

ATTACHMENT I
PORT OF SAN FRANCISCO
REVENUE AND EXPENSE SUMMARY
FISCAL YEAR 2020-21 & 2021-22 PROPOSED BUDGET

| | Budget 2019-20 | Proposed 2020-21 | Change from FY 2019-20 Budget | | Proposed 2021-22 | Change from FY 2021-22 Budget | | |
|--|-------------------|---------------------|----------------------------------|---------------|---------------------|----------------------------------|---------------|--|
| | | | Amount | % | | Amount | % | |
| Sources | | | | | | | | |
| Operating Revenues | \$ 106.5 | \$ 117.8 | \$ 11.3 | 10.6% | \$ 120.9 | \$ 3.1 | 2.6% | |
| Estimated Fund Balance | 23.3 | 41.4 | 18.1 | 77.7% | 35.8 | (5.6) | -13.5% | |
| South Beach Harbor & Marina | 4.9 | 5.2 | 0.3 | 6.1% | 5.4 | 0.2 | 3.0% | |
| Development Recoveries | 9.1 | 7.9 | (1.2) | -13.2% | 7.9 | - | 0.0% | |
| Orton Services CFD | - | 0.3 | 0.3 | 0.0% | 0.3 | 0.0 | 3.0% | |
| Transbay Payment | 0.6 | - | (0.6) | -100.0% | - | - | 0.0% | |
| Ongoing, Subtotal | \$ 144.4 | \$ 172.6 | \$ 28.2 | 19.5% | \$ 170.3 | \$ (2.3) | -1.3% | |
| Operating Revenue | 15.0 | 4.1 | (10.9) | 0.0% | 0.1 | (4.0) | -97.1% | |
| Federal Grants | - | 0.4 | 0.4 | 0.0% | - | (0.4) | -100.0% | |
| Capital Project Defunding | - | 18.3 | 18.3 | 0.0% | - | (18.3) | -100.0% | |
| One-time, Subtotal | \$ 15.0 | \$ 22.8 | \$ 7.8 | 52.2% | \$ 0.1 | \$ (22.7) | -99.5% | |
| Total Sources | \$ 159.4 | \$ 195.5 | \$ 36.0 | 22.6% | \$ 170.4 | \$ (25.0) | -12.8% | |
| Uses | | | | | | | | |
| Operating Expenses | \$ 86.7 | \$ 94.0 | \$ 7.4 | 8.5% | \$ 95.9 | \$ 1.9 | 2.0% | |
| Programmatic Projects | 4.6 | 6.7 | 2.1 | 46.4% | 6.5 | (0.2) | -2.9% | |
| Development Projects | 9.9 | 8.0 | (1.9) | -19.2% | 8.0 | - | 0.0% | |
| South Beach Harbor & Marina | 3.8 | 3.7 | (0.0) | -0.8% | 3.8 | 0.1 | 2.5% | |
| Operating Expenses, Subtotal | \$ 104.9 | \$ 112.4 | \$ 7.6 | 7.2% | \$ 114.2 | \$ 1.8 | 1.6% | |
| Port Capital Appropriations | \$ 19.0 | \$ 52.4 | \$ 33.4 | 175.5% | 27.4 | (25.0) | -47.7% | |
| Grant-Funded Projects | - | 0.4 | 0.4 | 0.0% | - | (0.4) | -100.0% | |
| South Beach Harbor & Marina | 1.1 | 1.5 | 0.3 | 28.8% | 1.5 | 0.1 | 4.2% | |
| Capital Budget, Subtotal | \$ 20.2 | \$ 54.3 | \$ 34.1 | 169.3% | \$ 28.9 | \$ (25.3) | -46.7% | |
| Designation to Future Capital | \$ 21.6 | \$ 14.6 | \$ (7.0) | -32.3% | \$ 12.9 | \$ (1.8) | -12.0% | |
| 15% Operating Reserve | 12.7 | 14.1 | 1.4 | 10.8% | 14.4 | 0.3 | 2.0% | |
| Reserves, Subtotal | \$ 34.4 | \$ 28.7 | \$ (5.6) | -16.4% | \$ 27.3 | \$ (1.5) | -5.2% | |
| Total Uses | \$ 159.4 | \$ 195.5 | \$ 36.0 | 22.6% | \$ 170.4 | \$ (25.0) | -12.8% | |
| Capital Policy - 25% Oper. Revenues | \$ 26.6 | \$ 29.5 | \$ 2.8 | 10.6% | \$ 30.2 | \$ 0.8 | 2.6% | |
| Total Investment & Designation | \$ 40.6 | \$ 67.0 | \$ 26.4 | 64.9% | 40.3 | (26.7) | -39.9% | |
| Port Capital Appropriations | 19.0 | 52.4 | \$ 33.4 | 175.5% | 27.4 | (25.0) | -47.7% | |
| Designation Required | 7.6 | - | \$ (7.6) | -100.0% | 2.8 | 2.8 | 0.0% | |
| Designation - Additional | 14.0 | 14.6 | \$ 0.6 | 4.5% | 10.1 | (4.6) | -31.4% | |
| Actual Percent Achieved | 38% | 57% | 19% | 49% | 33% | (0.2) | -41% | |

ATTACHMENT II - OPERATING REVENUE BY INDUSTRY (\$ MILLIONS)
FISCAL YEARS 2020-21 & 2021-22

| | <u>Budget 2019-20</u> | <u>Projected 2019-20</u> | <u>Change from FY 2019-20 Budget</u> | | <u>Change from FY 2019-20 Projected</u> | | <u>Proposed 2020-21</u> | <u>Change from FY 2020-21 Budget</u> | | <u>Proposed 2021-22</u> |
|-------------------------|---------------------------|------------------------------|--|----------------|---|----------------|-----------------------------|--|----------------|-----------------------------|
| | | | <u>Amount</u> | <u>Percent</u> | <u>Amount</u> | <u>Percent</u> | | <u>Amount</u> | <u>Percent</u> | |
| MARITIME | | | | | | | | | | |
| Cargo | | | | | | | | | | |
| Dockage | \$ 864,200 | \$ 548,866 | \$ (433,816) | -50.2% | \$ (118,482) | -21.6% | \$ 430,384 | \$ 9,890 | 2.3% | \$ 440,274 |
| Wharfage | 812,000 | 2,278,954 | 1,776,263 | 218.8% | 309,309 | 13.6% | 2,588,263 | 97,451 | 3.8% | 2,685,714 |
| Crane Rental | - | - | - | 0.0% | - | 0.0% | - | - | 0.0% | - |
| Rent | 5,278,100 | 5,359,200 | (526,464) | -10.0% | (607,564) | -11.3% | 4,751,636 | 97,588 | 2.1% | 4,849,224 |
