DOCKS & HARBORS
FINANCE SUB-COMMITTEE
MEETING

October 13th, 2021
Via Zoom Meeting: https://bit.ly/3ma9JUA
Meeting ID: 834 7703 5745
Passcode: 305234
Call in: 253 215 8782

I. Call to Order – October 13th, 2021 at 5:00pm

II. Roll Call (Lacey Derr, James Becker, David Larkin, Mark Ridgway, Don Etheridge and Bob Wostmann)

III. Approval of Agenda

IV. Public Participation on Non-Agenda Items (not to exceed five minutes per person, or twenty minutes total time)

V. Approval of September 29th, 2021 Finance Sub-Committee Meetings Minutes

VI. Unfinished Business

1. Docks & Harbors Rate Setting Policy Statement
   Presentation by the Sub-Committee Chair

   Committee Question

   Public Comment

   Committee Discussion/Action

   MOTION: TO RECOMMEND ADVANCING THE RATE SETTING POLICY STATEMENT TO THE OCTOBER 20TH OPERATIONS-PLANNING COMMITTEE FOR CONSIDERATION.

VII. Items for Information/Discussion

1. Docks & Harbors Fee Review & Prioritization
   Presentation by the Sub-Committee Chair

   Committee Discussion/Public Comment

2. Port Director's definition of User Groups
   Presentation by Administrative Officer

   Committee Discussion/Public Comment

VIII. Sub-Committee Action Items

IX. Good of the Order

X. Next Meeting – October 26th, 2021 @ 5 pm

XI. Adjournment

DOCKS & HARBORS
FINANCE SUB-COMMITTEE
MEETING MINUTES

September 29, 2021
Via Zoom

I. Call to Order – Mr. Wostmann called the September 29th, 2021 meeting to order at 5:00pm.

II. Roll Call - The following members were in the Port Directors Conference room or on zoom meeting - David Larkin, Matthew Leither, Don Etheridge and Bob Wostmann.

Absent: Lacey Derr, James Becker, and Mark Ridgway

III. Approval of Agenda

MOTION BY MR. ETHERIDGE: TO APPROVE THE AGENDA AS PRESENTED AND ASK UNANIMOUS CONSENT.

Motion passed with no objection.

IV. Public Participation on Non-Agenda Items - None

V. Approval of September 8th, 2021 Finance Sub-Committee Meetings Minutes.

Hearing no objection the September 8th, 2021 meeting minutes were approved as presented.

VI. Items for Information/Discussion

1. Docks & Harbors Rate Setting Policy Statement

Mr. Wostmann said the draft for the rate setting policy is in the packet on page seven. This is on the agenda for discussion. This will go to the Operations/Planning meeting next and to the Board for final approval.

Committee Discussion

Mr. Larkin asked about the CPI. Is Anchorage the correct CPI to use or is there one more closely related to our economy?

Mr. Wostmann said he has dealt with CPI adjustments in the past and to his knowledge the closest published CPI is the Anchorage based one.

Mr. Uchytil said we could look at the CPI for the whole state. But the only City CPI is Anchorage. This is historically how we have always done it.

Mr. Etheridge said Anchorage is the only city published in Alaska.

Mr. Wostmann said his experience for using this CPI has been adjusting rates for commercial property and Anchorage is the largest community in the state with lots of commercial property which was the closest they could come to. He said to his knowledge the Anchorage CPI is the best available to us.

Mr. Etheridge said because of the wording put in regulation for the increase amount, it was years before there was an increase, so in the overall picture, we went behind. If we do a CPI adjustment we should not set a minimum on the increase.

Mr. Wostmann commented that one of the ways to approach the CPI would be to have a base year set and each year the increase of the CPI from the base year to the CPI is computed and rounded either up or down and over time you stay even with the CPI. He said it may be appropriate to re-evaluate the base rate every three to five years to see if there is a reason to re-set it.

Mr. Leither asked if before he came on the Board the Board voted to increase the reserved dock space rate?

Mr. Uchytil said yes there was a dockage fee that was voted to increase but on May 24th the Assembly voted to reject that proposal.

Mr. Leither asked in looking at the components of the approach, if we do an equity approach to a fee, people would be paying four times the rate that other people are paying and not receiving four time the amount of services or using four times the amount of resources? He said he wants to make sure we are not eliminating charging a market rate by always trying to be equitable with what we are charging.

