for funding and/or District services for each application.
- c. District staff shall finalize its recommendations for BPC consideration.

## **7. Agreement Procedures**

Following approval of a sponsorship by the BPC, the District and the sponsorship recipient will enter into an agreement that sets out the obligations of both parties as they relate to the District's sponsorship of the event or activity. The District shall execute single-year agreements with the recipients of sponsorships except as addressed below.

- 8. Signature Event Sponsorship recipients shall have the option of a multi-year agreements for terms of up to three years. District staff reserves the right to not recommend such an agreement for a Signature Event but shall put forth the reasons to the sponsorship recipient and the BPC. In developing its recommendation, District staff shall consider the event's history with respect to its economic, financial, and/or promotional impact as a District-sponsored or previously non-sponsored event. District funding and/or services for the second and third years of a multi-year agreement are contingent on the fulfillment of the sponsorship recipient's obligations to the District in the previous year, as well as the approval of the budget for the event by the BPC in each year. The recipients of multi-year agreements will be required to provide reports of the results of their events as determined by the District but will not be required to reapply to the Tidelands Activation Program for years two and three, potentially reducing administrative costs to the District and the event sponsor, and providing other potential benefits.

## **9. Tidelands Activation Program Advisory Committee**

- a. The Tidelands Activation Program Advisory Committee (TAPAC) shall be appointed annually to review District staff recommendations and make its recommendations for funding and/or District services for each application.
- b. The TAPAC shall consist of a non-voting Chair, a non-voting Alternate Chair, seven at-large voting members, and six non-voting advisory members representing the San Diego Port Tenants Association and each of the five District member cities.
- c. The TAPAC shall be appointed by the Chair of the BPC during the calendar year in which the TAPAC will review sponsorship applications. The TAPAC Chair and Alternate Chair positions may be filled by Port Commissioners.
- d. The San Diego Port Tenants Association representative shall be designated by the Executive Director of the San Diego Port Tenants Association or his or her designee.
- e. The District member city representatives shall be recommended by city staff.
- f. A quorum will consist of the TAPAC Chair or Alternate Chair and a majority of the at-large members.

RESOLUTION NUMBER AND DATE: Resolution 2021-024, dated March 9, 2021 (Supersedes BPC Policy No. 771, Resolution 2018-024, dated January 9, 2018, Resolution 2016-09, dated January 12, 2016; Resolution 2014-106, dated May 6, 2014)



(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

Page 5 of 5

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Ordinance XXXX - will be inserted after budget adoption



Prepared by:  
Financial Services Department  
P.O. Box 120488, San Diego, CA 92101  
(619) 686-6200



# Attachment B to Agenda File No. 2021-0125

## San Diego Unified Port District

Page 381 of 393 A  
Page 1 of 9 B  
3165 Pacific Hwy.  
San Diego, CA 92101

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File #: 2021-0124

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DATE: April 13, 2021

SUBJECT:

- A. ACCEPT PRELIMINARY BUDGET INFORMATION AND PROVIDE DIRECTION TO STAFF IN PREPARING THE FISCAL YEAR (FY) 2022 BUDGET INCLUDING DIRECTION TO USE OPERATING RESERVES TO FUND ANY REMAINING BUDGET DEFICIT
- B. ADOPT A RESOLUTION NOT TO SOLICIT PROJECT APPLICATIONS OR HOLD A CIP WORKSHOP PURSUANT TO BOARD POLICY NO. 120

### EXECUTIVE SUMMARY:

In accordance with the San Diego Unified Port District Act (Port Act) Sections 46 and 47, by June 15, 2021 the District must adopt and publish the fiscal year (FY) 2022 preliminary budget and set a date for the Board's adoption of the final budget not less than one month from publication. Staff intends to present the FY 2022 Preliminary Budget to the Board for adoption on May 11, 2021, and to present the final budget to the Board for adoption on June 15, 2021. During the April 2021 Board meeting, staff will seek direction from the Board on the FY 2022 Preliminary Budget.