| Storage | 38,500 | 127,935 | 91,500 | 237.7% | 2,065 | 1.6% | 130,000 | 6,500 | 5.0% | 136,500 |
| Miscellaneous | - | 9,829 | - | 0.0% | (9,829) | -100.0% | - | - | 0.0% | - |
| Cargo | \$ 6,992,800 | \$ 8,324,784 | \$ 907,483 | 13.0% | \$ (424,501) | -5.1% | \$ 7,900,283 | \$ 211,429 | 2.7% | \$ 8,111,712 |
| Harbor Services | | | | | | | | | | |
| Dockage | \$ 64,900 | \$ 65,864 | \$ 2,661 | 4.1% | \$ 1,697 | 2.6% | \$ 67,561 | \$ 2,027 | 3.0% | \$ 69,588 |
| Non-Cargo Wharfage | - | - | - | 0.0% | - | 0.0% | - | - | 0.0% | - |
| Rent | 1,875,800 | 1,991,786 | 282,374 | 15.1% | 166,388 | 8.4% | 2,158,174 | 64,758 | 3.0% | 2,222,932 |
| Harbor Services | \$ 1,940,700 | \$ 2,057,651 | \$ 285,035 | 14.7% | \$ 168,084 | 8.2% | \$ 2,225,735 | \$ 66,785 | 3.0% | \$ 2,292,520 |
| Cruise | | | | | | | | | | |
| Dockage (+ shore power) | \$ 1,073,100 | \$ 1,075,117 | \$ 116,900 | 10.9% | \$ 114,883 | 10.7% | \$ 1,190,000 | \$ (30,000) | -2.5% | \$ 1,160,000 |
| Passenger Wharfage | 5,074,800 | 6,654,405 | 1,957,700 | 38.6% | 378,095 | 5.7% | 7,032,500 | 1,500 | 0.0% | 7,034,000 |
| Rent | 208,700 | 208,700 | 6,232 | 3.0% | 6,232 | 3.0% | 214,932 | 6,444 | 3.0% | 221,376 |
| Special Events | 1,428,700 | 1,359,673 | 171,300 | 12.0% | 240,327 | 17.7% | 1,600,000 | 48,000 | 3.0% | 1,648,000 |
| Parking Rent | 252,500 | 125,839 | (92,500) | -36.6% | 34,161 | 27.1% | 160,000 | - | 0.0% | 160,000 |
| Miscellaneous | - | 59,572 | 90,000 | 0.0% | 30,428 | 51.1% | 90,000 | - | 0.0% | 90,000 |
| Cruise | \$ 8,037,800 | \$ 9,483,306 | \$ 2,249,632 | 28.0% | \$ 804,126 | 8.5% | \$ 10,287,432 | \$ 25,944 | 0.3% | \$ 10,313,376 |
| Fishing | | | | | | | | | | |
| Dockage | \$ 309,000 | \$ 347,957 | \$ 16,000 | 5.2% | \$ (22,957) | -6.6% | \$ 325,000 | \$ 9,750 | 3.0% | \$ 334,750 |
| Fish Wharfage | 61,800 | 66,857 | (3,664) | -5.9% | (8,721) | -13.0% | 58,136 | - | 0.0% | 58,136 |
| Rent | 2,070,300 | 2,304,052 | 308,395 | 14.9% | 74,643 | 3.2% | 2,378,695 | 71,361 | 3.0% | 2,450,056 |
| Fishing | \$ 2,441,100 | \$ 2,718,866 | \$ 320,731 | 13.1% | \$ 42,965 | 1.6% | \$ 2,761,831 | \$ 81,111 | 2.9% | \$ 2,842,942 |
| Other Marine | | | | | | | | | | |
| Dockage | \$ 613,900 | \$ 432,146 | \$ (579,087) | -94.3% | \$ (397,333) | -91.9% | \$ 34,813 | \$ 1,044 | 3.0% | \$ 35,857 |
| Non-Cargo Wharfage | - | 26,624 | - | 0.0% | (26,624) | -100.0% | - | - | 0.0% | - |
| Layberthing | - | 763,293 | 1,783,477 | 0.0% | 1,020,184 | 133.7% | 1,783,477 | 4,275 | 0.2% | 1,787,752 |
| Rent | 1,157,500 | 1,852,274 | 708,023 | 61.2% | 13,249 | 0.7% | 1,865,523 | 55,965 | 3.0% | 1,921,488 |
| Landing Fees | 184,600 | 63,678 | (104,517) | -56.6% | 16,405 | 25.8% | 80,083 | 1,912 | 2.4% | 81,995 |
| Other Marine | \$ 1,956,000 | \$ 3,138,015 | \$ 1,807,896 | 92.4% | \$ 625,881 | 19.9% | \$ 3,763,896 | \$ 63,196 | 1.7% | \$ 3,827,092 |
| Total Maritime | \$ 21,368,400 | \$ 25,722,622 | \$ 5,570,777 | 26.1% | \$ 1,216,555 | 4.7% | \$ 26,939,177 | \$ 448,465 | 1.7% | \$ 27,387,642 |

ATTACHMENT II - OPERATING REVENUE BY INDUSTRY (\$ MILLIONS)
 FISCAL YEARS 2020-21 & 2021-22

| | <u>Budget 2019-20</u> | <u>Projected 2019-20</u> | <u>Change from FY 2019-20 Budget</u> | | <u>Change from FY 2019-20 Projected</u> | | <u>Proposed 2020-21</u> | <u>Change from FY 2020-21 Budget</u> | | <u>Proposed 2021-22</u> |
|-------------------------------------|---------------------------|------------------------------|--|----------------|---|----------------|-----------------------------|--|----------------|-----------------------------|
| | | | <u>Amount</u> | <u>Percent</u> | <u>Amount</u> | <u>Percent</u> | | <u>Amount</u> | <u>Percent</u> | |
| REAL ESTATE | | | | | | | | | | |
| Commercial/Industrial | | | | | | | | | | |
| Rent | \$ 32,732,243 | \$ 30,668,412 | \$ (5,367) | 0.0% | \$ 2,058,464 | 6.7% | \$ 32,726,876 | \$ 818,172 | 2.5% | \$ 33,545,048 |
| Rent - Projected New Leases | 5,551,068 | 2,585,200 | \$ 1,559,970 | 28.1% | \$ 4,525,838 | 175.1% | 7,111,038 | \$ 872,897 | 12.3% | 7,983,935 |
| Rent from Percentage Leases | 17,580,984 | 20,178,809 | \$ 2,929,845 | 16.7% | \$ 332,020 | 1.6% | 20,510,829 | \$ 512,771 | 2.5% | 21,023,600 |
| Excursions | 5,856,773 | 5,856,773 | \$ 120,495 | 2.1% | \$ 120,495 | 2.1% | 5,977,268 | \$ 149,432 | 2.5% | 6,126,700 |