Mr. Wostmann asked where this was talked about in the draft?

Mr. Leither said on page seven in the packet under Approach/Components #4 Equity Adjustment.

Mr. Wostmann said in this document one of the things we look at to determine the proper rate should be taken into account is equity or user groups that are comparable in the services they are receiving. We should also take into account market rates and the scarcity of a particular service. On page eight in the packet under #5 Sticker Shock/Rate Adjustment in the second sentence "changes in the underlying cost structure as well as user demand and changes in the market place". He said this could be clarified more with "the demand for use of facility or services" where there is more demand than availability could be a component for setting a rate.

Public Comment –
Mr. Kirby Day, Juneau, AK
Mr. Day commented that when you are setting dockage rates, cruise lines typically budget a year in advance so knowing as far in advance as possible would be helpful.

Mr. Wostmann said the policy statement currently states the base rate will be reviewed no more frequently than every three years and no longer than five years, and in the interim the CPI will apply. This is specifically so the industry has a basis for planning.

Mr. Wostmann said he will make change in language based on Mr. Leither's comments and bring it back to the Committee for review at the next meeting for final thoughts and comments. If all in agreement it will be forwarded to the Operations Committee and then the full Board.

Mr. Larkin said based on Mr. Day's testimony, and planning ahead for rate changes applies to everyone, maybe we should add something in this document that says when we are going to adjust rates that they will start at the next quarter or a period of time so people have a little time and it does not start right after it is approved at the Assembly.

Mr. Wostmann said the process itself takes at least ninety days. A rate change goes through two meetings of the Finance Sub-Committee, to the Operations Committee, to the Board, to the Board again for the public hearing, and then to the Assembly.

Mr. Larkin said he knows the process but after the Assembly votes to raise the rates, that could take effect in a month, that could be quick for some people. There should be a set time period for the rate to be effective and not just the next billing cycle.

Mr. Etheridge said we could set it so the rate increases happen in January and July.

Mr. Wostmann said the CPI usually was published in February. If it is known we will be using the CPI rate and it is published in February, he thought having the rate effective at the beginning of the season would be enough notice time.

Ms. Larson said the CPI is published in February and the Anchorage CPI has changed to Urban Alaska.

Mr. Wostmann asked if this is now based on all larger urban areas in the state including Fairbanks and Juneau.

Mr. Leither said he just looked it up and it includes Anchorage and the Mat-Su area.

Mr. Wostmann recommended to have a rate change effective April 1st. Typically a CPI change is not that much and it would not be substantial for Industry to take this into account. Every three to five year review we are anticipating could be a more substantial change and the proper way to address when that starts should be decided at that time. As part of publishing a rate change it could also be published when it will apply.

Mr. Uchytil said how it works currently is we do have a CPI adjustment for small boat harbors moorage that takes effect on July 1st. That makes sense because people pay a year in advance and it would be a lot of work for staff to go back and readjust and make a lot of mathematical permutations.

Mr. Wostmann said he is good with having the rate start July 1st.

2. Docks & Harbors Fee Review & Prioritization

Mr. Uchytil said on page nine in the packet is a draft matrix. The idea is to review when fees have been changed, how much they provide to the Docks & Harbors enterprises, and the matter of helping this Committee prioritize which fees should be reviewed in what order. He said the Committee could look at the oldest fees, balance that with what fee will have the best rate change for our effort, and the highest return on investment with the time and resources this Committee has. The rates are provided for a calendar year and not a fiscal year. As far of the age of a regulation, the date is from when a regulation was changed last, but it is not always when the rate was changed.

Committee Discussion

Mr. Wostmann asked if staff could go back and change the revised date to the last rate change date. The Committee's focus is to go back and look at the oldest rates to determine the priority.

Mr. Uchytil said staff can do that.

Mr. Wostmann said the rates to look at first on this document would be red or orange and then go to the revenue generated rates. Green are rates changed from 2016 to current, yellow are 2011-2015, orange are the 2006-2010 time frame, and red is older than 2006. He said he wants to get moving on some of these rates, but on the other hand we need a rate study to provide a better insight on how to adjust the rates and what the base should be. We will not have the results of the study until sometime in the spring. What we could reasonable do in the interim is to look at what rates do not have a CPI adjustment and is it appropriate to apply one, start a discussion on how often a rate needs reviewed whether it would be a more frequent review or a five year review. He asked Mr. Uchytil if he has a good definition of our user groups?