The District, created by the State of California Legislature, is a self-funded agency. The District collects no tax dollars, instead funding the majority of its operations and services through leases and other business agreements with tenants along the waterfront. The services funded by District revenues include, among other items, public safety, economic development activities, and supply chain transportation services that are critical for our region, state, and nation especially during the current COVID-19 pandemic.

The hospitality and tourism industries that generate the revenues necessary for the District's mission-critical work, continue to be negatively impacted by the unprecedented COVID-19 pandemic.

The proposed FY 2022 Preliminary Budget was prepared using the most realistic assumptions in revenue based on current information available but with uncertainties in the pace of recovery. Revenues were projected using detailed analyses and using recent data from multiple sources including published industry forecasts, information and insight provided by District tenants, convention bookings for FY 2022, cruise ship business projected returns, local and economic reports including restrictions by the Center for Disease Control (CDC), and using industry analysis to predict trends in revenue. Assumptions concerning prospective revenues from new and renegotiated leases were also included.

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Additionally, as many District tenants requested rent relief, the Board approved a tenant rent deferral program with a zero-interest repayment plan and waiver of late fees, along with a tenant rent relief program which allowed some leases to be renegotiated to be based on actual sales which have been at reduced level from the COVID-19 impact. The impact from these approved renegotiated leases are reflected in the proposed FY 2022 revenue budget.

The proposed FY 2022 expenditure budget is dependent on the projected revenue sources. Therefore, staff proposes with continued spending reductions that occurred in the FY 2021 base budget, which were then reduced further when a reforecast was presented to the Board in September 2020. Consequently, the FY 2022 proposed budget in Personnel, Non-Personnel Expense (NPE), Major Maintenance (MM Program), Technology, Equipment Outlay and Other Capital Projects continue at a reduced level.

For Personnel, the cost saving measures implemented in FY 2021 continue through FY 2022 with a goal of keeping employees and an assumption of restoring the 2% pay-cut for unrepresented employees making over \$75,000 per year. The FY 2022 assumptions and personnel related cost cutting measures including vacancy management are presented in more detail under the "Discussion" section below.

NPE costs continued to be kept at reduced level with increases primarily from the revenue related NPE for cargo operator retention fees, cargo and cruise security, parking lot operators, and other required regulatory related NPE. Staff again re-prioritized some expenses in order to secure funding for programs that the Board wanted to continue to pursue such as the Clean Air program, the Port Master Plan Update (PMPU), Civic Activations, Business Negotiated Events, and some of the Blue Tech projects that could be a source of future revenue stream. The FY 2022 Preliminary Budget for Municipal Service Agreements with member cities were kept at the existing rates totaling \$8.5M. Any impact from on-going negotiations are not reflected.

Similarly, MM Program, Technology, and the Equipment Outlay and Other Capital Projects were re-prioritized and kept at reduced level like the FY 2021 reforecast.

The FY 2022 Preliminary Budget does not reflect stimulus funds that the District could receive from the state or federal government.

Additionally, to provide some insight into the future and better understand the recovery, staff prepared forecasts for FY 2023 and FY 2024 based on assumptions from current information, along with the year-end forecast for FY 2021. As the impacts of the pandemic reduce and government restrictions loosen, the return of group conventions in San Diego is anticipated to commence within the first half of FY 2022. However, as the concession rent payable by the convention hotels will still be behind their Minimum Annual Rent payments, this positive economic impact from the return of group convention business is only expected to be realized during first few months of FY 2023. This multi-year forecast is included in the draft FY 2022 Preliminary Budget book and more details will be presented at the April Board meeting.

The proposed FY 2022 Preliminary Budget will generate a deficit of \$(15.0M). Staff recommends

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accepting the preliminary budget information and receive directions to include:

- Direct staff to use the Operating Reserves to fund the deficit of \$15.0M
- Defer the B Street Mooring Dolphin project and reallocate the remaining CIP budget of \$937k to fund the CIP labor of \$720k, and the remainder to Equipment Outlay and Other Capital to fund purchase of some equipment

The budget is a plan that the Board can amend at any time during the year.

