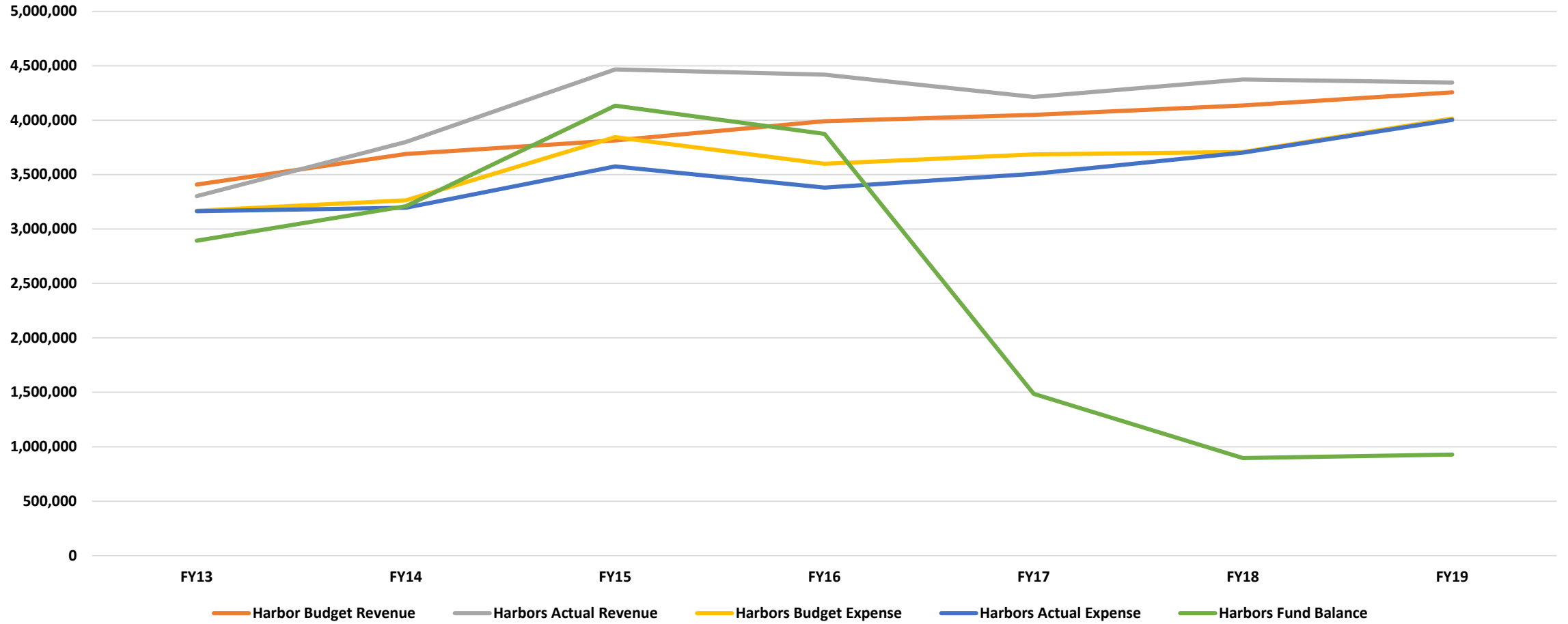


**CBJ DOCKS & HARBORS BOARD**  
**STRATEGIC RETREAT MEETING AGENDA**  
**For Tuesday, November 12th, 2019**

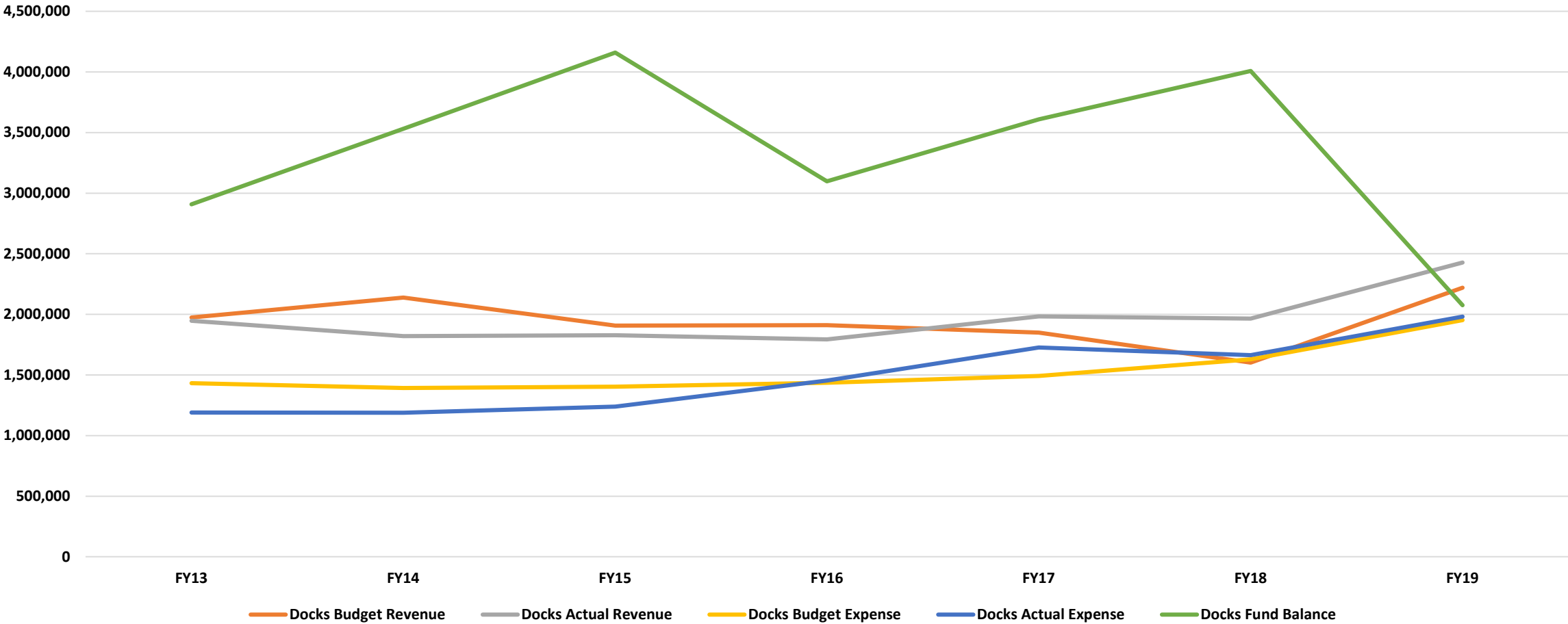
- I. Call to Order** (5:00 p.m. at DIPAC Board Room)
- II. Roll Call** James Becker, Chris Dimond, Don Etheridge, Steven Guignon, Budd Simpson, Annette Smith, Bob Wostmann and Mark Ridgway.
- III. Approval of Agenda**  
  
**MOTION: TO APPROVE THE AGENDA AS PRESENTED OR AMENDED**
- IV. Public Participation on Non-Agenda Items** (not to exceed five minutes per person, or twenty minutes total)
- V. Items for Information/Discussion**
  - 1. Welcome & Introductions
  - 2. Board & Staff role & scope
  - 3. Law Briefing – City Attorney
  - 4. Fiscal Update
  - 5. Review of Docks & Harbors Strategic Planning Documents
  - 6. Board Priorities & Board Work Plan
- VI. Adjournment**