Mr. Uchytil said the user groups would be:

- Large Cruise Ships
- Small Cruise Ships
- Commercial Fishermen
- Recreational Small Boat Harbor Users
- Recreational Launch Ramp Users
- Tourism Industry Permittees
- Live-aboards

Mr. Wostmann asked Mr. Uchytil to provide a memo with the user groups and a definition.

Mr. Larkin said he likes the document and just wanted to say that reviewing the fees does not always mean it needs to be adjusted. He commented on the reserved moorage waitlist fee that has review in progress. It says this was not looked at since 2005. We can look at it again but it may not need to be changed but just update the review date.

Mr. Wostmann agreed to look at the rates and maybe at a minimum apply the CPI which may not be a large increase but move us in a direction we want to go and have a consistent policy for all rates.

Mr. Leither asked why there is a review in progress for the reserved moorage waitlist fee.

Mr. Uchytil said at one time the Committee went through several fees and there was a motion to increase the waitlist fee.

Mr. Wostmann said it was reviewed but it has not gone anywhere.

Mr. Leither asked why the reserved moorage fees do not have review in progress?

Mr. Wostmann said that is an oversight and he will fix that.

Mr. Etheridge said the dockage charges are still at the City Managers level waiting for a report from the City Manager to the Assembly. That fee change could still happen.

Mr. Uchytil said because we have really started over with the fee review, it is probably fair to say no fees are in review or all fees are in review.

Mr. Wostmann said he will work with Mr. Uchytil to have a more accurate review status because that did not get much attention.

Mr. Wostmann said what can we effectively work on now, and what do we need to wait on for our rate study.

Mr. Etheridge recommended to see what we want from the rate study and not look at all these fees that will just increase the expense of the study. The larger revenue sources need to be put in the rate study. The fees that generate $2,000 or less would not need to be put in the rate study. He suggested the annual moorage fees, launch ramp fees, and live-aboard fees be put in the rate study.

Mr. Wostmann asked if a cutoff of $100,000 in revenue be a good place to start?

Mr. Etheridge said yes.

Mr. Leither asked if there was any fee we could not apply the CPI to? This would be outside what the study would provide.

Mr. Wostmann said it would be almost all the rates but there are a few that we do not actually control the rate. We could go through this today or after updating the status. It might make sense to also add a CPI column with yes or no.

Mr. Etheridge said he agrees to add CPI to our rates that we have control over. He suggested to have a threshold for where we are at for the rate study.

Mr. Wostmann said he is hoping the rate study provides insight into setting the base rate. The CPI can be applied to almost all of our rates regardless of the rate study and we should proceed to do that.

Public Comment –
Mr. Dennis Watson, Juneau, AK
Mr. Watson said he agrees with the Board Chair on the process the Board needs to start with to stay on track.

VII. Sub-Committee Action Items

Mr. Wostmann said he will sit down and refine the rate overview list in the next few days to update the status and create a CPI column and tag all the rates where a CPI is appropriate. After this is updated he will distribute to the Committee members to review and to look at the rows that are red and orange and indicate if you agree that those are the most important rates to start with. The new version of this document including the rate change dates should be distributed prior to the next meeting.

Mr. Uchytil said he is committed to drafting a memo defining the user groups.

VIII. Good of the Order –

Mr. Uchytil said he will miss the next meeting on October 13th.

IX. Next Meeting – October 13th, 2021 @ 5pm (corrected to October 13th)

X. Adjournment – The meeting adjourned at 6:01pm.

CBJ Docks & Harbors - Rate Setting Policy

Introduction

The Enterprise Funds are operated and financed in a manner similar to private business. The intent of the governing body is to provide goods and services to the general public on a continuing basis and be financed or recovered primarily through user charges. The acquisition and improvement of the facilities have been financed from existing cash resources, issuance of revenue and general obligation bonds, and state and federal grant funds.

Harbors Enterprise – To account for operations, maintenance and capital improvement to the four City-owned boat harbors and numerous launch ramps.

Dock Enterprise – To account for operations, maintenance and capital improvements of the city-owned docks, which are heavily used by over 500 cruise ships during the summer months.

Background

Over the last few decades, the D&H board has set and adjusted rates on an individual basis as the need arose for additional revenue or where significant changes in the quality of facilities or services suggested that a rate revision would be justified. As a result, some rates have not changed since 2005 while other have been adjusted multiple times as recently as this year. Starting in 2005, the board added a CPI adjustment to some rates and left some untouched.

While generally these rate adjustments were discussed in multiple public meetings, distributed via various media channels, and often presented at public comment opportunities, the impression remains with too many users of D&H facilities that the rate setting process is opaque and not justified by the underlying cost and services.

It is the intent of the CBJ Docks & Harbors Board to establish a rate setting policy which meets the following criteria:

1. It must be fair and reasonable
2. It must be consistent
3. It must be supported by data and an explanation of how the data justifies the rate
4. It must be sufficient to support the operations of docks and harbors
5. It must replenish capital investments
6. It must build reserves for contingencies and future growth
7. Where currently significant disparity exists between the cost allocation to user groups these need to be adjust in a fair and appropriate manner

Approach

Components

In general, there are several components which must be considered when setting a rate:

1. Recovery of operational costs
2. Recovery of capital investment
3. Build a reserve for contingencies and to build new capital for future growth
4. Equity adjustment

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5. Sticker shock

Rate Adjustment

After a rate has been set there should be consistency and predictability going forward. The proposed policy would be to apply the CPI adjustment annually on all rates and to set a review schedule for each rate based on issues such as the changes in the underlying cost structure as well as user demand and changes in the use of facilities or services. The underlying rate should be reviewed at least every five years and in order to provide stability for the user community not more often than every three years. The board will
always have the discretion to deal with exceptional circumstances such as the recent COVID impact on cruise ship revenues.

Discussion

Rates must be fair and reasonable

Fair and reasonable is primarily a subjective issue of perception. However, by implementing a defined and consistent approach and striving to allocate an equitable share of the cost to every user the D&H board strives to be fair to all users.

Rates must be consistent

By establishing this rate setting policy we will have a consistent approach to every rate and rate change. This will give commercial users the ability to plan for future years. Normally CPI changes will be applied starting April 1st and base rate changes either January 1st or July 1st as determined by the Board. Other starting dates may be established by the Board at its discretion.

Rates must be supported by data and an explanation of how the data justifies the rate

Meeting this component of the policy will present a significant challenge to the Board as well as D&H staff. In order to create a starting point and baseline for the underlying components of each rate the Finance Sub-committee is recommending that a professional consultant firm be retained to perform a rate study

Rates must be sufficient to support the operations of docks and harbors

This item will also present a challenge for staff as in most harbors both the facility as well as the staff support multiple user groups each of which can have their own rate structure.

Rates must replenish capital investments

This item can normally be clearly defined for each facility. Policies will need to be established in consultation with the CBJ Finance director for facilities where funds from multiple sources were used. The rate study is expected to provide guidelines determining remaining useful life and repayment schedules.

Rates must build reserves for contingencies and future growth

Setting a target for building reserves will be largely a board decision but the basis and need for additional reserves must be clearly defined.

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Where currently significant disparity exists between the cost allocation to user groups these need to be adjusted in a fair and appropriate manner

In some cases where rates have not been adjusted in many years a large increase may be indicated. This should be recovered over a reasonable number of years.

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CBJ Docks Harbors
Rate Overview

Code	Title	Description	Fee	Last revised date	Fee Change Date	CY 2019 Revenue	Code	Review Status	CPI
05 CBJAC 10.040	Tour Sales Permit	A tour sales permit authorizes the solicitation and sale of tours and experiences	$30,000	4/1/2015	4/1/2015	$270,000.00	P09		Y/N
05 CBJAC 15.030	Dockage Charges		$1.50/ft <65 ft $2.50/ft<200 ft $3.00/ft>200 ft						
		Berthing at designated restricted docks	per day	5/15/2017	5/1/2007	$716,751.00	P01		N
05 CBJAC 15.040	Port maintenance fee	Use of designated restricted docks	$0.055/registered ton per day	3/5/2007	3/5/2007	$817,406.23	P06		N
05 CBJAC 15.050	Potable water fee		150% of CBJ rate ($5 per/1,000 gallons or						
		Taking on of water at metered docks	$27 unmetered)	4/11/2017	4/11/2017	$155,024.10	P07		N
05 CBJAC 15.060	Vessel lightering fee	The charge assessed to vessels for dropping-off or picking-up passengers at the Marine Park Lightering Float or the Intermediate Vessel Float	$600 per day	5/1/2005	5/1/2005	$16,200.00	P08		N
05 CBJAC 15.080	Loading permit fees	The charge assessed for obtaining a loading permits							
			$400/company		Next adjustment by				
		"A" or "B" permit	plus $9/seat	5/23/2017	CPI 2025	$109,035.00	P10-P12		Y
		Limited permit	$15 per/vehicle/day or $250/year	5/23/2017					
05 CBJAC 15.095	Other fees	The fee assessed for the use of CBJ Docks and Harbors Department facilities that are not specifically addresed in CBJ Administrative Code.	Case-by-case	5/1/2005		$4,805.00	H61 (2020)		
CBJAC 15.100	Other CBJ fees billed by docks and harbors department	The fee is assessed to certain passenger vessels entering into any port within the City and Borough of Juneau							
		Marine passenger fee.	$5.00 per passenger	5/23/2013	5/1/2005	$6,419,265.00	P16		N
		Port development fee.	$3.00 per passenger	5/23/2013	5/23/2013	$3,821,223.00	P17/P18		N
05 CBJAC 15.110	Boom truck usage fee	boom truck services	$120/hr first hour $60/30 min thereafter	3/5/2012	3/5/2012				N
05 CBJAC 20.020	annual moorage fee for skiffs								
		open-hulled vessel 21 feet or less in length	$300 per year	4/11/2016	reduced 4/11/16	$8,700.00	H94		N
05 CBJAC 20.030	Daily moorage fees	The fee charged on a daily basis to the owner of a vessel for berthing the vessel in designated Juneau harbors	$0.23/ft plus annual CPI	7/15/2013	Yearly with CPI	$272,048.00	H10/H11		Y
05 CBJAC 20.035	Monthly moorage fees	The fee charged on a monthly basis to the owner of a vessel for berthing the vessel in designated Juneau							
		Downtown	$4.40/ft plus annual CPI	6/13/2016		$653,665.00	HO3 / H15		
		Statter	$7.30/ft plus annual CPI	6/13/2016	Yearly with CPI	$420,277.00	H06/H18		
	Annual Moorage Fees	Downtown	$4.40/ft plus annual CPI	6/13/2016		$520,249.00	H01/H02		
		Statter	$7.30/ft plus annual CPI	6/13/2016		$170,033.00	H04/H05/H13		Y
05 CBJAC 20.042	Monthly pre-paid discounts								
	Annual	10%		6/13/2016	6/13/2016				N
	Semi Annual	5%		6/13/2016	6/13/2016				
05 CBJAC 20.044	Active fishing vessel discount at Statter Harbor	In lieu of the requirement to pay daily fees for use of Statter Harbor	20 days - see ordinance	1/4/2021	6/5/2006	-$8,927.56	H14		N
05 CBJAC 20.045	Fee for tenders	moorage of tender in the water along with their primary vessel	varies -see ordinance	4/11/2005	4/11/2005	$13,990.00	H12		N
05 CBJAC 20.050	Residence surcharge	fee assessed to the owner of a vessel when the vessel is used by any person as a residence	$69/month plus $23/month for each resident over four	3/15/2010	4/15/2008	$111,090.00	H22/H22A		N
05 CBJAC 20.060	Recreational boat launch fees	Recreational use of designated CBJ launch ramps							
		Annual	$90	11/10/2015	1/1/2007	$142,260.00	H23/H230		N
		Daily	$15	11/10/2015	1/1/2016	$3,495.00	H24		N

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10/8/2021

CBJ Docks Harbors
Rate Overview

05 CBJAC 20.070	Fees for commercial use of boat launches	Commercial use of designated CBJ launch ramps							
		Daily	$30	7/31/2017		$60.00	H25C		
		Annual	$250 per trailer	7/31/2017	11/17/2015	$3,810.00	H25		
		Freight Use	$60.00 for the first hour $30.00 for each additional hour	7/31/2017		$3,570.00	H26/H27		N
		Freight Staging	$25.00 per 24-hour period per 1,000 square ft	7/31/2017	12/14/2009	$2,300.00	H29		N
		Special	case-by-case	7/31/2017			H28		
05 CBJAC 20.080	Passenger-for-hire fee	Permit needed for vessel owners to conduct passenger-for-hire activities	$518 per vessel/inspected, $156 per vessel/uninspected plus $1.50 per/passenger	4/1/2015	4/1/2015	$181,466.00	H31-H35	Proposed 10% increase	Y
05 CBJAC 20.090	Statter lower parking lot permit fee	Fee for picking-up and discharging passengers for passenger-for-hire	$300 per/year plus $15 per/seat	7/15/2013	7/15/2013	$15,615.00	H37 / H38		
			$25 per vehicle/day	7/15/2013	7/15/2013				N
05 CBJAC 20.100	Grid usage fees	Fee for using Harris Harbor Grid	$1 per foot/day	3/30/2017	3/30/2017	$2,801.00	H44		N
05 CBJAC 20.110	Crane use fees	Fee for using hydraulic crane	$5 per/15 minutes	8/10/2015	8/10/2015	$13,085.00	H45		N
05 CBJAC 20.130	Storage fees	Long-term storage in designated areas	$0.50 per/square foot per/month	8/10/2015	8/10/2015	$28,525.10	H51		
		Vessel storage (May-September)	$1 per/foot up to 5 days	8/10/2015	8/10/2015				
		Vessel storage (May-September)	$3 per/foot after 5 days	8/10/2015	8/10/2015				
		Vessel storage (October-April)	$8 per/foot/month	8/10/2015	8/10/2015				N
05 CBJAC 20.140	Staff labor fees	Required in the furtherance of duties	$75 per hour/staff (1 hour minimum)	8/10/2015	8/10/2015	$4,650.00	H52/H53		N
			$125 boat per hour (1 hour minimum/30 minute increments)	8/10/2015	8/10/2015	$375.00	H54		
05 CBJAC 20.150	Reserved moorage waitlist fee	Placement on reserved moorage waitlist	$50 sign-up fee / $10 annual fee	4/11/2005	4/11/2005	$1,420.00	H56/H57		N
05 CBJAC 30.010	Shorepower access fees	Shorepower - Port	see chart	9/18/2017	9/18/2017	$12,673.00	P19-P42		N
05 CBJAC 30.010	Shorepower access fees	Shorepower - Harbor	see chart	9/18/2017	9/18/2017	$90,930.00	H62-HH86		N
05 CBJAC 40.010	General moorage management policy	Vessel salvage & disposal - non-refundable surcharge	$0.25 per foot/month	7/15/2013	7/1/2007	$16,245.00	H95		N
05 CBJAC 40.065	Vessel anchoring requirements	Long-term permit	$100 permit fee	2/20/2018	2/20/2018				N
			$0.25 per foot/day	2/20/2018	2/20/2018	$13,687.50	H105		

Code
2016 - current
2011 - 2015
2006 - 2010
older

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10/8/2021

Port of Juneau

City & Borough of Juneau • Docks & Harbors
155 S. Seward Street • Juneau, AK 99801
(907) 586-0292 Phone • (907) 586-0295 Fax

From: Carl J Uchytil
Port Director

To: Docks & Harbors Finance Sub-Committee

Date: October 8th, 2021

Re: Defining Docks & Harbors User Groups

1. I was asked to define various user groups who frequent our facilities:

   a. Recreational vessels users (with reserved moorage or transient) at any of our four small boat harbors.
   Docks & Harbors estimates approximately 1000 boat slips in the four harbors. It is an estimate because of the transient nature of Statter Harbor as well as the north end of Aurora demolished. The vast majority of our patrons have access to water, electrical and year-round sewage discharge.
   b. Summer seasonal yachts and luxury charters typically with reservations at the IVF, PFO and Statter Breakwater.
   Docks & Harbors manages visiting yachts and luxury charters between 65 feet and 300 feet which typically will make reservations ahead of arrival.
   c. Small boat harbors live-aboard community
   It is estimated that one in five of all vessels in our small boat harbors pay a live-aboard, Resident Surcharge of $69/month for residing more than 3 days per month.
   d. Commercial fishing vessels at any of our four small boat harbors
   Commercial fishing vessels are estimated to make up 200 vessels in the four small boat harbors. This user group routinely uses the Auke Bay Loading Facility drive down float, the Douglas Harbor Breakwater, Taku Harbor, Taku Dock and the cranes at the Juneau Fisheries Terminal.
   e. Commercial charter vessels at any of our four small boat harbors
   Predominately this user group leverages the facilities at the Statter For Hire Floats and the Auke Bay Marine Station.
   f. Commercial boatyard activity at the Downtown Boatyard and Auke Bay Boatyard
   Docks & Harbors leases two boatyards to Harri Commercial Marine (Downtown) and Karl's Auto & Marine (ABLF) for $29,307 and $36,000, respectively.
   g. Commercial tide land and other leases
   Docks & Harbors has 42 active leases with private parties for use of CBJ managed property.
   h. Commercial downtown vendor booth sales
   Up to eleven vendor brokerages operate three separate sales booths along the downtown waterfront. The minimum application fee is $30,000 per permittee.
   i. Commercial regional freight hauling activity at the Auke Bay Loading Facility
   Approximately five freight hauling companies have utilized the services at the ABLF to haul freight throughout SEAK. The companies pay a commercial loading rate.
   j. Launch Ramp users at any of our six launch ramp facilities

Approximately 1500 launch ramp decals are issued yearly to local residents for the privilege of using the six launch ramp facilities (Douglas, N. Douglas, Harris, Statter, Amalga & Echo Cove). Permits are required for truck and trailer operations as well as for kayak launching. There is no fee to launch a kayak at Amalga Harbor due to funding from ADF&G. Additionally, five companies in Juneau have purchased commercial launch ramp permits.

k. Large Cruise vessels using Alaska Steamship Dock, Cruise Ship Terminal Dock & PFO float
Approximately 300 cruise ships call on the CBJ owned docks or the lightering float each summer.
l. Small Cruise vessels using IVF and Inside Cruise Ship Terminal
The National Geographic brand, US flagged small cruise ships use Juneau as a turn-around port.
m. Transportation companies using the Cruise Ship Terminal Staging Area, Columbia Lot & Brickyard.
Docks & Harbors manages the downtown parking lots which are also fed from the AJ Dock.
n. Private Vehicle Parking Lots. *From May to October, Docks & Harbors charges for parking at the Taku Lot, Statter main parking lot and Statter Launch Ramp.*
o. Miscellaneous non-revenue users such as Wayside Park Float, Seawalk, Taku Harbor.

	Location[1]	Revenue Generated (CY19)	Number of Users
Recreational vessels	DH, HH, AH, SH	$1,738,250	~1000 slips
Seasonal yachts & luxury charters	IVF, ICT, SH B/W	$188,685	51 vessels & tenders
Live-aboards	DH, HH, AH, SH	$111,090	~135 registered
Commercial Fishing	DH, HH, AH, SH	$306,750[2]	15% of all slips (est.)
Passenger for Hire	SH & Downtown	$181,465	58 companies
Boatyard Leases	Downtown & Auke Bay	$65,307	2 users
Commercial leases	Throughout CBJ	$935,534	42 leases
Vendor Booth Permits	Downtown Seawalk	$270,000	9 permit holders
Commercial Freight	ABLF	$5,870	4 users
Launch Ramp User	6 launch ramps	$148,253	2039 permits issued
Cruise Ships - Large	CT, AS, PFO Lightering	$1,550,3570	~300 calls on CBJ docks
Cruise Ships – Small	ICT & IVF	$12,606	5 vessels
Tourism Transportation Companies	Brickyard, CSTSA, Columbia Lot, SH	$124,395	52 Companies
Parking - POV	Taku Lot, SH/SH Ramp	$167,311	Many
Non-revenue users	Seawalk, Wayside Float, Taku Harbor, CBP Office	$0	Many

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[1]DH = Douglas Harbor; HH = Harris Harbor; AH = Aurora Harbor; SH = Statter Harbor
IVF = Intermediate Vessel Float; ICT = Inside Cruise Ship Terminal Dock; PFO = Port Field Office Float
CT = Cruise Ship Terminal Dock; AS = Alaska Steamship Dock
CSTSA = Cruise Ship Terminal Staging Area; ABLF = Auke Bay Loading Facility

[2]Harbors Enterprise also received $447,000 through the State Fisheries Business Tax