RECOMMENDATION:

- A) Accept preliminary budget information and provide direction to staff on preparing the Preliminary FY 2022 budget including direction to use operating reserves to fund any remaining budget deficit.
- B) Adopt a Resolution not to solicit project applications or hold a CIP workshop pursuant to Board Policy No. 120

FISCAL IMPACT:

The proposed Board actions have no immediate fiscal impact until the Board adopts the FY 2022 final budget on June 15, 2021, and/or takes other action to re-allocate funds.

COMPASS STRATEGIC GOALS:

This agenda item supports the following Strategic Goals:

- A Port that the public understands and trusts.
- A thriving and modern maritime seaport.
- A vibrant waterfront destination where residents and visitors converge.
- A Port with a healthy and sustainable bay and its environment.
- A Port with a comprehensive vision for Port land and water uses integrated to regional plans.
- A Port that is a safe place to visit, work and play.
- A Port with an innovative and motivated workforce.
- A financially sustainable Port that drives job creation and regional economic vitality.

DISCUSSION:

As a direct consequence of COVID-19, the hospitality, tourism, and trade activity that generates the revenues necessary for our mission-critical work has dropped into dramatic decline starting the last quarter of FY 2020, and continuing through FY 2021, and FY 2022. Staff has been closely monitoring the financial results, providing monthly updates to the Board including a FY 2021 year-end forecast. Staff also prepared a forecast for FY 2023 and FY 2024 which is included in the draft FY 2022 Preliminary Budget book.

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	Reforecast FY 2021	Preliminary Budget FY 2022	Change FY 2022-2021	% Change	Forecast FY 2023	Forecast FY 2024
<b>Revenue</b>						
Operating	\$ 134.3	\$ 145.8	\$ 11.5	8.6%	\$ 162.0	\$ 187.8
Non-Operating	12.4	8.7	(3.6)	-29.3%	8.7	8.7
<b>Total Revenue</b>	<b>\$ 146.6</b>	<b>\$ 154.5</b>	<b>\$ 7.9</b>	<b>5.4%</b>	<b>\$ 170.7</b>	<b>\$ 196.6</b>
<b>Expenses</b>						
Personnel	\$ 98.0	\$ 101.8	\$ 3.8	3.9%	\$ 104.7	\$ 109.9
Non-Personnel	55.4	55.9	0.5	1.0%	57.3	59.1
Major Maintenance Expense	0.5	0.3	(0.2)	-46.1%	0.4	0.5
Capitalized Labor	(2.4)	(1.8)	0.6	-24.5%	(1.9)	(2.0)
<b>Total Expenses</b>	<b>\$ 151.6</b>	<b>\$ 156.2</b>	<b>\$ 4.7</b>	<b>3.1%</b>	<b>\$ 160.5</b>	<b>\$ 167.5</b>
<b>Other Sources and Uses</b>	<b>\$ (13.3)</b>	<b>\$ (13.3)</b>	<b>\$ 0.0</b>	<b>0.0%</b>	<b>\$ (21.1)</b>	<b>\$ (27.0)</b>
<b>Unrestricted Sources Over Uses of Funds</b>	<b>\$ (18.2)</b>	<b>\$ (15.0)</b>	<b>\$ 3.2</b>	<b>-17.7%</b>	<b>\$ (10.9)</b>	<b>\$ 2.0</b>

The above table shows the FY 2021 Forecast, compared to the proposed FY 2022 Preliminary Budget, with Forecasts for FY 2023 and FY 2024. (for details, see attached FY 2022 Preliminary Budget book)

#### Operating Revenue:

Operating revenues for FY 2022 budget are anticipated to increase by \$11.5M and are generated from the District's major operations: Real Estate, Guest Experiences-Parking, Maritime, and Harbor Police.