## Harbors Funds Overview



	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Harbor Budget Revenue	3,408,942	3,689,400	3,813,300	3,990,400	4,047,900	4,134,900	4,254,900
Harbors Actual Revenue	3,301,200	3,800,400	4,466,300	4,418,400	4,213,000	4,374,735	4,345,600
Harbors Budget Expense	3,168,590	3,264,000	3,843,800	3,598,600	3,685,700	3,707,100	4,015,500
Harbors Actual Expense	3,163,500	3,195,000	3,574,700	3,380,634	3,507,112	3,702,155	4,002,700
Harbors Fund Balance	2,893,416	3,210,757	4,133,190	3,874,843	1,485,483	895,149	926,900

### Docks Funds Overview



	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Docks Budget Revenue	1,974,600	2,139,400	1,906,600	1,911,500	1,849,500	1,601,900	2,220,200
Docks Actual Revenue	1,946,900	1,820,000	1,828,400	1,792,800	1,983,100	1,964,484	2,428,400
Docks Budget Expense	1,431,592	1,392,300	1,403,500	1,436,800	1,492,000	1,629,300	1,952,000
Docks Actual Expense	1,189,800	1,188,500	1,238,600	1,454,100	1,727,600	1,663,167	1,982,400
Docks Fund Balance	2,907,240	3,531,061	4,159,525	3,098,254	3,609,037	4,009,076	2,075,400

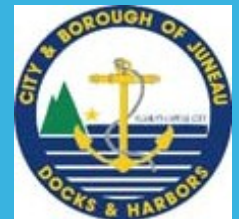


# **SEASONAL STAFF STRATEGIC PLANNING OVERVIEW**

APRIL 2019

# WHY STRATEGICALLY PLAN?

- Elevate organizations to perform at a higher level
- Ensure members of the organization are working to the same goals
- To access and adjust organization's direction in response to changes
- Disciplined approach to shape and guide what an organization does with a focus on the future.



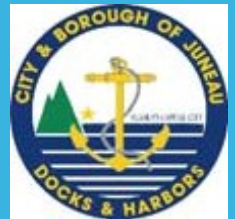
# MISSION STATEMENT

New:

Develop and provide **opportunities**, services and **facilities** to support marine related commerce, industry, fisheries, recreation and visitors.

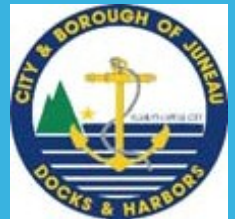
Past:

Develop and provide services to *promote* and *accommodate* marine related commerce, industry, fisheries, recreation and visitors.



## VISION STATEMENT

**To be the Southeast Alaska Marine Center of excellence providing safe, secure, modern, vibrant facilities meeting the needs of the users we serve.**

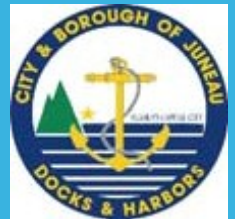


# VALUES

**Service Excellence**

**Continuous Improvement**

**Integrity**





# SERVICE EXCELLENCE

Professional

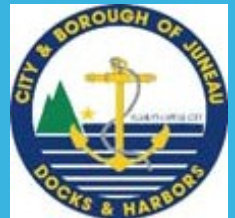
Flexible

Skillful Communicator

Quality

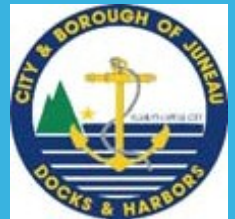
Responsive

Solution oriented



# CONTINUOUS IMPROVEMENT

Innovation & Creativity  
Professional development  
Proactive



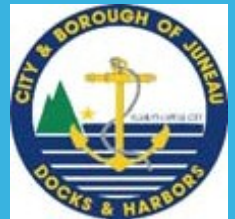
# INTEGRITY

Responsible

Accountable

Trustworthy

Consistent



# GOALS & OBJECTIVES 10 YEAR PLAN

Well trained & engaged work force

Well maintained, managed & integrated facilities

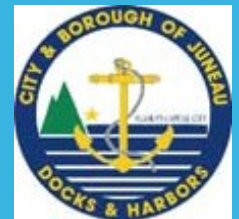
Develop safe, secure harbors and facilities

Develop a strategy for meeting marine user group needs.