| Commercial/Industrial | \$ 61,721,068 | \$ 64,772,051 | \$ 4,604,944 | 7.5% | \$ 1,553,961 | 2.4% | \$ 66,326,012 | \$ 2,353,271 | 3.5% | \$ 68,679,282 |
| Parking | | | | | | | | | | |
| Meters | \$ 5,590,000 | \$ 5,175,803 | \$ (875,787) | -15.7% | \$ (461,590) | -8.9% | \$ 4,714,213 | \$ 129,641 | 2.8% | \$ 4,843,854 |
| Stalls | \$ 598,000 | \$ 623,411 | \$ 133,522 | 22.3% | \$ 108,111 | 17.3% | \$ 731,522 | \$ 20,117 | 2.8% | \$ 751,639 |
| Rent | \$ 11,701,000 | \$ 12,582,946 | \$ 103,746 | 0.9% | \$ (778,200) | -6.2% | \$ 11,804,746 | \$ 324,631 | 2.8% | \$ 12,129,377 |
| Fines | \$ 3,341,000 | \$ 3,657,104 | \$ (498,622) | -14.9% | \$ (814,726) | -22.3% | \$ 2,842,378 | \$ 78,165 | 2.8% | \$ 2,920,543 |
| Parking | \$ 21,230,000 | \$ 22,039,264 | \$ (1,137,141) | -5.4% | \$ (1,946,404) | -8.8% | \$ 20,092,859 | \$ 552,554 | 2.8% | \$ 20,645,413 |
| Total Real Estate | \$ 82,951,068 | \$ 86,811,315 | \$ 3,467,803 | 4.2% | \$ (392,444) | -0.5% | \$ 86,418,871 | \$ 2,905,825 | 3.4% | \$ 89,324,695 |
| Asset Management | | | | | | | | | | |
| Special Events (RE) | \$ 213,000 | \$ 243,960 | \$ - | 0.0% | \$ (30,960) | -12.7% | \$ 213,000 | \$ 5,325 | 2.5% | \$ 218,325 |
| Encroachment Permits | \$ 8,000 | \$ 11,438 | \$ 200 | 2.5% | \$ (3,238) | -28.3% | \$ 8,200 | \$ 205 | 2.5% | \$ 8,405 |
| Miscellaneous Services (RE) | \$ 200,000 | \$ 139,873 | \$ 5,000 | 2.5% | \$ 65,127 | 46.6% | \$ 205,000 | \$ 5,125 | 2.5% | \$ 210,125 |
| Facilities Maintenance | | | | | | | | | | |
| Facility Damage | \$ 6,000 | \$ - | \$ 150 | 2.5% | \$ 6,150 | 0.0% | \$ 6,150 | \$ 154 | 2.5% | \$ 6,304 |
| Tenant Services | \$ 30,000 | \$ - | \$ 750 | 2.5% | \$ 30,750 | 0.0% | \$ 30,750 | \$ 769 | 2.5% | \$ 31,519 |
| Miscellaneous Repairs (Maint) | \$ 170,100 | \$ - | \$ 4,253 | 2.5% | \$ 174,353 | 0.0% | \$ 174,353 | \$ 4,358 | 2.5% | \$ 178,711 |
| Engineering | | | | | | | | | | |
| Permits | \$ 797,000 | \$ 1,440,704 | \$ 203,825 | 25.6% | \$ (439,879) | -30.5% | \$ 1,000,825 | \$ - | 0.0% | \$ 1,000,825 |
| Technology Surcharges | \$ 16,000 | \$ 13,545 | \$ 667 | 4.2% | \$ 3,122 | 23.0% | \$ 16,667 | \$ 416 | 2.5% | \$ 17,083 |
| Miscellaneous | \$ - | \$ 23,603 | \$ - | 0.0% | \$ (23,603) | -100.0% | \$ - | \$ - | 0.0% | \$ - |
| Finance & Administration | | | | | | | | | | |
| Interest on Investments | \$ 600,000 | \$ 1,000,000 | \$ 1,750,000 | 291.7% | \$ 1,350,000 | 135.0% | \$ 2,350,000 | \$ (262,800) | -11.2% | \$ 2,087,200 |
| Penalties & Svc. Charges | \$ 20,000 | \$ 16,141 | \$ 500 | 2.5% | \$ 4,359 | 27.0% | \$ 20,500 | \$ 513 | 2.5% | \$ 21,013 |
| Miscellaneous Receipts (F&A) | \$ 300,000 | \$ 15,939 | \$ 7,500 | 2.5% | \$ 291,561 | 1829.2% | \$ 307,500 | \$ 7,688 | 2.5% | \$ 315,188 |
| Executive | | | | | | | | | | |
| Miscellaneous | \$ 30,000 | \$ 406 | \$ (30,000) | -100.0% | \$ (406) | -100.0% | \$ - | \$ - | 0.0% | \$ - |
| Total All Other | \$ 2,390,100 | \$ 2,905,609 | \$ 1,942,845 | 81.3% | \$ 1,427,336 | 49.1% | \$ 4,332,945 | \$ (238,247) | -5.5% | \$ 4,094,698 |
| SUBTOTAL | \$ 106,709,568 | \$ 115,439,545 | \$ 10,981,425 | 10.3% | \$ 2,251,448 | 2.0% | \$ 117,690,993 | \$ 3,116,043 | 2.6% | \$ 120,807,035 |

| Division Description | Category | FY 2019-20 Budget | Change | % Change | FY 2020-21 Proposed | Change | % Change | FY 2021-22 Proposed |
|--|---------------------------|----------------------|---------------------|--------------|----------------------|---------------------|--------------|----------------------|
| PRT Engineering | Salaries | \$ 4,095,590 | \$ 173,643 | 4.2% | \$ 4,269,233 | \$ 174,511 | 4.1% | \$ 4,443,744 |
| | Mandatory Fringe Benefits | \$ 1,528,676 | \$ 152,436 | 10.0% | \$ 1,681,112 | \$ 5,297 | 0.3% | \$ 1,686,409 |
| | Non-Personnel Services | \$ 346,075 | \$ (46,929) | -13.6% | \$ 299,146 | \$ 18,281 | 6.1% | \$ 317,427 |
| | Materials & Supplies | \$ 21,000 | \$ - | 0.0% | \$ 21,000 | \$ - | 0.0% | \$ 21,000 |
| | Work Orders | \$ 519,472 | \$ 84,633 | 16.3% | \$ 604,105 | \$ 15,120 | 2.5% | \$ 619,225 |
| PRT Engineering Total | | \$ 6,510,813 | \$ 363,783 | 5.6% | \$ 6,874,596 | \$ 213,209 | 3.1% | \$ 7,087,805 |
| PRT Executive | Salaries | \$ 1,731,505 | \$ 303,775 | 17.5% | \$ 2,035,280 | \$ 63,359 | 3.1% | \$ 2,098,639 |