Real Estate - Total Real Estate operating revenue for FY 2022 is budgeted at \$79.8M, a \$4.2M or 5.5% increase from the FY 2021 year-end forecast. This slight increase in revenue from the FY 2021 Reforecast was due to a combination of the anticipated modest recovery of San Diego's restaurant, retail and tourism industries, in addition to a few new real estate agreements resulting in additional revenue to the District. A significantly reduced demand for group conventions, coupled with tight government restrictions due to the COVID-19 pandemic has resulted in most group conventions in San Diego being cancelled through the end of FY 2021. As the impacts of the pandemic reduce and government restrictions loosen, the return of group conventions in San Diego is anticipated to commence within the first half of FY 2022. Even so, as the concession rent payable by the convention hotels will still be behind their Minimum Annual Rent payments, this positive economic impact from the return of group convention business is only expected to be realized during first few months of the FY 2023 and improving in FY 2024.

Guest Experiences - Parking operating revenue for FY 2022 is budgeted at \$7.3M, a \$1.5M or 25.4% increase from the FY 2021 year-end forecast. This increase is due to the modest recoveries in the various industries discussed above. Parking Meter Revenue, which roughly follows the restaurant industry, is expected to return to near pre-COVID levels. Additionally, parking revenue from group conventions, which was completely absent in FY 2021, is expected to have a modest return. Contrary to convention hotels needing to exceed their Minimum Annual Rent payments to realize the benefit from the return in group conventions, the Convention Center garage revenue will see the impact immediately.

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Maritime - Beginning FY 2022, automobile activity is anticipated to continue to stabilize to pre-COVID numbers. It is anticipated that with the implementation of vaccine roll outs the risk of plant and factory closures will significantly lessen or cease. As such, it is anticipated that 170 vessel calls and approximately 400,000 automobile units will come through the Port. Dole volumes are stable and expected to continue at historic levels. Dole has been exploring importing additional items including asparagus and berries. The breakbulk activity assumes slow and steady recovery, and military cargo activity projections were based on historical volumes. For the cruise business, an assumption is included that cruises will continue its North America halt at least until October 2021 and possibly as late as January 2022 as cruise lines work through the CDC conditional sail framework steps. For FY 2023, it is forecasted that cruise will return to a normal September thru May season, however with reduced cruise line fleets, call numbers may remain low. It is estimated that under these assumed conditions calls will reach 68 and passenger numbers will rise to 219,000. Occupancy is forecasted to increase to 90% as business rebuilds and vaccines become prevalent. For FY 2024, it is forecasted there will be 80 cruise calls and 288,000 passengers. This assumes vessel occupancy has returned to pre-COVID-19 levels.

Harbor Police - Revenues are primarily from the reimbursement for actual policing costs for the airport and includes increase primarily from personnel costs including increase in the pension actuarially determined contribution, slight increase in health premiums, and increase in salaries from step increases.

#### Non-operating Revenues:

Non-operating revenues are budgeted to have a decrease of \$3.6M primarily due to a onetime revenue included in the FY 2021 forecast for the cyber incident insurance claims, and a prior period true-up billing adjustment for Harbor Police reimbursements from the airport policing services. This revenue is not expected to occur in FY 2022.

A new source of revenue - the Harbor Maintenance Tax (HMT) - was also included each year in the amount of \$1.5M for FY 2022, and forecasts for FY 2023, and FY 2024. The HMT is levied nationwide on importers and domestic shippers to assist with maintaining berths, navigation channels, dredging sediment, engineering, and administrative costs. However, ports like the District have historically received a disproportionately low return of harbor maintenance revenue investment, prompting the District in 2016 to advocate for special legislation that designated it a "donor port" to improve equity and make it eligible to receive an annual disbursement from the HMT. In December 2020, District staff and port industry advocates, including the American Association of Port Authorities and California Association of Port Authorities, worked together to ensure unspent funds be released over time to address maintenance backlogs among the nation's ports. In addition, the District advocated with stakeholders to codify long-sought provisions that would allow expanded uses for HMT funds to address maritime infrastructure needs. These expanded uses of HMT include seismic reinforcement for wharves and berths, or the repair/replacement of deteriorating maritime infrastructure. To date, HMT funding has been used to conduct hydrographic surveys of our marine and cruise terminals and will assist with a major maintenance project at B Street Pier. Work using HMT funds is completed with the approval of the regional U.S. Army Corps of Engineers office.