Vibrant waterfront development

Create/implement marketing/branding strategy that highlights  
Docks & Harbor as a marine center of excellence

Develop and implement a revenue generation/optimization  
plan that supports and facilitates the implementation of  
our strategic plan



# TASK IMPLEMENTATION

## 1. Workforce Plan

Build a culture of safety excellence

Build a culture of employee engagement

Develop training needs

## 2. Leverage Technology to improve overall efficiencies

Finance

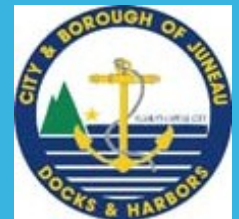
Remote Sensing

Social media

## 3. Execute elements of Urban Design Plan

## 4. Complete recapitalization of Aurora Harbor

## 5. Develop Auke Bay to fullest potential



*Mission Statement: Develop and provide opportunities, services and facilities to support marine related commerce, industry, fisheries, recreation and visitors.*

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Strategic Project List (2018-2019)

- Auke Bay Area
  - Statter Harbor
    - Phase III
      - ~~Permit & construction & design IIB/IIIC~~
      - ~~15% Match (In-Kind w/property)~~
    - Winterize Pump-out
  - ABMS
    - Wave Attenuator – deferred to FY20
    - Funding for ABMS MOA with UAS
    - ~~BUILD Grant for Non-motorized Transportation Link~~
  - Amalga Harbor
    - Fish Cleaning Station Improvements with ADF&G grant
- Downtown Docks
  - ⊖ ~~Transportation Staging & Deck over CIP~~
  - ⊖ ~~Cathodic Protection Phase III~~
- Downtown Harbors
  - ⊖ ~~Little Rock Dump Investigation – PND~~
  - ⊖ ~~BUILD Grant for Juneau Fisheries Terminal~~
  - ⊖ ~~BUILD Grant for Marine Service Center~~
  - Harbor Grant – Zinc Anodes Harris/Douglas Harbors
  - Pump-outs
    - Douglas
    - Harris
  - Aurora Harbor Phase III
    - Harbor Grant Application – PND
    - Coordination with USACE to dredge
    - Beneficial Use of Dredged Materials
  - ⊖ ~~North Douglas Launch Ramp~~
    - Feasibility Study – PND
- MPF
  - ⊖ ~~Kiosk replacement~~
  - Downtown bathroom design
  - ⊖ ~~Small Cruise Ship “need” study~~
  - ⊖ ~~Current sensor maintenance contract~~

Contractual Services:

- PND
  - ⊖ ~~\$12K – North Douglas Launch Ramp Feasibility~~
  - ⊖ ~~\$12.5K – Aurora Phase III Harbor Grant~~
  - ⊖ ~~\$20K – BUILD Grants~~
  - ~~\$10K – Marine Service Center meteorological study~~

*Mission Statement: Develop and provide opportunities, services and facilities to support marine related commerce, industry, fisheries, recreation and visitors.*

---

Strategic Project List (2017-2018)

- Auke Bay/Statter
  - ⊖ ~~Close Out Phase 2 (Reprogram Harbor \$)~~
  - Funding for ABMS MOA
  - 15% for Phase 3 (Use Dock Fund Balance) or In-Kind w/property
  - ⊖ ~~Prep for TIGER grant Bay walk~~
- Downtown Docks
  - Close out 16B/transfer to waterfront CIP
  - ⊖ ~~Fund Cathodic Protection Phase 2~~
- Downtown Harbors
  - ⊖ ~~Close out Douglas CIP~~
  - ⊖ ~~1% Project Submission~~
  - ⊖ Aurora Ph3 - Potential Revenue/Government Obligation Bond
  - ⊖ ~~ADOT submission — zinc anodes — Due September 1~~
  - Little Rock Dump Investigation – PND
  - ⊖ ~~Potential future TIGER Grant Application~~
- Taku Harbor
  - ⊖ ~~Funding from ADF&G — 75/25 Match~~
  - ⊖ ~~D&H commitment \$37.5K~~
  - ⊖ ~~Design award to PND — \$16K~~
  - ⊖ ~~Construction NLT April 2018~~
- MPF
  - Kiosk replacement
  - Downtown bathroom design
- ~~Harbor Fund Balance~~
  - ⊖ ~~Harris Bathroom~~