| | Mandatory Fringe Benefits | \$ 590,691 | \$ 151,623 | 25.7% | \$ 742,314 | \$ 5,079 | 0.7% | \$ 747,393 |
| | Non-Personnel Services | \$ 560,700 | \$ 1,198,921 | 213.8% | \$ 1,759,621 | \$ 30,253 | 1.7% | \$ 1,789,874 |
| | Materials & Supplies | \$ 2,750 | \$ 1,000 | 36.4% | \$ 3,750 | \$ - | 0.0% | \$ 3,750 |
| | Work Orders | \$ 3,725,383 | \$ 1,103,569 | 29.6% | \$ 4,828,952 | \$ 15,429 | 0.3% | \$ 4,844,381 |
| PRT Executive Total | | \$ 6,611,029 | \$ 2,758,888 | 41.7% | \$ 9,369,917 | \$ 114,120 | 1.2% | \$ 9,484,037 |
| PRT Finance And Administration | Salaries | \$ 5,563,809 | \$ 95,195 | 1.7% | \$ 5,659,004 | \$ 228,641 | 4.0% | \$ 5,887,645 |
| | Mandatory Fringe Benefits | \$ 4,578,719 | \$ 494,280 | 10.8% | \$ 5,072,999 | \$ 139,737 | 2.8% | \$ 5,212,737 |
| | COWCAP | \$ 70,287 | \$ 430,000 | 611.8% | \$ 500,287 | \$ 0 | 0.0% | \$ 500,287 |
| | Non-Personnel Services | \$ 2,311,990 | \$ 5,050 | 0.2% | \$ 2,317,040 | \$ (196,925) | -8.5% | \$ 2,120,115 |
| | Materials & Supplies | \$ 333,105 | \$ 7,645 | 2.3% | \$ 340,750 | \$ 32,000 | 9.4% | \$ 372,750 |
| | Equipment | \$ 153,363 | \$ 55,192 | 36.0% | \$ 208,555 | \$ (208,555) | -100.0% | \$ - |
| | Debt Service | \$ 7,178,231 | \$ (834,628) | -11.6% | \$ 6,343,603 | \$ - | 0.0% | \$ 6,343,603 |
| | Work Orders | \$ 6,427,881 | \$ 337,876 | 5.3% | \$ 6,765,757 | \$ 417,153 | 6.2% | \$ 7,182,910 |
| PRT Finance And Administration Total | | \$ 26,617,385 | \$ 590,610 | 2.2% | \$ 27,207,995 | \$ 412,052 | 1.5% | \$ 27,620,046 |
| PRT Maintenance | Salaries | \$ 10,497,628 | \$ 944,938 | 9.0% | \$ 11,442,566 | \$ 563,310 | 4.9% | \$ 12,005,875 |
| | Mandatory Fringe Benefits | \$ 4,441,728 | \$ 632,319 | 14.2% | \$ 5,074,047 | \$ 165,682 | 3.3% | \$ 5,239,728 |
| | Non-Personnel Services | \$ 661,125 | \$ 128,646 | 19.5% | \$ 789,771 | \$ 45 | 0.0% | \$ 789,816 |
| | Materials & Supplies | \$ 1,203,898 | \$ - | 0.0% | \$ 1,203,898 | \$ - | 0.0% | \$ 1,203,898 |
| | Equipment | \$ 217,558 | \$ 872,842 | 401.2% | \$ 1,090,400 | \$ (180,162) | -16.5% | \$ 910,238 |
| | Work Orders | \$ 2,260,349 | \$ 147,744 | 6.5% | \$ 2,408,093 | \$ (49,847) | -2.1% | \$ 2,358,246 |
| PRT Maintenance Total | | \$ 19,282,286 | \$ 2,726,488 | 14.1% | \$ 22,008,774 | \$ 499,027 | 2.3% | \$ 22,507,801 |
| PRT Maritime | Salaries | \$ 1,865,156 | \$ 96,026 | 5.1% | \$ 1,961,182 | \$ 95,696 | 4.9% | \$ 2,056,878 |
| | Mandatory Fringe Benefits | \$ 728,763 | \$ 87,091 | 12.0% | \$ 815,854 | \$ 5,046 | 0.6% | \$ 820,900 |
| | Non-Personnel Services | \$ 2,599,870 | \$ (949,809) | -36.5% | \$ 1,650,061 | \$ 5,893 | 0.4% | \$ 1,655,955 |
| | Materials & Supplies | \$ 7,400 | \$ 2,500 | 33.8% | \$ 9,900 | \$ - | 0.0% | \$ 9,900 |
| | Work Orders | \$ 5,414,897 | \$ 132,922 | 2.5% | \$ 5,547,819 | \$ 73,518 | 1.3% | \$ 5,621,337 |
| PRT Maritime Total | | \$ 10,616,086 | \$ (631,270) | -5.9% | \$ 9,984,816 | \$ 180,153 | 1.8% | \$ 10,164,969 |
| PRT Planning & Development | Salaries | \$ 1,833,557 | \$ 54,895 | 3.0% | \$ 1,888,452 | \$ 88,390 | 4.7% | \$ 1,976,842 |
| | Mandatory Fringe Benefits | \$ 657,120 | \$ 54,867 | 8.3% | \$ 711,987 | \$ 14,972 | 2.1% | \$ 726,959 |
| | Non-Personnel Services | \$ 640,400 | \$ 280,000 | 43.7% | \$ 920,400 | \$ (200,000) | -21.7% | \$ 720,400 |
| | Materials & Supplies | \$ 2,000 | \$ - | 0.0% | \$ 2,000 | \$ - | 0.0% | \$ 2,000 |
| | Work Orders | \$ 258,600 | \$ 80,000 | 30.9% | \$ 338,600 | \$ - | 0.0% | \$ 338,600 |
| PRT Planning & Development Total | | \$ 3,391,677 | \$ 469,762 | 13.9% | \$ 3,861,439 | \$ (96,639) | -2.5% | \$ 3,764,800 |
| PRT Real Estate & Development | Salaries | \$ 3,469,306 | \$ 163,987 | 4.7% | \$ 3,633,293 | \$ 153,250 | 4.2% | \$ 3,786,543 |
| | Mandatory Fringe Benefits | \$ 1,389,165 | \$ 136,561 | 9.8% | \$ 1,525,726 | \$ 82,922 | 5.4% | \$ 1,608,648 |
| | Non-Personnel Services | \$ 5,134,650 | \$ 420,500 | 8.2% | \$ 5,555,150 | \$ (44,000) | -0.8% | \$ 5,511,150 |
| | Materials & Supplies | \$ 12,000 | \$ (2,000) | -16.7% | \$ 10,000 | \$ - | 0.0% | \$ 10,000 |
| | Work Orders | \$ 2,709,685 | \$ 88,702 | 3.3% | \$ 2,798,387 | \$ 30,477 | 1.1% | \$ 2,828,864 |
| PRT Real Estate & Development Total | | \$ 12,714,806 | \$ 807,750 | 6.4% | \$ 13,522,556 | \$ 222,649 | 1.6% | \$ 13,745,205 |
| Grand Total | | \$ 85,744,082 | \$ 7,086,012 | 8.3% | \$ 92,830,094 | \$ 1,544,570 | 1.7% | \$ 94,374,664 |

| # | Division | Section | Operating/ Capital | New/ Substitute/ Eliminate | Justification | Job Class | Title | FY 2020-21 | | FY 2021-22 | |
|---|-------------|--------------------|-----------------------|----------------------------------|--|-----------|-------------------------------|---------------------|--------------|---------------------|--------------|
| | | | | | | | | Total Est. Cost | FTE Count | Total Est. Cost | FTE Count |
| NEW OPERATING BUDGET POSITION REQUESTS | | | | | | | | | | | |
| PRT-1 | Maintenance | Laborers Shop | Operating | New | Nine new positions to increase staffing level of the Maintenance street services operation to create a seven-day-a-week operation with multiple shifts. This will create a more efficient operation resulting in cleaner streets with less impact on residents, tourists and Port tenants. Budgeted at 0.75 per FTE for first fiscal year. | 7514 | General Laborer | \$ 322,919 | 4.00 | \$ 433,787 | 4.00 |
| PRT-2 | Maintenance | Truck Drivers Shop | Operating | New | | 7355 | Truck Driver | \$ 310,771 | 3.00 | \$ 431,060 | 3.00 |
| PRT-3 | Maintenance | Laborers Shop | Operating | New | | 7215 | General Laborer Supervisor I | \$ 182,324 | 2.00 | \$ 254,147 | 2.00 |
| PRT-4 | Maintenance | Laborers Shop | Operating | New - Offset | If swing shifts are added; Maintenance will have overtime savings. | | | \$ (225,000) | - | \$ (309,000) | - |
| Swing Shift Subtotal | | | | | | | | \$ 591,013 | 9.00 | \$ 809,995 | 9.00 |
| PRT-5 | Maintenance | Gardeners Shop | Operating | New | New Parks Section Supervisor. The Port currently has four gardeners and the '20-'21 budget adds one more gardener to support maintenance of Crane Cove Park, creating a five-person unit. The gardeners are not currently supervised by a supervisor skilled in horticulture and landscape management. Budgeted at 0.75 per FTE for first fiscal year. | 3422 | Parks Section Supervisor | \$ 101,566 | 1.00 | \$ 139,484 | 1.00 |
| PRT-6 | Maintenance | Plumbers | Operating | New | Added funding to premium pay in order to offer on-call standby pay. Currently staff is called in for emergencies and come in if available; but there is no formal on-call system and it can be challenging to find employees to work on an emergency basis. Increasing the premium pay budget allows the Port to pay staff a premium for being on call and requires that they come in if called. | PREMM_E | Premium Pay - Miscellaneous | \$ 112,349 | - | \$ 115,719 | - |
| PRT-7 | Maintenance | Electricians | | | | PREMM_E | Premium Pay - Miscellaneous | \$ 54,241 | - | \$ 55,868 | - |
| PRT-8 | Executive | External Affairs | Operating | New | New Administrative Analyst. The Port is increasing its social responsibility and race equity efforts in the next two fiscal years, requiring an analyst to set metrics, collect and evaluate data and support plan development and implementation. Funded at 0.75 per FTE for first fiscal year. | 1822 | Administrative Analyst | \$ 149,284 | 1.00 | \$ 153,762 | 1.00 |
| NEW POSITION REQUESTS TOTAL | | | | | | | | \$ 1,008,453 | 11.00 | \$ 1,274,828 | 11.00 |
| NEW PROJECT-FUNDED REQUESTS | | | | | | | | | | | |
| PRT-9 | F&A | Accounting | Project-Funded | New | New Accountant to track Development Project spending and reporting; a necessary function to support the administration and tracking of complex funding structures, including community facilities and infrastructure financing districts and the debt that the districts will issue. | 1657 | Accountant IV | \$ - | 1.00 | \$ - | 1.00 |
| PRT-10 | F&A | Finance | Project-Funded | New | New Sr Administrative Analyst to support Development project budgeting, billing, and consultant contract/spending. | 1823 | Senior Administrative Analyst | \$ - | 1.00 | \$ - | 1.00 |
| Development Projects Subtotal | | | | | | | | \$ - | 2.00 | \$ - | 2.00 |

| # | Division | Section | Operating/ Capital | New/ Substitute/ Eliminate | Justification | Job Class | Title | FY 2020-21 | | FY 2021-22 | |
|---|------------|------------|-----------------------|----------------------------------|--|-----------|---------------------------------|-----------------|-------------|-----------------|-------------|
| | | | | | | | | Total Est. Cost | FTE Count | Total Est. Cost | FTE Count |
| NEW PROJECT-FUNDED REQUESTS, CONT. | | | | | | | | | | | |
| PRT-11 | F&A | IT | Project-Funded | New | New Project Manager I to manage development of an asset management framework for the Port and the selection, design, and implementation of a new enterprise asset management software system. | 5502 | Project Manager I | \$ - | 1.00 | \$ - | 1.00 |
| PRT-12 | F&A | IT | Project-Funded | New | New Senior Data Governance Analyst to create a framework for data collection, analytics and governance at the Port. Position will identify and implement a digital document solution and protocols to improve data access and analytical capacity for all Port divisions. | 1053 | Senior Business Analyst | \$ - | 1.00 | \$ - | 1.00 |
| IS Strategic Plan Subtotal | | | | | | | | \$ - | 2.00 | \$ - | 2.00 |
| PRT-13 | Resilience | Resilience | Project-Funded | New | New Project Manager II. Phase 1 is targeted to deliver \$500M in design and construction of multiple projects which have yet to be defined. The Project Manager II will manage up to \$250M of design and construction work on 1 or more distinct projects. | 5504 | Project Manager II | \$ - | 1.00 | \$ - | 1.00 |
| PRT-14 | Resilience | Resilience | Project-Funded | New | New Project Engineer to support Project Manager in reviewing engineering designs. Funded at 0.5 FTE in first fiscal year. | 5218 | Structural Engineer | \$ - | 1.00 | \$ - | 1.00 |
| PRT-15 | Resilience | Resilience | Project-Funded | New | New Project Engineer to support Project Manager in reviewing engineering designs. Funded at 1.00 FTE with position starting in second fiscal year. | 5211 | Senior Engineer | \$ - | - | \$ - | 1.00 |
| PRT-16 | Resilience | Resilience | Project-Funded | New | New Planner 3 to support Adapt, Plan, Envision Element and USACE Flood Study alternatives development for the entire Port jurisdiction. Reports to Planner V. | 5291 | Planner III | \$ - | 1.00 | \$ - | 1.00 |
| PRT-17 | Resilience | Resilience | Project-Funded | New | New Environment Regulatory position. As the Resilience team's role grows to serve larger Portwide need for climate adaptation and mitigation, additional regulatory and environmental support is needed. | 5299 | Planner IV-Environmental Review | | 1.00 | | 1.00 |
| PRT-18 | Resilience | Resilience | Project-Funded | New | New management assistant to support Waterfront Resilience Director and Resilience Program; coordinate presentations, key deliverables and milestones for Program team; assistant in managing diverse team of professionals with broad technical expertise (planning, design, construction, communications, finance). | 1844 | Senior Management Assistant | \$ - | 1.00 | \$ - | 1.00 |
| NEW PROJECT-FUNDED REQUESTS, CONT. | | | | | | | | | | | |

| # | Division | Section | Operating/ Capital | New/ Substitute/ Eliminate | Justification | Job Class | Title | FY 2020-21 | | FY 2021-22 | |
|--|-------------|-----------------|-----------------------|----------------------------------|--|-----------|----------------------------------|------------------|----------------|------------------|----------------|
| | | | | | | | | Total Est. Cost | FTE Count | Total Est. Cost | FTE Count |
| PRT-19 | Resilience | Resilience | Project-Funded | Substitute | Increased responsibility in leading and managing the strategic communications strategy for the Waterfront Resilience Program, including research, marketing, outreach, and managing consultant contract. | 9251 | Public Relations Manager | \$ - | 1.00 | \$ - | 1.00 |
| | | | | | | 1314 | Public Relations Officer | \$ - | (1.00) | \$ - | (1.00) |
| PRT-20 | Resilience | Resilience | Project-Funded | Substitute | This position functions in a leadership role within the project team, and will establish and lead an inter-agency working group of representatives from key regulatory and resource agencies to ensure agency priorities and needs are identified and addressed. | 5283 | Planner V | \$ - | 1.00 | \$ - | 1.00 |
| | | | | | | 5299 | Planner IV-Environmental Review | \$ - | (1.00) | \$ - | (1.00) |
| Resilience Program Subtotal | | | | | | | | \$ - | 5.00 | \$ - | 6.00 |
| PRT-21 | Maintenance | Crane Cove Park | Project-Funded | New | New General Laborer. Port Maintenance responsibility for Crane Cove Park requires additional staffing; offset by CFD funds. | 7514 | General Laborer | \$ - | 1.00 | \$ - | 1.00 |
| PRT-22 | Maintenance | Crane Cove Park | Project-Funded | New | New Gardener. Port Maintenance responsibility for Crane Cove Park requires additional staffing; offset by CFD funds. | 3417 | Gardener | \$ - | 1.00 | \$ - | 1.00 |
| Crane Cove Park Subtotal | | | | | | | | \$ - | 2.00 | \$ - | 2.00 |
| PRT-23 | Maintenance | Maintenance | Project-Funded | Delete | Delete vacant project-funded positions in exchange for new programmatic project needs | 9330 | Pile Worker | \$ - | (9.00) | \$ - | (9.00) |
| PRT-24 | | | | | | 9332 | Piledriver Supervisor I | \$ - | (1.00) | \$ - | (1.00) |
| PRT-25 | | | | | | 7311 | Cement Mason | \$ - | (1.00) | \$ - | (1.00) |
| PRT-26 | | | | | | 7376 | Sheet Metal Worker | \$ - | (2.00) | \$ - | (2.00) |
| | | | | | | 9343 | Roofer | \$ - | (1.00) | \$ - | (1.00) |
| Position Deletions Subtotal | | | | | | | | \$ - | (14.00) | \$ - | (14.00) |
| NEW PROJECT POSITION REQUESTS TOTAL | | | | | | | | \$ - | (3.00) | \$ - | (2.00) |
| POSITION SUBSTITUTION REQUESTS | | | | | | | | | | | |
| PRT-27 | RE&D | RE-Admin | Operating | Substitute | New Manager I for RE&D to lead policy, programming, management, and operations planning for Port open space and parks, offset by deletion of events administrative analyst. | 0922 | Manager I | \$ 199,495 | 1.00 | \$ 205,480 | 1.00 |
| | | | | | | 1822 | Administrative Analyst | \$ (147,531) | (1.00) | \$ (151,957) | (1.00) |
| Position Subtotal | | | | | | | | \$ 51,964 | - | \$ 53,523 | - |
| PRT-28 | RE&D | RE-Admin | Operating | Substitute | Increase staff supervision responsibilities. Substituted position will oversee both Admin (4.5 FTE) and Finance unit staff (2.5 FTE) in Real Estate and Development. | 0922 | Manager I | \$ 199,495 | 1.00 | \$ 205,480 | 1.00 |
| | | | | | | 1824 | Principal Administrative Analyst | \$ (199,045) | (1.00) | \$ (205,016) | (1.00) |
| Position Subtotal | | | | | | | | \$ 450 | - | \$ 463 | - |
| PRT-29 | RE&D | RE-Admin | Operating | Substitute | Expanded reporting role in position as well as supervise staff in conducting collection activities. Responsible for staff cross trained in collections and other risk management reporting and services for delinquent accounts. Position replaced for additional collection activities and cross train in collections and other risk management services. | 4366 | Collection Supervisor | \$ 136,133 | 1.00 | \$ 140,217 | 1.00 |
| | | | | | | 4308 | Senior Collections Officer | \$ (118,025) | (1.00) | \$ (121,566) | (1.00) |
| Position Subtotal | | | | | | | | \$ 18,109 | - | \$ 18,652 | - |

| # | Division | Section | Operating/ Capital | New/ Substitute/ Eliminate | Justification | Job Class | Title | FY 2020-21 | | FY 2021-22 | |
|--|-----------|----------------------|-----------------------|----------------------------------|---|-----------|---------------------------------------|------------------|-----------|------------------|-----------|
| | | | | | | | | Total Est. Cost | FTE Count | Total Est. Cost | FTE Count |
| POSITION SUBSTITUTION REQUESTS, CONT. | | | | | | | | | | | |
| PRT-30 | Maritime | Operations | Operating | Substitute | Manager III needed to manage wharfingers to ensure optimal levels of dock operations, customer service with various clients and supervise everyday activities to ensure compliance to Port tariff. | 0931 | Manager III | \$ 230,913 | 1.00 | \$ 237,841 | 1.00 |
| | | | | | | 9393 | Maritime Marketing Representative | \$ (198,145) | (1.00) | \$ (204,090) | (1.00) |
| Position Subtotal | | | | | | | | \$ 32,768 | - | \$ 33,751 | - |
| PRT-31 | Maritime | Operations | Operating | Substitute | Assumed additional responsibilities including supervising 2 FTE, new South Beach Harbor (new entity to Port) financials, including operating revenues and expenses, capital improvements and procurement, and supporting Planning & Environment budget, contracts, and analysis. Additionally, implements reporting tools to provide Port management information to better understand current maritime industry alignment and investment decisions based on best maritime use and return on investment. | 1825 | Principal Administrative Analyst II | \$ 215,879 | 1.00 | \$ 222,355 | 1.00 |
| | | | | | | 1824 | Principal Administrative Analyst | \$ (199,045) | (1.00) | \$ (205,016) | (1.00) |
| Position Subtotal | | | | | | | | \$ 16,834 | - | \$ 17,339 | - |
| PRT-32 | F&A | Accounting | Operating | Substitute | Position scope expanded to complete complex calculations, financial reporting, and new accounting that this position will do from the perspective of the Port Enterprise funds, all of which will impact upcoming bond or debt financings. Enhanced leadership, Financial skills, and technology skills are needed from this position. | 1825 | Principal Administrative Analyst II | \$ 215,879 | 1.00 | \$ 222,355 | 1.00 |
| | | | | | | 1824 | Principal Administrative Analyst | \$ (199,045) | (1.00) | \$ (205,016) | (1.00) |
| Position Subtotal | | | | | | | | \$ 16,834 | - | \$ 17,339 | - |
| PRT-33 | F&A | HR | Operating | Substitute | Reflecting growth in job scope related to expansion of the Port in the last 15 years as well as increased span of control with additional supervision of 4 FTEs in the HR Division. | 0933 | Manager V | \$ 267,393 | 1.00 | \$ 275,415 | 1.00 |
| | | | | | | 0932 | Manager IV | \$ (247,897) | (1.00) | \$ (255,334) | (1.00) |
| Position Subtotal | | | | | | | | \$ 19,496 | - | \$ 20,081 | - |
| PRT-34 | F&A | HR | Operating | Substitute | Position has the increased responsibility of overseeing the EBS custom payroll processes interface with PeopleSoft, including validating time entry data within the Oracle Payroll module, initiating the EBS/Peoplesoft interface, and ensuring that data is accurately transferred for payroll processing in PeopleSoft. | 1224 | Principal Payroll and Personnel Clerk | \$ 141,082 | 1.00 | \$ 145,315 | 1.00 |
| | | | | | | 1222 | Senior Payroll and Personnel Clerk | \$ (127,998) | (1.00) | \$ (131,838) | (1.00) |
| Position Subtotal | | | | | | | | \$ 13,085 | - | \$ 13,477 | - |
| PRT-35 | F&A | FA-Admin | Operating | Substitute & Reassign | This position is a critical national security position, required by law under the Maritime Transportation Security Act, and increased responsibility of a key liaison with the Coast Guard on Homeland Security preparedness and planning. | 0922 | Manager I | \$ 199,495 | 1.00 | \$ 205,480 | 1.00 |
| | Executive | EX-Homeland Security | | | | 8603 | Emergency Services Coordinator III | \$ (178,912) | (1.00) | \$ (184,279) | (1.00) |
| Position Subtotal | | | | | | | | 20,583 | - | 21,201 | - |

| # | Division | Section | Operating/ Capital | New/ Substitute/ Eliminate | Justification | Job Class | Title | FY 2020-21 | | FY 2021-22 | |
|--|-------------|----------|-----------------------|----------------------------------|---|-----------|------------------------|---------------------|--------------|---------------------|--------------|
| | | | | | | | | Total Est. Cost | FTE Count | Total Est. Cost | FTE Count |
| POSITION SUBSTITUTION REQUESTS, CONT. | | | | | | | | | | | |
| PRT-36 | Maintenance | MN-Admin | Operating | Substitute | This position has increased responsibility to manage the Deputy Director's calendar, meetings, and communications, as well as the management of a variety of complex programs, including work order and 311 requests. | 1452 | Executive Secretary II | \$ 137,408 | 1.00 | \$ 141,530 | 1.00 |
| | | | | | | 1450 | Executive Secretary I | \$ (124,886) | (1.00) | \$ (128,632) | (1.00) |
| Position Subtotal | | | | | | | | \$ 12,522 | - | \$ 12,898 | - |
| PRT-37 | Portwide | Portwide | Operating | Substitute | Reflects the higher level of complexity and responsibility that operating a revenue generating department requires. These deputy directors are assigned core responsibilities and provide cross-functional leadership in implementing the goals of the Port's strategic plan within the complex environment of the state trust. | 0954 | Deputy Director IV | \$ - | - | \$ 2,024,300 | 6.00 |
| | | | | | | 0953 | Deputy Director III | \$ - | - | \$ (1,778,064) | (6.00) |
| Position Subtotal | | | | | | | | \$ - | - | \$ 246,236 | - |
| POSITION SUBSTITUTION REQUESTS TOTAL | | | | | | | | \$ 202,644 | - | \$ 454,960 | - |
| ALL POSITION REQUESTS TOTAL | | | | | | | | \$ 1,211,097 | 11.00 | \$ 1,729,788 | 11.00 |