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Expenses:

Personnel

With the underlying objective of keeping as many of our regular full-time employees working as possible, for as long as possible, the following cost-saving measures that were previously implemented in FY 2021 will continue to be in place:

- Released all Interns and Temporary Staff
- Freeze hiring for vacant positions that are not essential to the operation of the District, as well as reduced overtime
- No salary increases/cost of living adjustments (normally 3%) for all unrepresented employees for another year and deferral of negotiated increases for represented employees

Personnel will increase by \$3.8M in FY 2022 compared to FY 2021 Reforecast primarily from the following:

- \$2.4M increase in the required Annual Determined Contribution (ADC) for pension, from \$19.7M in FY 2021 to \$22.1M in FY 2022
- End the 2% pay cut of approximately \$600k implemented in July 2020 to unrepresented employees with annual salaries of \$75k and above
- Overtime increased by \$300k for anticipated return of events.

Non-Personnel Expenses (NPE)

NPE costs were kept at reduced level but increased primarily from the revenue related NPE for cargo operator retention fees, cargo and cruise security, parking lot operators, and other required regulatory related NPE including increase in stormwater maintenance, building re-opening costs, and increase utilities from a rate increase.

Staff again re-prioritized some expenses in order to find funding for programs that the Board wanted to continue to pursue such as the Clean Air program, the Port Master Plan Update (PMPU), Civic Activations, Business Negotiated Events, and some of the Blue Tech projects that could be a source of future revenue stream. Additionally, municipal service agreements with member cities are reflected at the current rates totaling \$8.5M. Any increase in rates from on-going negotiations are not reflected.

Other Sources and Uses of Funds:

This section includes other special funding sources and capital expenditures such as Major Maintenance, Technology, Equipment Outlay, and Debt Service.

Major Maintenance (MM) Program

The Preliminary FY 2022 MM budget continue to be at a reduced rate with increases occurring in FY 2023 and FY 2024. The FY 2022 reductions will not affect our ability to operate. A multi-year MM program was established which allows for the completion of projects over multiple years. A multi-year MM program provides the capability to move projects forward or backward, depending on the financial situation with the following being taken into consideration:

- Projects already under construction

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- Construction-ready projects
- The Asset Management Program

#### Equipment Outlay and Other Capital Projects

Equipment Outlay provides for the replacement of items such as vehicles that have exceeded their useful life. Consideration was made to maintain General Services work trucks longer than planned without sacrificing safety.

#### Technology Management Program

Technology Management projects were ranked based on a set of criteria to prioritize which projects we would proceed.

The criteria used were:

- Security including Harbor Police programs, and general maritime security
- Regulatory requirements
- Grant funding
- Projects already in progress and business Case - looking at both hard and soft positive impacts

#### Annual Set-aside/Deposits to Board Approved Special Funds

Annual set-asides or deposits listed below continue to be suspended for FY 2022 Preliminary Budget:

- Environmental Fund per Board Policy No. 730,
- Maritime Industrial Impact Fund (MIIF) per Board Policy No 773
- NEVP Maintenance Fund

Annual set-asides are restored in FY 2023 and FY 2024 forecasts.

#### Reserves:

At the end of FY 2021, based on the forecast, the District has projected remaining balance in the Operating Reserves of \$51.5M. Board Policy No. 117, the Operating Reserve Policy, establishes the operating reserve balance and defines the calculation of the amount required. The Policy also states that uses of the operating reserve balance can be authorized by the Board if “Temporarily needed as a result of unfavorable financial performance due to the impact of an unfavorable economic environment.”

The budget is a plan that the Board can amend at any time during the year.

#### CIP Workshop:

Pursuant to Board Policy No. 120 - Capital Improvement Program, the Board is to determine the amount of funding available for new CIP projects and decide whether to solicit project applications for consideration at a Fall CIP workshop at the April Board meeting each year. In consideration of the District’s financial state, staff recommends the Board not increase funding for the CIP, solicit project applications, or conduct a CIP workshop in FY 2022.