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*Vision Statement: To be the Southeast Alaska Marine Center of excellence providing safe, secure, modern, vibrant facilities meeting the needs of the users we serve. Page 2*

# Projects Completed

Name	Summary	Estimated Cost	Source of Funding	Match or Grant Opportunity
Harris Harbor Bathroom	Project would reopen the former restrooms.	\$175K	Harbor Fund	No
Taku Harbor Pile Jacking	Maintenance to re-drive existing piling, weld split seams and correct pile jacking issues.	\$175K	Harbor Fund	ADFG
Little Rock Dump Marine Service Facility Study	Term Contract Engineer	<\$50K	Harbor Fund	
Cathodic Protection Ph 2	Downtown Marine Park sheet pile wall requires maintenance.	\$500K	Docks Funds	No
Auke Bay Marine Station – relocation Port Office	Relocate downtown Port Office with phones, internet, moving costs, etc.	\$500K	Harbor /Dock Fund	No
Misc 16B Improvements	Several desired improvements along the seawalk were not included in the 16B bid documents: ADA Ramp improvements, replacement of sacrificial	\$500K	16B Project Funds	No
Archipelago Lot Procurement	Estimated cost is based on Assessor’s value.	\$10M	Dock Fund State Marine	



# Harbor Projects

Statter Harbor Breakwater Deck-over	Current Breakwater has openings creating risk to users.	\$500K	Harbor Fund	
Auke Bay Net Float	Previous net float was sold to AGS.	\$150K	Harbor Fund	
Douglas Harbor Landscaping	Douglas residents have indicated CBJ failed to meet commitment to pave& landscape when the harbor was expanded in ~2004.	\$750K	Harbor Fund	
Dredging Wayside Float	Fishing Float grounds at low tide causing structural damage to the float.	\$400K	Harbor Fund	
Harbormaster Office Replacement	Harbormaster Building (old garage) is past useful life. Master plan calls for multi-use building with modern shower/restroom facilities.	\$1M-\$3M	Harbor Fund	P3 1% Sales
Install Lighting @ North Douglas Boat Ramp	High Voltage power is routed along North Douglas Highway; this would bring lighting to launch.	\$60K	Harbor Fund	
Dredge Aurora Slip A6/A8	Was an additive item in Aurora Ph I which was not executed due to insufficient funds.	\$300K	Harbor Fund	No
Downtown Marine Services Expansion Design	Design fees based on 7% of construction cost.	\$1.4M	Harbor Fund	No
Statter Harbor Phase IV	Additional transient moorage & recapitalization of "horse shoe".	\$2.5M	Harbor Fund	ADOT
Harris/Aurora Security Cameras	Improve security in downtown harbors.	\$100K	Harbor Fund	
ABLF Breakwater/Net Float	Large Breakwater to protect the Auk Nu Cove/ABLF/AGS facilities	\$250K	Harbor Fund	
National Guard Float Improvements	Electrical & Maintenance Repairs	\$25K	Harbor Fund	
Waterfront & Underwater Inspections	Our existing marine facilities have not been inspected; thus, we don't have good maintenance program in place.	\$100K	Harbor/Docks Fund	No

Downtown "small" cruise ship berth project	Demand for the niche pocket cruise ships has exceeded capacity downtown.	\$15M	Docks/Harbors Fund	
Acquire adjacent ABMS property owned by Hagmeier	Two properties north of anticipated ABMS property are in private ownership and may be available. Properties are assessed at \$620K/each.	\$1.2M	Harbor Fund CBJ Waterfront Acquisition Fund	
Safety Ladder Installation	Scaleable @ \$350/each	\$350K	Harbor Fund	

## Docks Projects

New Visitor's Center Kiosk	Under design	\$150K	MPF	
Downtown Bathrooms	Validated in Urban Design Plan	\$500K	MPF	
Docks Security Booths relocation Port Office	Passenger Check Points at AS/CT Berths internet, moving costs, etc.	\$300K	MPF	FEMA Port Security Grant (PSG)
Waterfront & Underwater Inspections	Our existing marine facilities have not been inspected; thus, we don't have good maintenance program in place.	\$100K	Harbor/Docks Fund	No
Downtown "small" cruise ship berth project	Demand for the niche pocket cruise ships has exceeded capacity downtown.	\$15M	Docks/Harbors Fund	
Guard Railing Along Seawalk	Potential Safety Issues	\$3M	MPF Docks Fund	

## Staff Recommendation

Downtown Harbors Zinc Anodes	Douglas/Harris/Aurora Ph I/II did not include this maintenance item which would extend the useful life of the steel pilings.	\$1.5M \$400K	Harbor Fund	ADOT
Downtown Marine Services Expansion	Master Plan – first element.	\$25M	Harbor Fund	BUILD Grant
Juneau Marine Fisheries Terminal	Per Planning Study (Norway Point to Bridge Park).	\$25M	Harbor Fund	BUILD Grant
Harbor-wide Pump-out Improvements	Douglas has not operated in 2 years. Statter/Harris not for winter use.	\$100K	Harbor Fund	ADFG – Clean Vessel Act Funds
Cathodic Protection Ph3	Downtown Marine Park sheet pile wall requires maintenance.	\$250K	Cruise Berth Project	No
Downtown Bus Staging & Deckover	Per results of Urban Design Plan	\$15M	Cruise Berth Project Docks Fund Local Match	
New Visitor’s Center Kiosk	Under design	\$150K	MPF	
Aurora Harbor Phase III	Oldest remaining floats in inventory. Project is scaleable up to \$7M. Received \$1.5M from 1% Sale Tax Initiative in 2017.	\$7M	Harbor Fund State Marine Passenger Fee	ADOT 1% Sales
Auke Bay Wave Attenuator (FCSA)	ACOE requires 50/50 cost sharing agreement for planning. 80/20 split for construction.	\$500K	Harbor Fund  ACOE (Breakwater)	
Auke Bay Marine Station – UAS Cost Sharing Agreement	Per MOA with UAS.	\$220K	Harbor Fund	

## Staff Recommendation

Statter/ABMS elevated BayWalk	Pedestrian Link along the waterfront.	\$12M	Harbor Fund	BUILD Grant
Beneficial Use Aurora/Harris Harbor Maintenance Dredging	Pending meeting with USACE on May 15th, 2017 Application submitted March 12, 2018.	\$100K	Harbor Fund USACE	<del>TIGER</del>
Statter Harbor Phase III	For hire floats and associated uplands, including restrooms, waiting area & gateway.	\$11M	Harbor/Dock Fund (15%) +  State Marine Passenger Fee (85%)	
Amalga Harbor Fish Cleaning Station	Study was completed to evaluate potential solutions to queuing and safety issues with vessels using the float	\$300K	ADF&F Grant (75%) Harbor Fund (25%)	

## Potential Planning Efforts

Mariculture Opportunity		\$0K	Time & Talent
Coast Guard Assets to Juneau	Targeted effort to bring CG Offshore Patrol Cutter to Juneau	\$10K/year	
NOAA Assets to Juneau	Targeted effort to bring NOAA vessels to Juneau	\$10K/year	
Marketing efforts to encourage boat ownership in Juneau			Time & Talent
Small Cruise Ship Moorage Master Planning	The increased number of small cruise ships have adversely impacted and strained Docks & Harbors' ability to provide suitable dock space. This master planning effort would examine the future business need and develop a holistic plan which would enable this industry to thrive in a sustainable manner.	\$150K	MPF
Public/Private Port Infrastructure Plan	This would fund a master plan study that would assess the existing docks and needs for the future, including infrastructure and governance.	\$150K	MPF
Docks & Harbors Staff Organization Review	Adding infrastructure. Should this merit manning study?		Time & Talent
Oil/Solid Waste/Waste Stream Management Plan	Comprehensive look at reducing waste/cost within the harbors.		Time & Talent
35 Year Master Plan of Facilities	Do we need to posture for West Douglas Access Road, Tee Harbor, Juneau Access Road, etc?		Time & Talent

Name	Summary	Estimated Cost	Source of Funding	Match or Grant Opportunity
Harris Harbor Bathroom	Project would reopen the former restrooms.	\$175K	Harbor Fund	No
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Downtown Harbors Zinc Anodes	<b>Douglas/Harris/Aurora Ph I/II did not include this maintenance item which would extend the useful life of the steel pilings.</b>	<del>\$1.5M</del> \$400K	Harbor Fund	ADOT
Harbormaster Office Replacement	Harbormaster Building (old garage) is past useful life. Master plan calls for multi-use building with modern shower/restroom facilities.	\$1M-\$3M	Harbor Fund	P3 <del>1% Sales Tax</del>
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Little Rock Dump Marine Service Facility Study	Term Contract Engineer	<\$50K	Harbor Fund	
National Guard Float	Electrical & Maintenance Repairs	\$25K	Harbor Fund	
Harbor-wide Pump-out Improvements	Douglas has not operated in 2 years. Statter/Harris not for winter use.	\$100K	Harbor Fund	ADFG – Clean Vessel Act Funds
Archipelago & Waterfront Design/Planning	Dependent upon results of Urban Plan.	\$150K	Dock Fund	
Electrification Cruise Ship Berths	Provide electrical cables to both new cruise ship berths.	\$25M	Docks Funds	EPA Funding.
Cathodic Protection Ph 2	Downtown Marine Park sheet pile wall requires maintenance.	\$500K	Docks Funds	No
Cathodic Protection Ph3	Downtown Marine Park sheet pile wall requires maintenance.	\$250K	Cruise Berth Project	No
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Auke Bay Marine Station Design	Effort would begin the conceptual design work for uplands and marine improvements.	\$1M	Harbor Fund ACOE (Breakwater) USCG	TIGER
Auke Bay Wave Attenuator (FCSA)	ACOE requires 50/50 cost sharing agreement for planning. 80/20 split for construction.	\$500K	Harbor Fund ACOE (Breakwater)	
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Amalga Harbor Fish Cleaning Station	Study was completed to evaluate potential solutions to queuing and safety issues with vessels using the float	\$300K	ADF&F Grant (75%) Harbor Fund (25%)	

Title 85 Review	Board Review of CBJ Ordinance	\$0K	Time & Talent	
Mariculture Opportunity		\$0K	Time & Talent	
Coast Guard Assets to Juneau	Targeted effort to bring CG Offshore Patrol Cutter to Juneau	\$10K/year		
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Marketing efforts to encourage boat ownership in Juneau			Time & Talent	
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35 Year Master Plan of Facilities	Do we need to posture for West Douglas Access Road, Tee Harbor, Juneau Access Road, etc?		Time & Talent	

Key:  
**Bold:** New Project/information added since May 2017 Strategic Planning Meeting  
~~Cross through:~~ Project completed since May 2017  
Red: Project recommended by Staff to pursue