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Reallocation of funding from CIP Project B Street Mooring Dolphin of \$937k is proposed to provide \$720k to CIP Capital Labor. This will make it possible for staff to continue delivering active projects in the CIP for FY 2022. The remaining balance of \$161,000 will be reallocated to Equipment Outlay and Other Capital Projects, reducing the 5-year CIP, to allow for the purchase of critical equipment in FY 2022. The B Street Mooring Dolphin project was established in 2010 and intended to expand the capacity of the District's cruise facilities to accommodate vessels larger than 965 feet. The project remains in the EIR development phase and attention has shifted from completing the mooring dolphin to focus on improvements at the terminal building and south side pier. These improvements would provide more opportunity to handle simultaneous home ports in a safe and efficient manner. Staff recommends deferring this project and reallocating the remaining funds to active pursuits in FY 2022. A future determination regarding the need for the mooring dolphin will be considered if the business need arises.

#### General Counsel's Comments:

The Office of the General Counsel has reviewed the agenda sheet and attachments, as presented to it, and approves the same as to form and legality.

#### Environmental Review:

The proposed Board action and direction, including without limitation, accepting preliminary budget information and direction to staff and a resolution not to solicit project applications or hold a CIP workshop, do not constitute a "project" under the definition set forth in California Environmental Quality Act (CEQA) Guidelines Sections 15352 and 15378 because no direct or indirect changes to the physical environment would occur. CEQA requires that the District adequately assess the environmental impacts of projects and reasonably foreseeable activities that may result from projects prior to the approval of the same. Any project developed as a result of the proposed Board action and direction that require the District or the Board's discretionary approval resulting in a physical change to the environment will be analyzed in accordance with CEQA prior to such approval. CEQA review may result in the District, in its sole and absolute discretion, requiring implementation of mitigation measures, adopting an alternative, including without limitation, a "no project alternative" or adopting a Statement of Overriding Consideration, if required. The proposed Board action and direction in no way limit the exercise of this discretion. Therefore, no further CEQA review is required.

The proposed Board action and direction comply with Sections 21 and 35 of the Port Act, which allow the Board to pass resolutions and to do all acts necessary and convenient for the exercise of its powers. The Port Act was enacted by the California Legislature and is consistent with the Public Trust Doctrine. Consequently, the proposed Board action and direction are consistent with the Public Trust Doctrine.

The proposed Board action and direction do not allow for "development," as defined in Section 30106 of the California Coastal Act, or "new development," pursuant to Section 1.a. of the District's Coastal Development Permit (CDP) Regulations because they will not result in, without limitation, a physical change, change in use or increase the intensity of uses. Therefore, issuance of a Coastal Development Permit or exclusion is not required. However, development within the District requires

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processing under the District's CDP Regulations. Future development, as defined in Section 30106 of the Coastal Act, will remain subject to its own independent review pursuant to the District's certified CDP Regulations, PMP, and Chapters 3 and 8 of the Coastal Act. The proposed Board action and direction in no way limit the exercise of the District's discretion under the District's CDP Regulations. Therefore, issuance of a CDP or exclusion is not required at this time.

Equal Opportunity Program:

Not applicable.

PREPARED BY:

Robert DeAngelis  
Chief Financial Officer/Treasurer

Attachment(s):

Attachment A: FY 2022 Preliminary Budget book

**DRAFT**

**RESOLUTION 20xx-xxx**

**RESOLUTION ADOPTING THE FY 2022  
PRELIMINARY BUDGET AND SETTING THE DATE  
FOR PUBLIC HEARING ON THE BUDGET AS  
JUNE 15, 2021**

**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**, Section 46 of the Port Act requires that on or before the 15<sup>th</sup> day of June each year, the District shall estimate and determine the amount of money required by the District and shall adopt a preliminary budget; and

**WHEREAS**, Section 47 of the Port Act requires that on or before the 15<sup>th</sup> day of June of each year, the Board of Port Commissioners of the San Diego Unified Port District shall publish a notice pursuant to Section 6061 of the Government Code in the District stating:

- (1) That the preliminary budget has been adopted and is available at a time and at a place within the District specified in the notice for inspection by interested taxpayers; and
- (2) That on a specified date not less than one month after the publication of the notice and at specified time and place, the Board of Port Commissioners of the San Diego Unified Port District will meet for the purposes of fixing the final budget, and that any taxpayer may appear and be heard regarding the increase, decrease or omission of any item in the budget, or for the inclusion of additional items.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Port Commissioners of the San Diego Unified Port District that the Fiscal Year 2022 Preliminary Budget of the San Diego Unified Port District, a copy of which is on file in the Office of the District Clerk, is hereby adopted and available for inspection by interested taxpayers and any other interested parties at 3165 Pacific Highway, San Diego, California.

**BE IT FURTHER RESOLVED** that June 15, 2021 shall be the time and place the Board of Port Commissioners shall meet for the purposes of fixing the final budget, and any taxpayer and any other interested party may appear and be heard regarding the increase, decrease or omission of any item in the budget or the inclusion of additional items.

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APPROVED AS TO FORM AND LEGALITY:  
GENERAL COUNSEL

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By: Assistant/Deputy

PASSED AND ADOPTED by the Board of Port Commissioners of the  
San Diego Unified Port District, this 11<sup>th</sup> day of May 2021, by the following vote:

**DRAFT**

**RESOLUTION 20xx-xxx**

**RESOLUTION AUTHORIZING THE USE OF  
OPERATING RESERVES TO FUND THE BUDGET  
DEFICIT OF APPROXIMATELY \$12.6M WHICH  
INCLUDES THE \$2.8M PREVIOUSLY APPROVED  
SEAPORT VILLAGE TENANT IMPROVEMENT  
PROJECT**

**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**, Board of Port Commissioners (BPC) Policy No. 117, the Operating Reserve Policy, establishes the operating reserve balance and defines the calculation of the amount required; however, the Policy also states that uses of the operating reserve balance can be authorized by the BPC if *“Temporarily needed as a result of unfavorable financial performance due to the impact of an unfavorable economic environment”*; and

**WHEREAS**, at the April 13, 2021 BPC meeting, staff presented a draft FY 2022 Preliminary Budget and asked directions from the BPC; and

**WHEREAS**, during the meeting, the BPC accepted the FY 2022 Preliminary Budget, which includes staff recommendation to use Operating Reserves to fund the budget deficit; and

**WHEREAS**, the BPC also directed staff to add the previously approved tenant improvement project for Seaport Village for \$2.8M; and

**WHEREAS**, while the hospitality and tourism industries that generate the revenues necessary for the District’s mission-critical work continue to be negatively impacted by the unprecedented COVID-19 pandemic, better economic forecasts have been developing due to recent lifting of restrictions by the Governor of California; and

**WHEREAS**, the Preliminary FY 2022 Budget presented at the April 2021 BPC meeting has now been updated primarily to reflect better revenue forecasts which resulted in an improved deficit; and

**WHEREAS**, the deficit is anticipated to be \$12.6 million, including the Seaport Village tenant improvement project without any State or federal stimulus money and accordingly, staff is requesting the deficit be funded by the District’s operating reserves in accordance with BPC Policy No. 117; and

20xx-xxx

**WHEREAS**, the FY 2022 proposed budget in Personnel, Non-Personnel Expense (NPE), Major Maintenance (MM Program), Technology, Equipment Outlay and Other Capital Projects continue at a reduced level compared to pre-pandemic levels; and

**WHEREAS**, it is important to note that the FY 2022 budget is a plan that the BPC can amend at any time during the year.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Port Commissioners of the San Diego Unified Port District, as follows:

Adopt a resolution authorizing the use of operation reserves to fund the budget deficit of approximately \$12.6M, which includes the \$2.8M previously approved Seaport Village Tenant Improvement Project.

APPROVED AS TO FORM AND LEGALITY:  
GENERAL COUNSEL

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By: Assistant/Deputy

PASSED AND ADOPTED by the Board of Port Commissioners of the San Diego Unified Port District, this 11<sup>th</sup> day of May 2021, by the following vote: