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2014

Bristol Maritime Center Operations Manual

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The Roger Williams University Community Partnerships Center

The Roger Williams University (RWU) Community Partnerships Center (CPC) provides project-based assistance to non-profit organizations, government agencies and low- and moderate-income communities in Rhode Island and southeastern Massachusetts. Our mission is to undertake and complete projects that will benefit the local community while providing RWU students with experience in real-world projects that deepen their academic experiences.

CPC projects draw upon the skills and experience of students and faculty from RWU programs in areas such as:

- Architecture and Urban Design
- Historic Preservation
- Law
- Justice Studies
- Business
- Education
- Engineering and Construction Management
- Environmental Science and Sustainability
- Community Development
- Visual Arts and Digital Media
- Marketing and Communications
- Graphic Design
- Political Science
- Psychology
- History
- American Studies
- Finance
- Public Administration
- Public Relations
- Writing Studies
- Sustainable Studies

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Executive Summary

The purpose of this project was to identify the essential operational processes required to meet the quality and financial goals for (1) Bristol's proposed Maritime Center and its corresponding initiative to (2) attract more transient boaters to Bristol Harbor.

The project was a three-month partnership effort between the Town of Bristol and its Harbormaster and Roger Williams University's CPC program involving students and faculty from its architecture and business schools. Another key participant in the project was a representative from the Harbor Commission and Explore Bristol's Marine Working Group.

The Maritime Center and transient boater initiative operations project had three phases:

1. Identify, research and document the most important operational processes.
2. Describe the key processes in detail, design a checklist of activities for each process, provide a graphical flow-chart of the process, and collect forms or reference material used in that process.
3. Provide future operational recommendations that evolved during the course of project and team discussions.

The key operational processes selected were:

- Transient Mooring/ Dock Reservations/Cancellations and Facility Availability Records
- Visitor Data Collection, Customer Satisfaction Survey, Data Analysis
- Marketing Collaboration, Media, Distribution and Targeted Promotion
- Staff Scheduling Orientation and Training
- Maritime Center Maintenance
- Maritime Center Vending Machines
- Maritime Center Safety and Security Procedures
- Maritime Center Laundry

Recommendations for Future Considerations included:

- ✓ Importance of staff training, including marketing and customer information collection
- ✓ Agreement and implement procedure to actively refer transient boaters to other harbor partners' facilities if there is no vacant mooring/dock at the initial facility.

- ✓ Opportunities for collaborative customer service and safety training with other municipal departments
- ✓ Intensify the effort of data collection and analysis and apply this analysis to marketing collaboration with Explore Bristol and harbor partners
- ✓ On-line efficiencies with web-based reservation and payments

Operations Plan for Bristol Maritime Center and Transient Boater Facilities

Concept of an Operations Plan

The concept of developing an Operation Plan for the proposed Bristol Maritime Center and transient boating facilities (municipal moorings and docks) was recommended as an extension of the May 2013 Maritime Center Financial Feasibility Study.

An operation plan is a formalization of processes required for day-to-day functions of an organization. Committing these processes to paper also serves as the basis for job descriptions, training, setting quality standards, budgeting and continuous improvement. Operation plans captures what activities need to be done, what computers systems or data bases are accessed, what files and data are collected, and what information needs to be shared with other departments or organizations.

An operations plan must be aligned and support the goals of the mission and goals of the organization:

Goals and Objectives - Bristol Harbormaster and Maritime Center

Bristol Harbormaster's goal is to provide the safest, most efficient marina service and anchorage available. Bristol Maritime Center supports all United States Coast Guard (USCG) rules and regulations for the operation of small passenger vessels. The center's goals are as follows:

- *Provide safe and orderly use of the water and waterfront*
- *Provide equitable and efficient distribution and management of commercial, transient, and private moorings*
- *Improve, expand, and maintain public access to the water and waterfront to maximize the ability of residents to use and enjoy coastal and marine resources.*
- *Promote and encourage the prudent use of the water and waterfront in a manner that stimulates economic development and protects the coastal environment.*

[<http://bristolri.us/documents/harbor/Harbor%20Plan%20Mgmt%20Plan%20Adopted%20Feb%202.pdf>]

Scope of the Operations Plan

This operations plan focuses on two specific functions of the Harbormaster Department: (1) functions of its proposed Maritime Center and (2) moorings and dockage for transient boating visitors. This plan is a joint project between the Town of Bristol, the Harbormaster Department and Roger Williams University's Community Partnership Program (CPC).

The Harbormaster Department has many responsibilities including the safety and security of Bristol Harbor and adjoining waters. Additionally responsibilities are the management, administration, and maintenance of Bristol's municipal docks, moorings and related facilities.

The scope of this operations plan focuses on the tasks and activities required to manage the responsibilities, tasks and activities of transient boaters' (i.e. people visiting Bristol by boat), renting of transient moorings and docks, and tracking reservations. This plan encompasses the operations of the proposed Bristol Maritime

Center, primarily staffing and maintenance. The plan also describes the marketing initiative that promotes Bristol Harbor to RI, CT and MA boaters, and associated visitor data to analyze trends, capacity usage, and financial impact.

Bristol Maritime Center (Proposed)

The proposed Maritime Center is located in Bristol's historic Naval Armory building, located on Thames Street adjacent to the Robin Rug factory and the Prudence Island Ferry dock. The Town of Bristol was awarded a federal grant in 2013 of approximately \$960,000 (combined with local bond financing) to renovate the north section of the Armory as maritime center for transient boaters and to encourage use of public waterways.

The Maritime Center is designed to provide information, facilities and amenities to boaters. Its design includes a public lounge area, showers, rest rooms, laundry, lockers, vending machines and an information desk. Other harbor municipalities, such as Newport, Nantucket, Block Island and Edgartown clearly benefit from having a maritime center facility.

The opening of the Bristol Maritime Center is tentatively scheduled during 2015. The Center itself is a seasonal facility, but it is anticipated that other parts of the Armory (e.g. drill hall) may have multi-season use.

Docks and Moorings

The harbor manages 115 municipal dock slips and permits usage of 788 moorings in total. Approximately 6 dock spaces and 14 moorings are designated for transient boater use. The fee for transient dockage is \$ 2.00 per foot per day; mooring fees are \$40 per day. There are incremental fees for hourly usage. Although the Town does not provide launch service for visiting boaters, it does have three convenient dinghy docks.

In addition to the Town's transient docks and moorings, Bristol's three "harbor partners" also provide transient dockage and moorings: Bristol Marine, Bristol Yacht Club and Herreshoff Museum. Bristol Marine and Bristol Yacht Club do provide launch service to their customers. From the perspective of the visiting boater and the economics of the Harbor, it is important to consider *total* transient boater capacity. Bristol Harbor and its partners offer a total of 18 transient docks, 58 transient moorings and anchorage capacity of 25 boats, yielding the potential to accommodate about 100 visiting boater per day.

Marketing of the Harbor and Maritime Center

In the summer of 2013, an impressive marketing initiative was started by the Town, Harbormaster and Explore Bristol. This collaborative local efforts places Bristol far ahead of most communities when it comes to maritime visitor planning and promotion. Explore Bristol is the lead organization in the design and production of marketing media. The harbormaster distributes the promotional material and is the primary customer point-of-contact. The harbormaster is also responsible for collecting demographic information about visiting boaters and the utilization rates for both transient docks/moorings and visitor traffic for the Maritime Center.

Economic Impact

The 2013 Bristol Maritime Project analysis estimated that having a Maritime Center, a concerted marketing program, and cooperative efforts among the four harbor partners (Bristol Marine, Bristol Yacht Club, Herreshoff Museum and the Harbormaster) could annually add \$357,000 to the Bristol economy.

Economic studies have indicated that visiting boaters spend between \$25-\$300 per day per person ashore. The upper end of this average were visitors associated with regattas or events. \$70 was the average expenditure used in the Bristol projections. It is important to note that Bristol's marketing initiative can have a major influence on the level of visitor spending. For instance, coupons and information about local stores and restaurants do have a positive effect. Promoting the harbor for yacht club cruise events is not only appreciated by the event organizers, but is financially advantageous to Bristol.

Another economic variable in visitor expenditures and repeat visits is the customer experience. If customers feel welcome and cared-for, there are positive financial consequences for the local economy. "First impressions" are powerful. The Harbormaster's reservation process and the staff's warm welcoming of visiting boaters are key processes in this operations plan. The Harbormaster emphasized that exceptional customer service is the goal. A satisfaction survey or brief interview with visiting boaters can provide insightful and strategic information. The results of the customers' experience can be pivotal for budget investments, such as additional dinghy docks or staff.

Methodology - Operations Plan Development

Developing an operations plan typically starts by prioritizing which operational processes should be studied and analyzed. The processes given priority are those that directly affect customer interactions and transactions, or those that are closely coupled with the greatest amount of revenue and/or expenses. For this Bristol Harbor operation planning project, the priority was on customer interactions.

Our methodology followed these sequential steps:

- Identity the key processes – This was done in collaboration with the Harbormaster, Gregg Marsili, his Administrative Assistant, Jennifer Alves, and Jim Dollins (a community advisor representing the Harbor Commission and Explore Bristol - Maritime Working Group), and RWU students and faculty advisors.
- Students scheduled time and interviewed the key knowledge-holders, above, and developed a high-level process flow for each of the identified processes.
- The student then assembled four analysis areas for each process:
 - *Comprehensive Process Description*
 - A *Checklist* summarizing the discrete steps required for each process
 - A graphic *Process Flow-Chart* depicting the steps/activities and any connection to files or databases
 - A collection of *sample documents* used in the steps/activities – for reference purposes

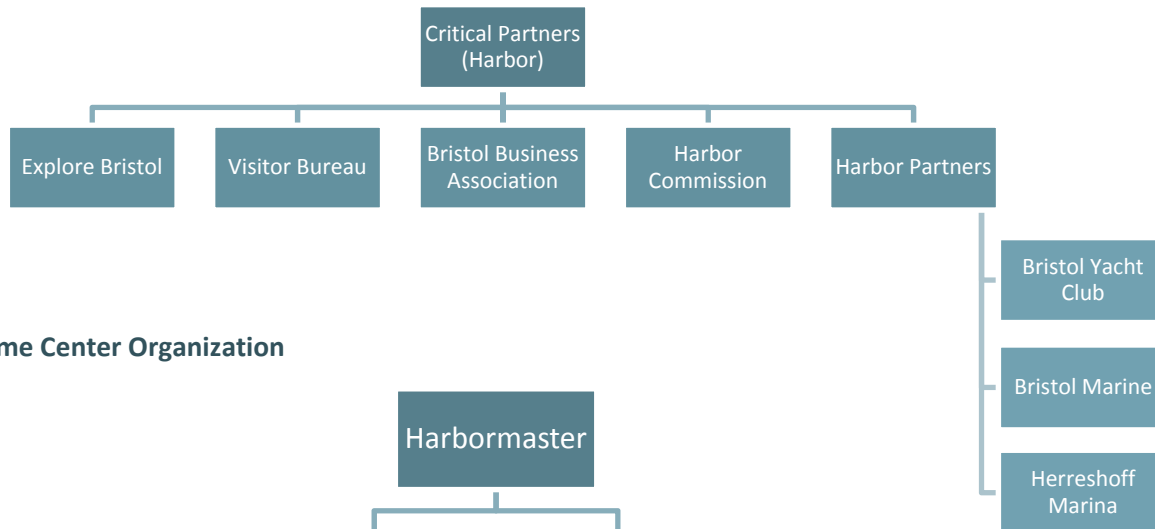
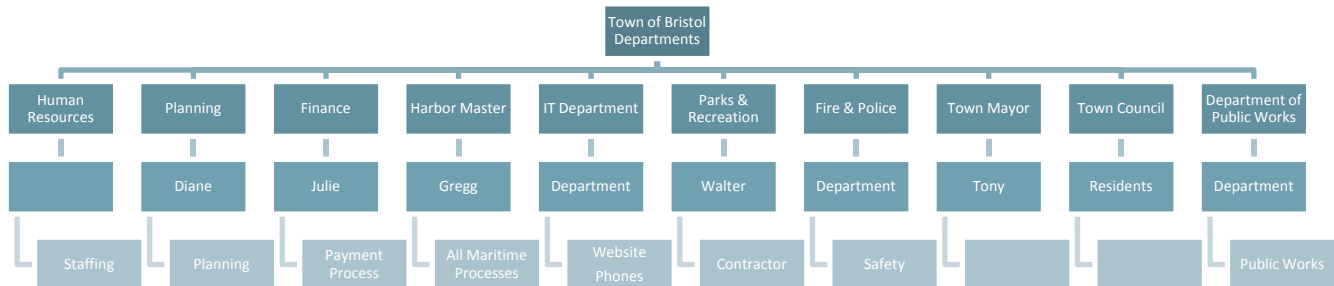
- The four analysis areas for each process were reviewed for content and accuracy by the three subject matter experts and RWU faculty advisors.
- In the course of putting together and analyzing these process, numerous ideas and suggestions surfaced. These are captured in under the heading of “Future Considerations” in the process description.

Processes Selected

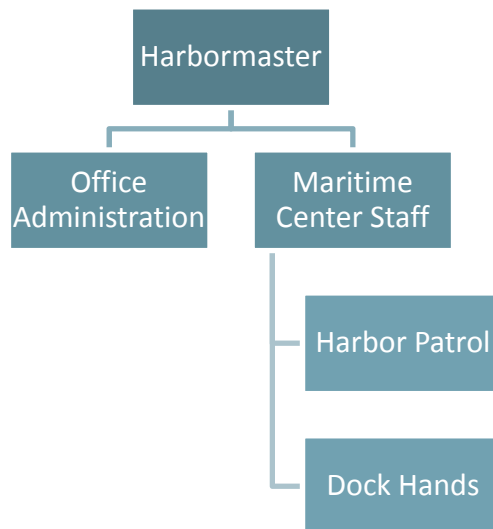
- Reservations Processes (Customer making a reservation for dock or mooring)
 - In-Office
 - On-Water
 - Cancellations
- Payment/Cash Handling
- Visitor Data Collection
- Maritime Center Processes
 - Staffing and Scheduling
 - Staff Training
 - Staffing Orientation and Training
 - Maintenance and Cleaning
 - Vending
 - Safety
- Marketing Processes
 - Promotional Media Inventory and Distribution
 - Website Information
 - Customer Data Analysis
 - Harbor Partner Planning

Town of Bristol Organization

The following charts outline the people and organizations within the Town of Bristol that are involved with the Maritime Center. The town of Bristol departments are essential to the operations of the facility. The Critical partners, such as Explore Bristol or the Business association support the center as the Center benefits Bristol. Harbor partners, including the Yacht club and Herreshof Marina provide additional services that the Maritime Center does not have. The Maritime Center organization shows the roles and hierarchy of the Center faculty.



Maritime Center Organization



Maritime Center Information

Transient Moorings Available: 15

Hourly up to 4 hours: \$20

Daily up to 24 hours: \$40

Weekly up to 7 days: \$200

Departure Time 10am

Transient Dock: 130 Feet (6-7 spaces)

Thirty minute tie up/on load and off load: No Charge

Hourly up to four hours: Twenty-five cents per foot per hour

*Over 30 minutes constitutes one hours fee

Four hours to Overnight: Two Dollars per foot

Departure time: 10am

3 Dinghy Docks

Pumpout

Available Tuesdays and Thursdays

Amenities

Showers

Laundry

Vending

Ice

Contact

127 Thames Street

Bristol, RI 02809

401-253-1700

VHF: 16

Harbormaster

Gregg Marsili

Administrative Assistant

Jenniver Alves



Harbormaster Department Staff & Scheduling

Process Purpose and Description

The primary purpose of the staff scheduling is to ensure that each day the maritime center is properly staffed. Staffing needs to be done for both the Maritimes center, as well as the harbor patrol.

Proper staffing is important for a number of reasons. It ensures that the maritime center and the harbor patrol are both properly staffed. This is important because it results in the safety of the harbor, as well as making everything easier for the guests. By having the building properly staffed, guests will be able to get help whenever it is needed. Staffing is also important to the employees. Properly staffing the center ensures that each employee gets a proper amount of hours to work, as well as ensures that they will be able to make their shift.

The municipal personnel policies set the maximum number of hours a week an employee can work. The scheduling process (and schedule changes) needs to conform to the maximum hour limit. Staffing schedules are made each month. Employees will work the same shifts each week for the month. If an employee is unable to make a shift, it is that employees responsibility to find coverage for that the shift. Once the employee finds someone to cover the shift, they must also notify the harbormaster of the change in scheduling.

Elements of the Process

- Employee experience and training
- Maximum work hour limits
- Expected visitor traffic and special events

Customer Service Performance Factors

- Provide sufficient trained staff to meet the needs of the customers.
- Make sure the employees working are all trained
- Have supervisors available at all times in case of emergency or customer necessity

Future Considerations

- Since all the current employees are friends, this simple process works best for them, however, when the employees change, this may not be the best method
- As the Maritime Center attracts more transient visitors, additional employees may be needed. When that time comes, a Center reception person could be an employee of the Visitors Bureau.

Responsibility

Harbormaster

Maritime Center Staff

Time Duration

Once a month

Forms/Charts

Form A

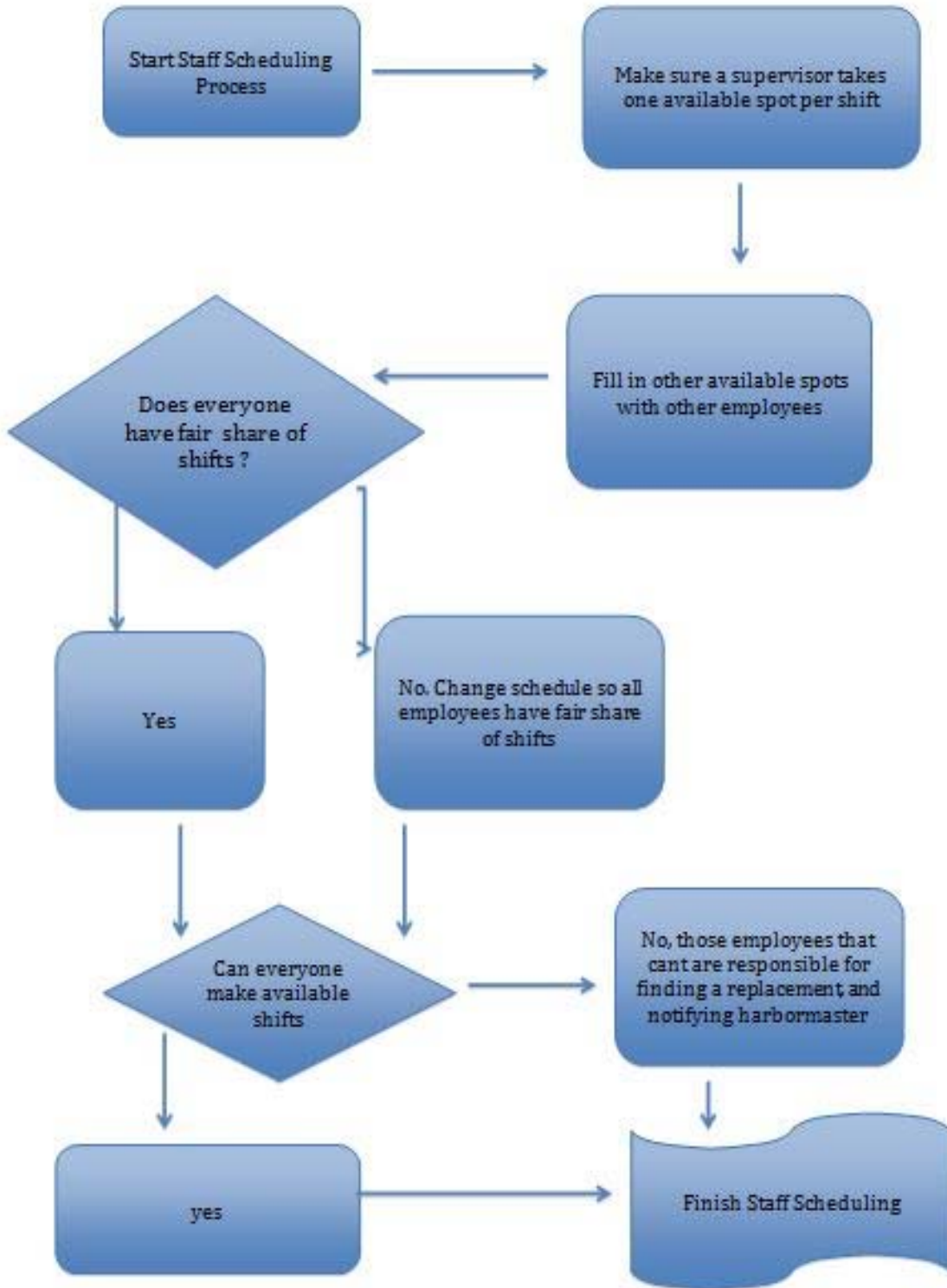
Harbormaster Department Staff & Scheduling

Steps/Checklist

1	All positions have been filled in hiring process (harbor patrol and maritime center)
2	All employees have been assigned shifts
	Monthly schedule for shifts
	Schedule posted in Maritime center
3	There are supervisors on all shifts
4	If employee cannot make a shift
	Must find replacement for shift
	Notify Harbormaster of change

Harbormaster Department Staff & Scheduling

Flowchart



Harbormaster Department Staff & Scheduling

Form A - Monthly Schedule

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Shift 1 7 AM - 2 PM	Employee 4	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6
	Employee 5	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 1
Shift 2 2 PM - 8 PM	Employee 6	Employee 3	Employee 4	Employee 5	Employee 6	Employee 1	Employee 2
	Employee 1	Employee 4	Employee 5	Employee 6	Employee 1	Employee 2	Employee 3

Staff Training

Process Purpose and Description

The primary purpose of staff training is to ensure that the staff are fully oriented to the responsibilities and standards of quality of their job position. The training process addressed here is primarily directed to “orientation training” which occurs early in the boating season, usually April or early May, and is conducted by the harbormaster.

Proper staff training is important to the harbormaster’s operation because it establishes the requirements and expectations for job performance. This training is targeted for two different job categories: harbor patrol and dockhands, the former being more skilled and licensed for boat handling.

The training orientation session(s) covers the following topics:

- Goals and objectives of the Harbormaster Department
- Work schedules and schedule adjustments
- Routine maintenance and service responsibilities
- Safety and accident response
- Fire management and response
- Equipment operations – pump out, hoists
- Customer service performance objectives and Welcome packet
- Facility maintenance and walk-through inspections (dock hands)
- Administrative responsibilities
 - o Customer mooring and dock reservations, cancellations
 - o Completing customer data sheets
 - o Payment handling
 - o Time reporting
 - o Incident report log

Supplemental staff training occurs throughout the boating season. These sessions are conducted by the harbormaster or senior employee on as-needed basis, covering specific skills or techniques, often conducted individually.

Customer service training will be conducted by a representative from the Visitors Bureau. That training will focus on “welcoming and assisting” the customer, and explaining the value of the Explore Bristol Welcome packet. The harbormaster will then cover the importance of administrative accuracy and data collection. Special emphasis is placed on transient boater customer service since this is a relatively new municipal initiative and coincides with the opening of Bristol’s Maritime Center in the renovated historic Naval Armory building. Excellent customer service requires a positive attitude and strong interpersonal skills.

Safety, fire and emergency response performance primarily covers basic or routine situations. Major events are immediately referred to 911. (See Safety process description)

Responsibility

Harbormaster

Veteran Maritime Center staff

Time Duration

2-6 hour training

Forms/Charts

N/A

Training and subsequent employee compliance is closely monitored by the harbormaster throughout the boating season. Feedback and mentoring is given as needed.

Elements of the Process

- Employee operations
- Safety for both employees and customers
- Customer Service
- Orientation
- Administration Responsibilities

Involvement and Partner Organizations

- The Harbormaster and Staff
- Explore Bristol Group
- Bristol Public Safety

Expense and Revenue Impact

- The expenses of this process are time the employees pay. There may also be minor training material cost.

Customer Service Performance Factors

- Evaluating the level customer service (observations, feedback, surveys)
- Observing interactions with customers
- Accuracy and timeliness of record-keeping, data collection and report submissions
- Customer value analysis in partnership with Explore Bristol and the Visitors Bureau

Future Considerations

- The material covered and training time will vary depend on whether the employee is new or returning.
- There may be pre-reading assigned prior to the actual orientation training session.
- Experienced employees, or experts from other department could enrich the training process.
- Reviewing “incidents” from the prior year can be very effective, especially in the area of safety.

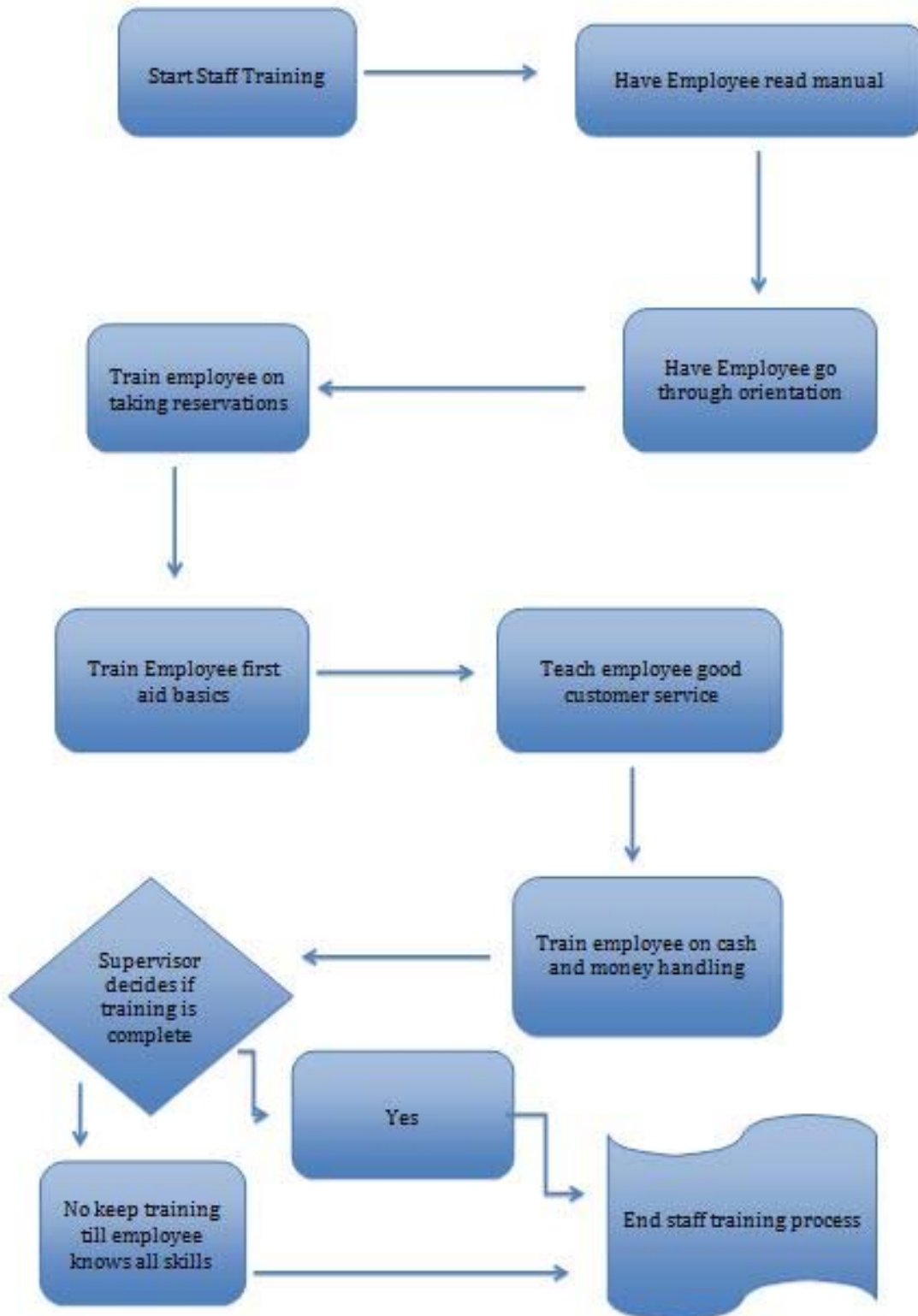
Staff Training

Steps/Checklist

1	Staff member has read the manual
2	Staff member has been through orientation
3	Staff member has received training on reservations
4	Staff member has been trained on collecting payments
5	Staff member understands quality customer service
6	Staff member has safety training
7	Staff member has shown supervisor that they can handle customers on his own

Staff Training

Flowchart



Daily Operations & Maintenance

Process Purpose and Description

The primary purpose of a Maintenance Process is to ensure that the building is constantly clean and welcoming. Maintenance includes cleaning the north side of the Amory building, which includes cleaning the public reception area, men’s and women’s bathrooms, showers and laundry room. It also includes checking inventory, and notifying the Harbormaster of an inventory shortage.

Maintenance is a key part to the building’s success. By having a clean building, customers and guests will feel more comfortable; it adds to the positive experience of for the customers and it shows that the Maritime Center is a well-managed facility.

During the Center’s operating hours, an assigned dockhand will conduct an inspection walk-through every hour in of each of the rooms to ensure those area are clean, neat and have necessary supplies. Any paper or trash will be picked up and clean-ups will be done as needed.

Cleaning takes place every night. The first step in the process is checking the cleaning materials and replenishment inventory. If any inventory is low, it is the maintenance worker’s job to email the harbormaster to make them aware. When the inventory checks out, then the actual cleaning takes place. The whole building is to be swept or vacuumed and mopped. The bathrooms, locker room, and laundry room needs to be cleaned thoroughly with special attention to sinks, toilets and stalls.

The success of this process is dependent on both the Dockhands properly conducting routine checks, as well as a member of the Department of public works handling the maintenance at the end of every day.

Elements of the Process

- Employee operations and training
- Availability of Inventory
- Routine inspections by staff

Involvement and Partner Organizations

- Maritime Center Staff
- Department of Public Works

Responsibility

Maritime Center Staff

Time Duration

15+ minutes; 2 times; daily

Forms/Charts

N/A

Expense and Revenue Impact

- Janitors are paid for out of the town's of Bristol General Budget. As of today, there is no charge-back to the Maritime Center. However, the Maritime center must provide **\$500.00** to the Department of public works for cleaning supplies and inventory per year.

Customer Service Performance Factors

- Maintain a clean, well-maintained building at all times so customers feel welcomed
- Have bathroom supplies adequately stocked, especially for holidays and event weekends.
- Clean immediately if a customer points out a situation the needs attention
- Filling out incident reports.

Future Considerations

- The town may start to charge the Maritime Center for the janitorial services
- Signs may need to be purchased, such as "temporarily out of service signs."
- Standard level of inventory may change; depending on the traffic the maritime center is receiving.
- More frequent inspections may have to occur during events and weekends.

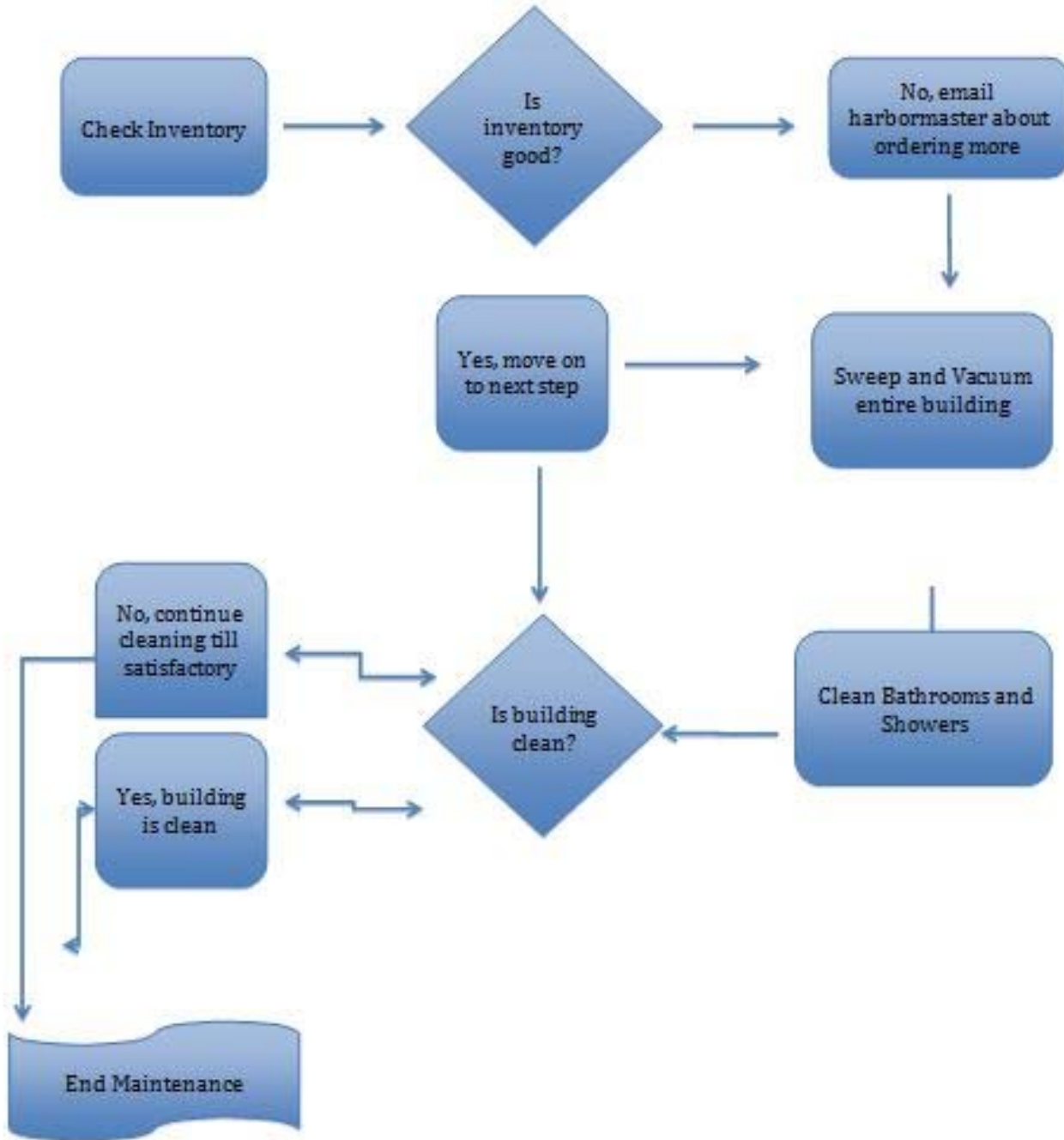
Daily Operations & Maintenance

Steps/checklist

1	Check Inventory
	If not, email Harbormaster
	Harbormaster notifies Department of Public Works
2	Clean Building
	Vacuum and Sweep the entire Building
	Clean Bathrooms thoroughly
	Clean Locker rooms and showers
3	Inspect Building to make sure it's clean
	Tidy messy areas
4	Finish cleaning and lock up facility

Daily Operations & Maintenance

Flowchart



Safety Procedures

Process Procedure and Description

The safety process encompasses activities within the Bristol Maritime Center and surrounding property (i.e. docks, parking lots) that identify and resolve potential injury-causing issues, and the procedures the staff should take during an incident/emergency. The process includes preventive inspections, knowledge of medical emergency procedures, fire procedures including proper use of a fire extinguisher, and steps to react appropriately to hazardous chemical emergencies and storm preparation.

The primary purpose of the safety process is to provide a safe environment for the visitors, transient boaters, and staff. When there is a safety incident or an emergencies not handled properly, it reflects very poorly on both the Maritime Center and the Town of Bristol. The Town of Bristol is also legally liable for keeping its facilities free of hazards. The safety process is divided into four areas: emergency prevention, medical response, fire response (both Maritime Center and boat fires) and chemical emergency response. Storm preparation procedures are included as a supplement to the process.

One precautionary measure that is done daily is inspecting the center, grounds, and docks for potential hazards that pose a threat to the safety of the customers or staff. This also includes making sure all emergency equipment, such as fire extinguishers, have not been tampered with and look to be in working condition. The staff is responsible for performing a safety walk-thru twice daily (once in the morning and once at night) to look for potential dangers such as loose floorboards, exposed wires, wet spots, burnt out light bulbs, protruding nails, etc. If a safety issue can be repaired immediately the staff is responsible for completing the repair. Any repairs or safety issues that couldn't be repaired are entered into the safety issue log, which is a computer database (see supplement: Daily Marina Safety Check). The Harbormaster reviews the log daily and will make the arrangements to have any issues resolved.

If all precautionary measures are taken, the potential for emergencies will be greatly reduced, but medical emergencies still do happen. In the event of a serious medical emergency the staff is required to contact 911 immediately. They are then to tell the Harbormaster who will oversee assisting the victim until the emergency response has arrived. Minor injuries that require only basic first aid, such as a small cut, can be handled by the Harbormaster as they are trained in first aid. If a medical emergency happens on the water, the coast guard will be informed immediately and will handle all emergency response. The staff is expected to fill out an incident report form after any incident so the Maritime Center has a record of it. This form is provided in the supplements and will be reviewed in staff training.

Responsibility

Harbormaster
Maritime Center Staff

Time Duration

Varies

Forms/Charts

Form B
Form C

Fire emergencies can happen in both the Maritime Center and on boats/docks. During staff training, all staff will receive training on proper usage of fire extinguishers and the exit strategy during a fire emergency (A Bristol Fire Department representative should be included in the fire training section of staff training). The staff will also be trained on how to assess whether a fire is manageable by a fire extinguisher or if it should be left to the fire department. In the event of a fire in the Maritime Center, the staff is first expected to call 911 and direct customers to the nearest and safest emergency exit. The staff is then to exit themselves and await the fire department's arrival.

In the event of a boat fire, the staff is again responsible for calling 911 or the coast guard immediately. They will again know from staff training how to assess the severity of the fire and decide whether or not to try and extinguish it. In the event of a serious boat fire, the staff is to direct all persons off the dock onto land and wait for the fire department to arrive. The staff is also expected to keep calm and helpful during any fire emergency. After a fire emergency staff are required to fill out an incident report form.

In the event of a chemical exposure emergency, the staff is to immediately contact the Harbormaster and explain what happened and what chemical was involved. The chemicals that staff will frequently encounter are gasoline, diesel fuel, oil, paint solvents, and any cleaning fluids. If exposure to skin, clothes, or eyes occurs, the Harbormaster is responsible for instructing the staff on how to assist the victim. If emergency response is needed the Harbormaster will contact 911/Poison Control. The Material Safety Data Sheet (MSDS) will be a major resource if chemical contact occurs. An MSDS sheet is posted in the Maritime staff office for easy access. In the staff training, the MSDS will be covered and staff will be encouraged to review it frequently (Included in the supplements is the MSDS sheet for gasoline). In the case of a boat oil spill the Harbormaster should be informed immediately and will follow the Rhode Island State procedures for cleanup.

What follows is a basic process instruction on how to assist a victim of chemical exposure (in this case gasoline). The process starts with assisting the victim to a shower where they can flush the chemical either from their skin or eyes. If chemical is believed to have made contact with the victim's clothing assist them in removing all of the clothing. When removing shirts or pullover sweaters, be careful not to contaminate the victim's or your eyes and skin (If necessary cut the clothing off using scissors (first aid kits provide scissors)) For small spills on the skin, flush the area immediately under running water for at least 15 minutes, removing any jewelry that might contain residue. If there is no sign of a burn, wash the area with soap under warm running water. (When assisting the victim be sure to wear protective gloves as to not get the chemical on yourself). Assist them until the chemical is flushed away or the medical response has arrived. For a chemical splash in the eyes, immediately flush the eyes under running potable water for 15 minutes; holding the eyes open and having them rotate their eyeballs. Have the victim move their eyes up, down, and sideways to ensure complete coverage. The best way to assist a victim is to lay them back and gently pour water into the eyes for 15 minutes or until medical personnel arrive. Consult the MSDS to see if any delayed effects should be expected, and keep the MSDS with the victim at all times. Be sure to inform emergency personnel of what the victim was contaminated with and what decontamination procedures were used prior to their arrival (for example, flushing for 15 minutes with water). This information is based on the MSDS sheet and was gathered by Northwestern University.

Aside from these processes, staff should also be aware of storm/flood emergency procedures. The Town of Bristol has a storm preparation and recovery plan that the Maritime Center staff should be familiar with. The current procedure, The Storm Preparedness and Hazard Mitigation procedure, explains what actions the town takes to avoid damage and protect property in the harbor and is included as a supplement. The town is currently updating the process and the new version will be included in the supplements upon completion. In the days leading up to an expected major storm the Maritime Center staff will be instructed by the Harbormaster on the procedures to follow. The staff's responsibilities will generally include assisting in removing boats from the docks as well as unplugging all electrical items in the Maritime Center and moving them out of areas that could potentially be flooded. The Maritime Center may also need to be boarded up to lessen the flooding risk and would be part of the staff's responsibility.

Elements of the Process

- Precautionary Measures
- Fire Safety
- Chemical Exposure
- Storm/Flood Emergencies

Involvement and Partner Organizations

- Harbormaster
- Maritime Center Staff
- Department of Public Works

Expense and Revenue Impact

- Exit signage -\$40 each for illuminated exit signs
- Fire extinguishers -\$100 each
- First aid kits- \$100
- Safety training sessions- cost of providing a session and any materials to the staff as well as the time cost of the staff using work hours to train

Customer Service Performance Factors

- Review how many accidents are reported monthly
- Fire drill/simulations to see effectiveness of staff training and make improvements
- Filling out incident reports

Future Considerations

There should either be a Bristol Fire Department representative providing a lesson and demonstration on handling fire emergencies or an instructional video used in the fire safety part of staff training.

Safety Procedures

Steps/checklist

Precautionary Measures

1	Complete walkthrough of Maritime Center and parking lot and dock
2	When an issue is discovered decide whether or not it can be fixed immediately
3	Fix the issue and enter a description into Incident Log (Daily Safety check database)
4	Repeat process twice daily

Medical Response

1	Call 911 (tell Harbormaster first if not a serious emergency)
2	Let the Harbormaster know of the emergency
3	With instruction from Harbormaster, assist victim until emergency response arrives
4	Fill out incident report form

Fire Emergency

1	Call 911 Immediately
2	Extinguish fire if manageable
3	Evacuate all persons out the emergency exits
4	Wait for fire department to arrive
5	Fill out incident report form

Boat Fire Emergency

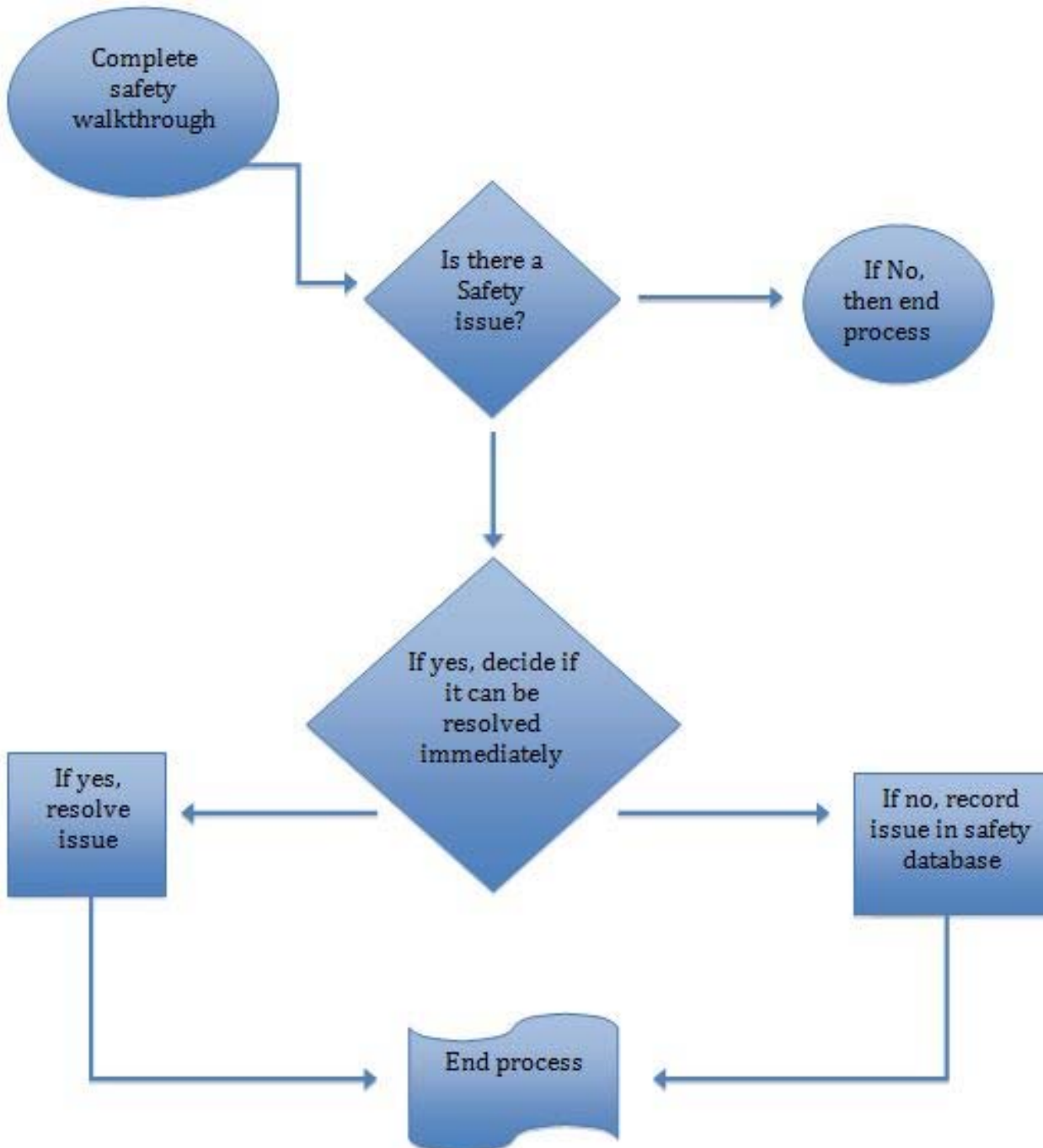
1	Call 911, if manageable extinguish the fire
2	Evacuate all persons from boat and docks
3	Wait for the fire department to arrive
4	Fill out incident report form

Chemical Exposure

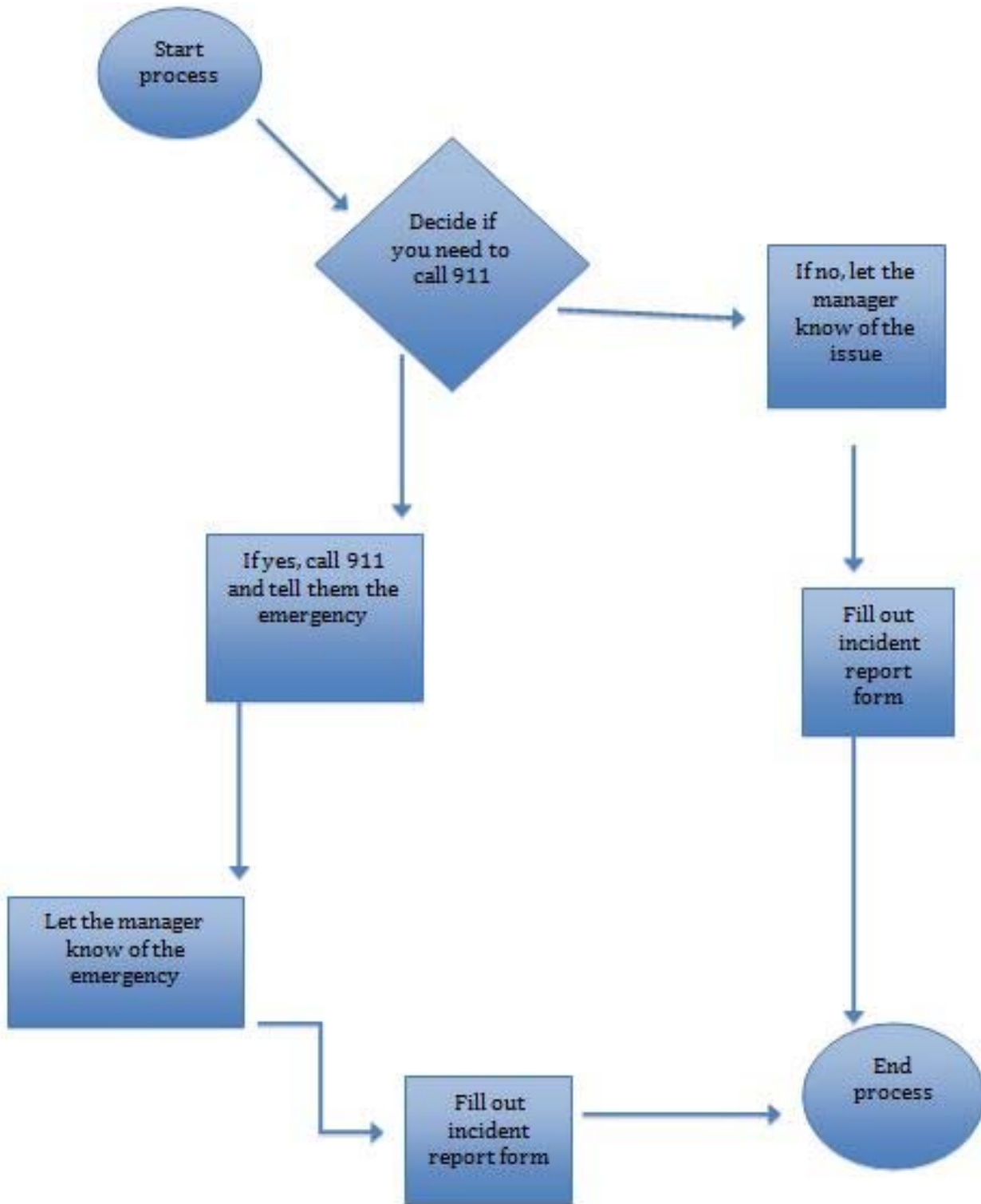
1	Notify Harbormaster immediately (Harbormaster will call 911)
2	Get MSDS sheet and follow Harbormaster's instructions
3	Proceed to nearest shower
4	If necessary remove all articles of clothing
5	For spills on skin, flush immediately under running water for at least 15 minutes
6	For splash in the eyes, immediately flush under running water for 15 minutes holding the eyes open and rotating the eyeballs.
7	Consult MSDS for effects and wait for medical response personnel to arrive
8	Inform medical response personnel of chemical involved and procedures taken
9	Fill out incident report form

Safety Procedures

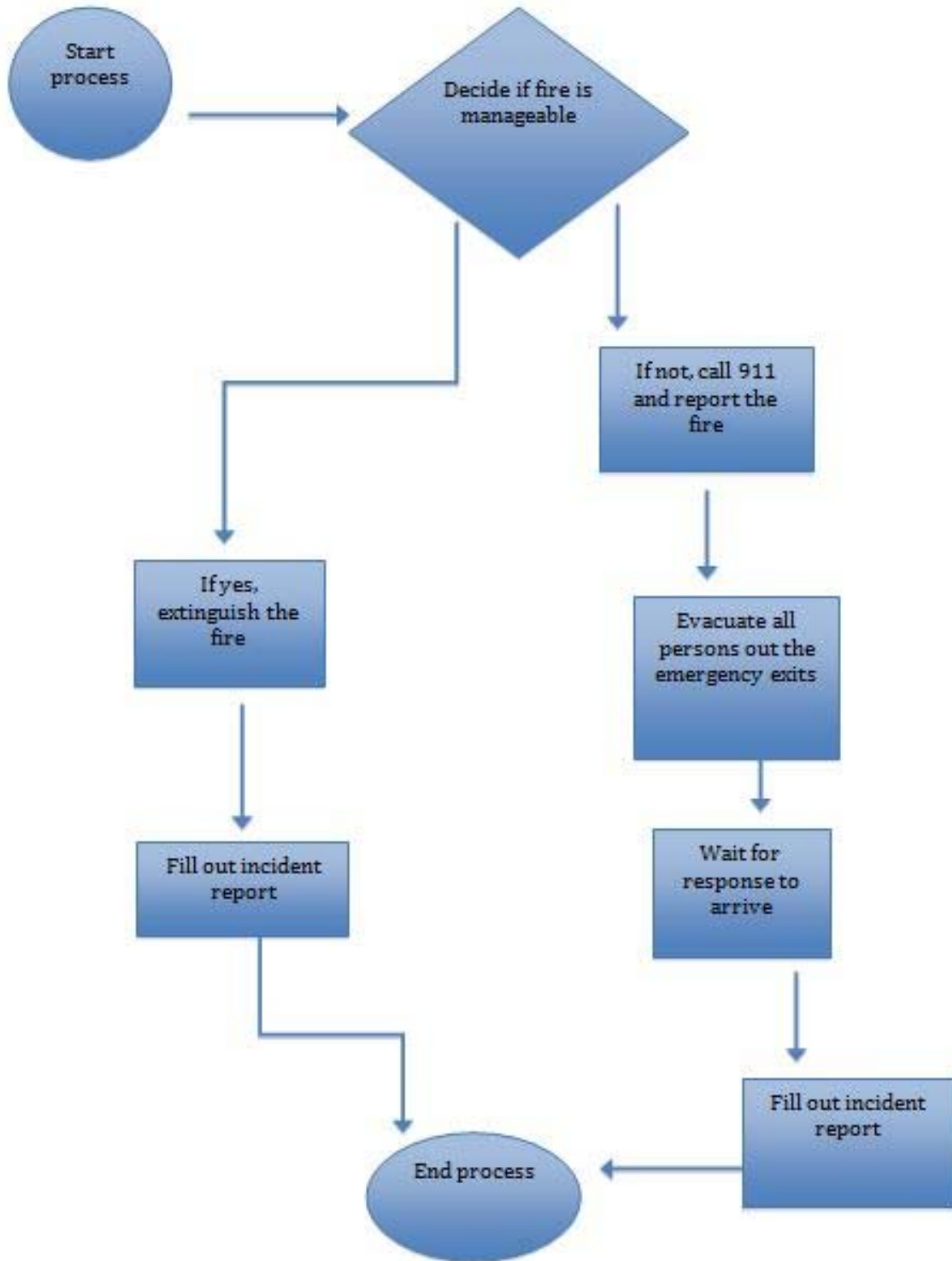
Precautionary Measures Flowchart



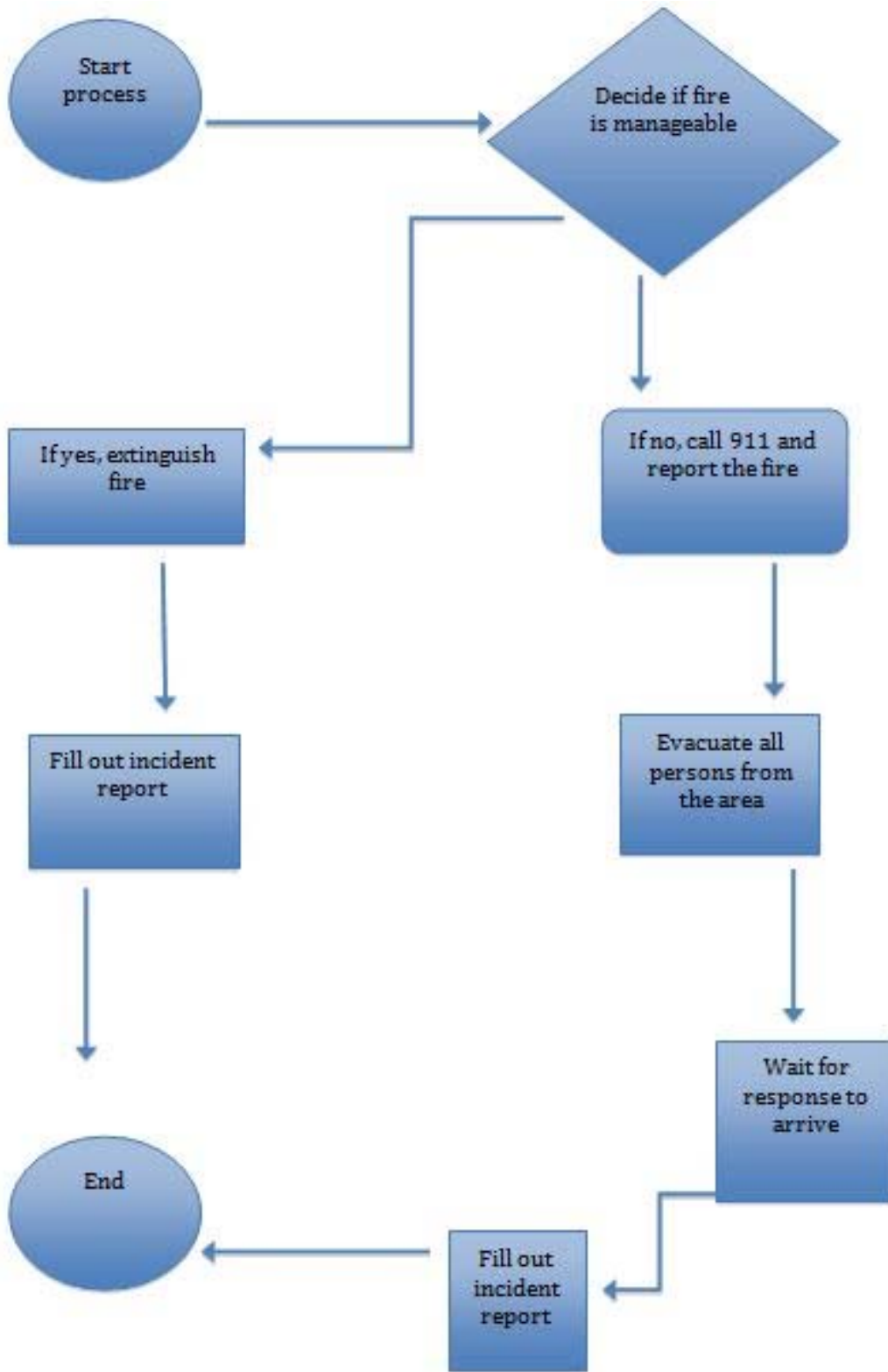
Medical Response Flowchart



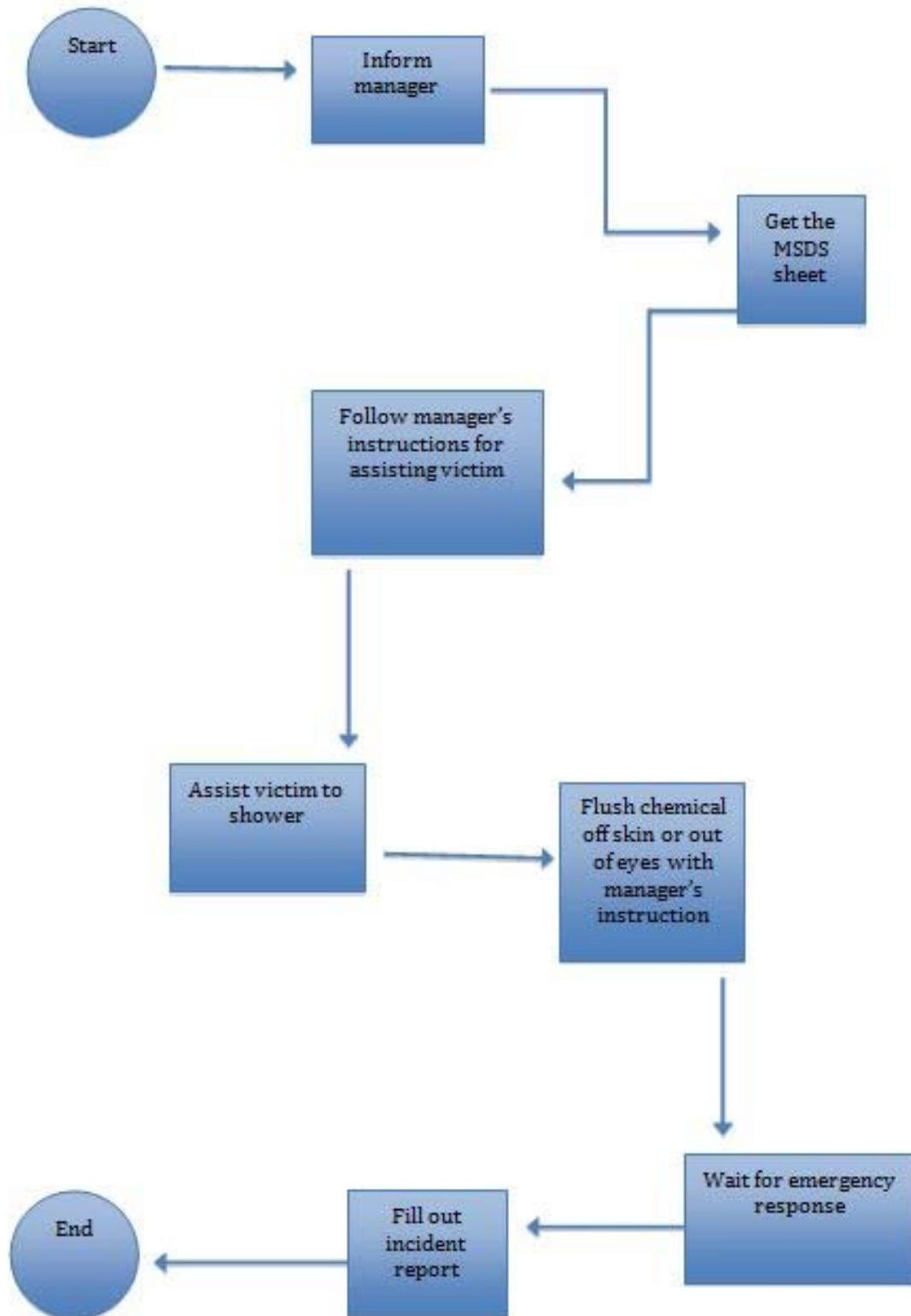
Maritime Center Fire Flowchart



Boat Fire Flowchart



Chemical Exposure Flowchart



Safety Procedures

Form B - Safety Checklist



BRISTOL HARBORMASTERS OFFICE DAILY MARINA SAFETY CHECK

(Church Street Docks, Rockwell Docks, State Street Ramp/Dock and Independence Park Ramp/Dock)

Employee Name: _____

Date	Location and Slip Number	Condition	Materials Needed	Date Repaired	Comments
16-May	CHURCH STREET DOCK				
	DOCK #1	RUB RAIL			
	#2	RUB RAIL			
	#3	PILING WORN AT END OF FINGER			
	#4	RUB RAIL AND PILING			
	#7	RUBRAIL			
	#10	PILING WORN AT END OF FINGER			
	#11	RUB RAIL AND FLOAT UNDER "T"			
	#14 & 15	FLOATS MISSING			VERY UNSTABLE
	#20, 22, AND 23	RUB RAIL			
	#26	CLEAT			NEEDS REPLACING BY "MUFASA"
	#26-27	RUB RAIL			
	#27-28	RAISED PLANK			
	#34	CLEAT			
	#38-39	DOCK BOARDS ARE LOOSE			
	#40	CLEAT NEEDS REPLACING			
#42	HOLE IN PLANK		NEW BOARD		
#42-43	RUB RAIL				
#43	LADDER ON MAIN DOCK NEEDS ATTENTION				
17-May	Rockwell Dock				
	Rockwell Bulkhead	Entry Railway Damaged left corner			
	Rockwell Bulkhead	Fishing signs faded , need to be replaced			
	#1	Hinge at piling broken			
	#1	Piling Detached			
	#3	Power Outlet Damaged			
	#3	PILING WORN AT END OF FINGER			
	#5	Hinge at finger			
	#5	Need 2 float rollers			

Security

Process Purpose and Description

The primary purpose of the security at the maritime center is to ensure that the building is properly secure at night. This process involves few steps but they are important. Security is an essential part of the Harbormaster’s operation because it ensures the safety of the building and protection of its assets. By following the guidelines and steps for security, the staff is ensuring that the building is properly secure at the end of the day.

Security is an important part of the Harbormaster’s Operation because it ensures the safety of the building. By following the guidelines and steps for security, you are ensuring that the building is properly secure at the end of the day, resulting in no problems occurring throughout the night.

The security process starts at the last shift of every day. The success of security is in the hands of the harbormaster and the harbor patrol, although at times will involve assistance of the Bristol Police Department. The job is to secure the building each night at the prescribed closing time. At that time, the staff person locks the building and then conducts a complete inspection of its interior. During this search, security is to take notes of any incidents that occur and to document them in an incident report.

If an incident does occur during the search of the building, then it is staff person’s job to try to resolve the incident. If there is a situation where there is an issue, the staff person should contact the police to request their assistance. It is crucial that once the situation has been resolved, the security guard must properly enter an incident report. A cooperative agreement with the police department will ensure frequent car patrols during the night hours.

Elements of the Process

- Employee operations and staff training
- Incident report sheets
- Building closing schedule
- Sequence of locking and inspection of the building

Involvement and Partner Organizations

- Maritime Center Staff
- Harbormaster
- Bristol Public Safety

Responsibility

Harbormaster
 Maritime Center Staff

Time Duration

Varies

Forms/Charts

N/A

Expense and Revenue Impact

Since the security is being conducted by an employee who is currently on payroll, this will simply become a part of their job responsibility

Customer Service Performance Factors

- Always be polite to customers, even if they are taking a while to exit building
- Efficiency of information while filling out an incidence report
- Have recommendations for customers to go as they are exiting the building

Future Considerations

- As the building becomes more popular, the security process may become a job for more than one employee
- Other security features may be installed, such as more cameras and security locks, which may require attention
- If the Armory building sublets to other tenants, the security process will have to be updated.

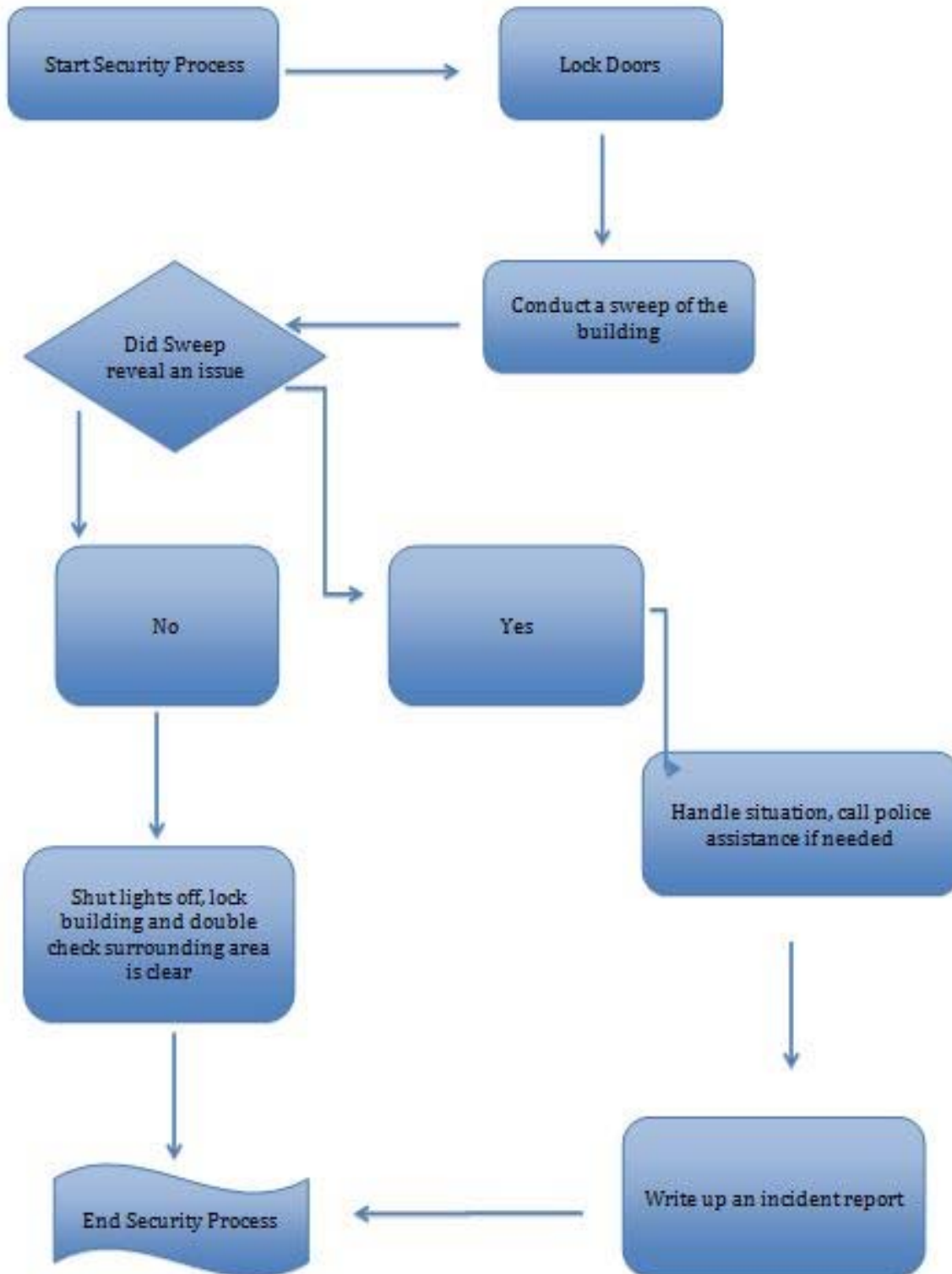
Security

Steps/checklist

1	Lock- up building for close
	Inspect all rooms of the building
	Make sure rooms are empty of people and items
	Notify Police if assistance is needed
	Document all issues in an incident report
2	Turn off all lights and electronics
3	Lock up building - all doors
4	Check docks and surrounding area

Security

Flowchart



Reservations

Process Purpose and Description:

The primary purpose of the visiting boater reservations process is to encourage boaters to visit Bristol harbor by reserving a municipal dock or mooring. This process should be efficient and reliable for both boaters and maritime center employees.

Reservation process has three components: In-office, on-water, and cancellation. The in-office process is used when the customer reservation is taken by phone or email by the Harbormaster’s Administrative Assistant office. The on-water process is handled by Harbormaster Patrol staff who spend a majority of their time in the patrol craft. They primarily initiate the reservations process with “sail-in” boaters. They also greet and help provide information about the town and help the customers when the transient boater is secured at the mooring or dock. Finally, the cancellation process is to ensure the right steps are taken to successfully remove a reservation from the databases and process a refund if the boater cancels within 24 hours of the arrival date.

A mooring/dock reservation capability is important to the harbormasters operations because a friendly and reliable reservation process creates a more welcoming visitor experience, great chance of repeat visits and overall better reputation for Bristol harbor. In addition, it generates revenue for the Town and local businesses.

The reservation process starts from the time the customer calls the maritime center to make a reservation. After getting all of the customer’s initial information about the date(s) of visit, the employee checks the dock/mooring availability schedule. If a dock or mooring is available, the employee then asks for additional information such as of size of boat , and other required information on the customer reservation card. The employee then writes the customer’s name on the on the master schedule for all the reserved days. The employee then taking down the payment from the customer which can be a credit card or mailed check or cash upon arrival. The process ends by reconfirming the reservation, explaining the cancellation policy and asking the customer if there are any further questions, and thank them for visiting Bristol.

There are variations on the process when a customer sends a reservation request by email or when a customer arrives in the harbor looking for a dock/mooring that same day. If there a no facilities available, the employee will refer the boater to partner organizations in the harbor, such a Herreshoff Museum, Bristol Yacht Club and Bristol Marine, with corresponding contact information.

Responsibility

- Harbormaster
- Administrative Assistant
- Maritime Center Staff

Time Duration

5-10 minutes

Forms/Charts

- Form D
- Form E
- Form F

Elements of the Process

- Employee operations and service training
- Availability of phone number, website, voice mail message
- Visiting boater information card and filing system
- Facilities scheduling sheets and board, a waiting list
- Collecting and processing payments
- Referral information
- Data analysis and planning process

Involvement and Partner Organizations

- The harbormaster and staff
- Explore Bristol group
- Harbor Commission
- Herreshoff Museum, Bristol Yacht Club, Bristol Marine
- Town IT department – web site, phone
- Town Finance department – approved payment process

Expense and Revenue Impact (seasonal)

- Revenue - \$40 per mooring x 6 mooring per day x 100 days = \$24,000
- Expenses – \$3.30 staff cost per transaction (10 min) x 600 reservation = \$1,980
- The average revenue that each boat produces for the maritime center will determine how long each phone call for reservations is costing

Estimated Transactions per Week

- 6 reservations per day x 7 days per week = 42 (420 minutes, 7 hours)

Customer Service Performance Factors

- Prompt phone answering or returned call (within 1 hour)
- Efficiency of information collection
- Helpfulness of employee
- Number of reservations, peak periods
- Allow a 24 cancellation policy, have an evaluation form attached to the welcome package in order to receive feedback

Future Considerations

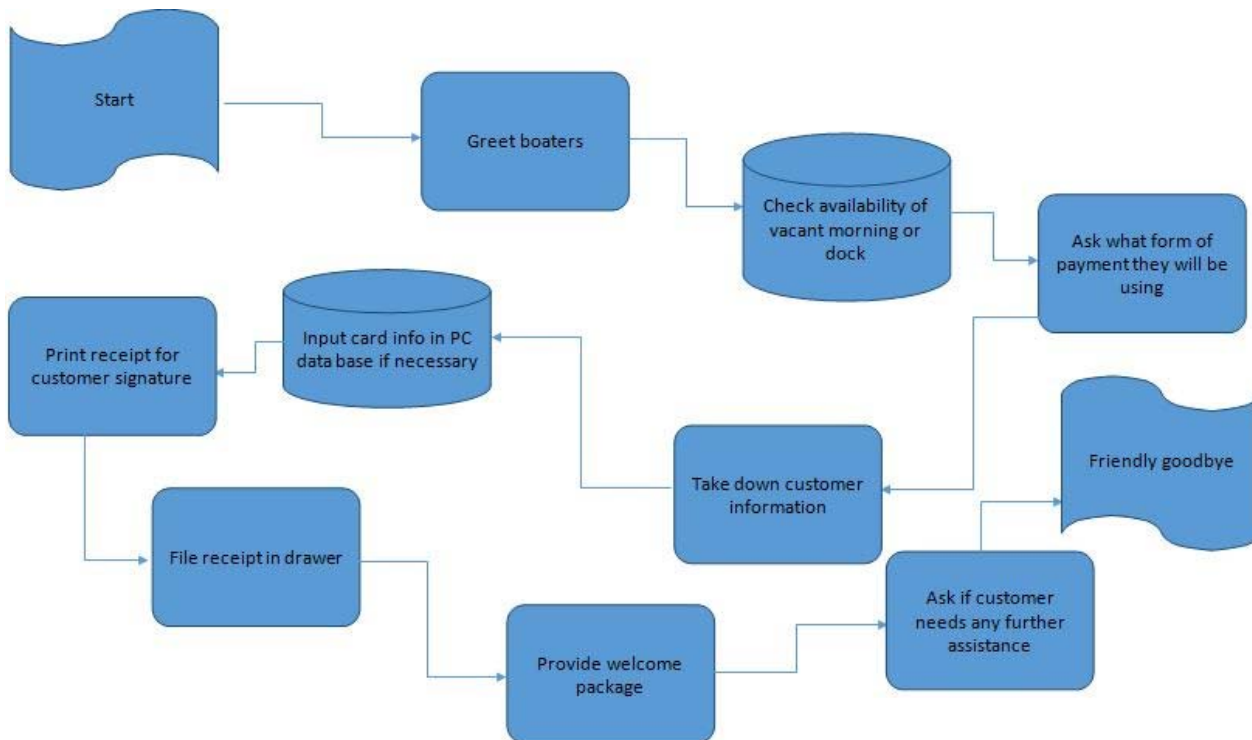
- Always be looking for new software online that could serve for standardizing
- Reservations software packages – computer or on-line –
- Eventual goal would of an app for customers to use that they could make a reservation from by using just their phone or tablet
- Ability to have information card, scheduling chart and payment process capability available to all harbormaster staff at all times

Reservations

On-water Checklist

1	Greet Boaters
	Check Mooring/Dock Availability
	Assign Mooring/Dock space
2	Ask customer to come into office or gather information on water
	Fill out reservation form
	Fill in customer payment information
	Provide customer with receipt
3	File paper work and receipt in office
4	Provide with welcome package
5	Ask if they need any further assistance
6	Finish transaction and thank customer

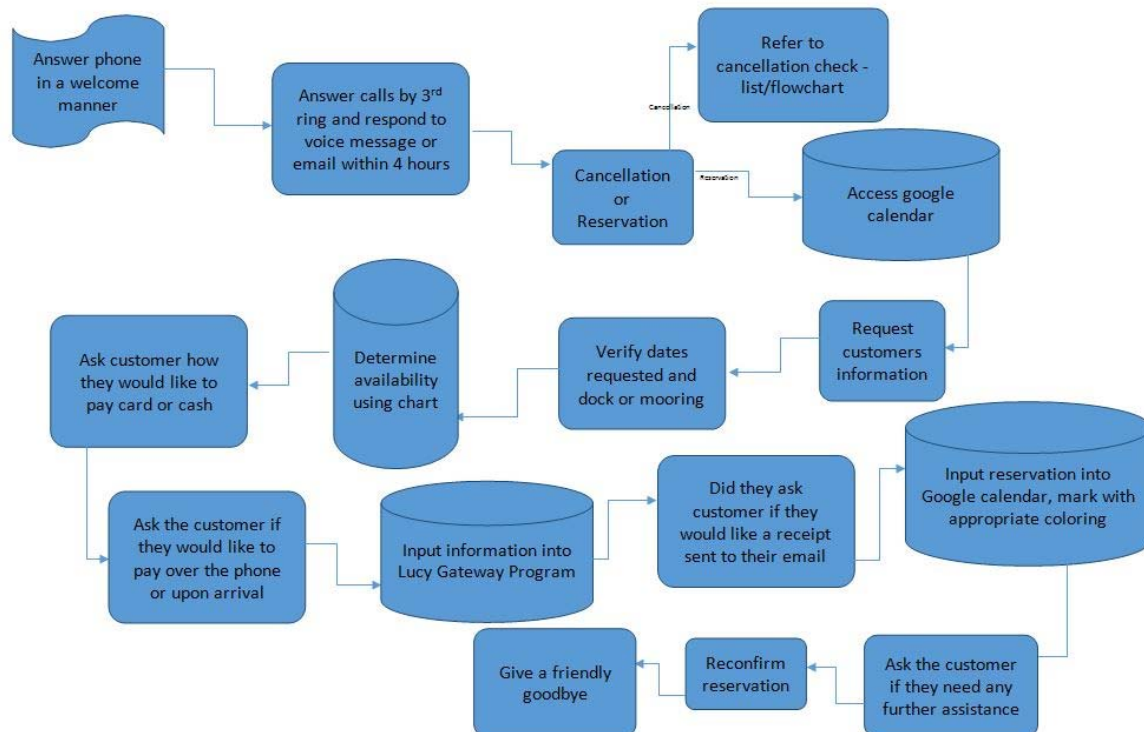
On Water Flowchart



In Office Checklist

1	Answer the phone
	Answer calls by 3 rd ring and respond to voice message or email with 4 hours
2	Ask if Reservation or cancellation
	If cancellation refer to cancellation checklist
3	Request customers information
4	Verify dates for dock or mooring
5	Check availability and determine vacancy
6	Cash, Check or Card Payment
7	Payment over the phone or upon arrival
8	Mark on Calendar, chart
9	Input payment information
10	Ask customer for receipt via email or printed, close out transaction
11	Ask if the customer needs any further assistance
12	Reconfirm reservation and Thank customer

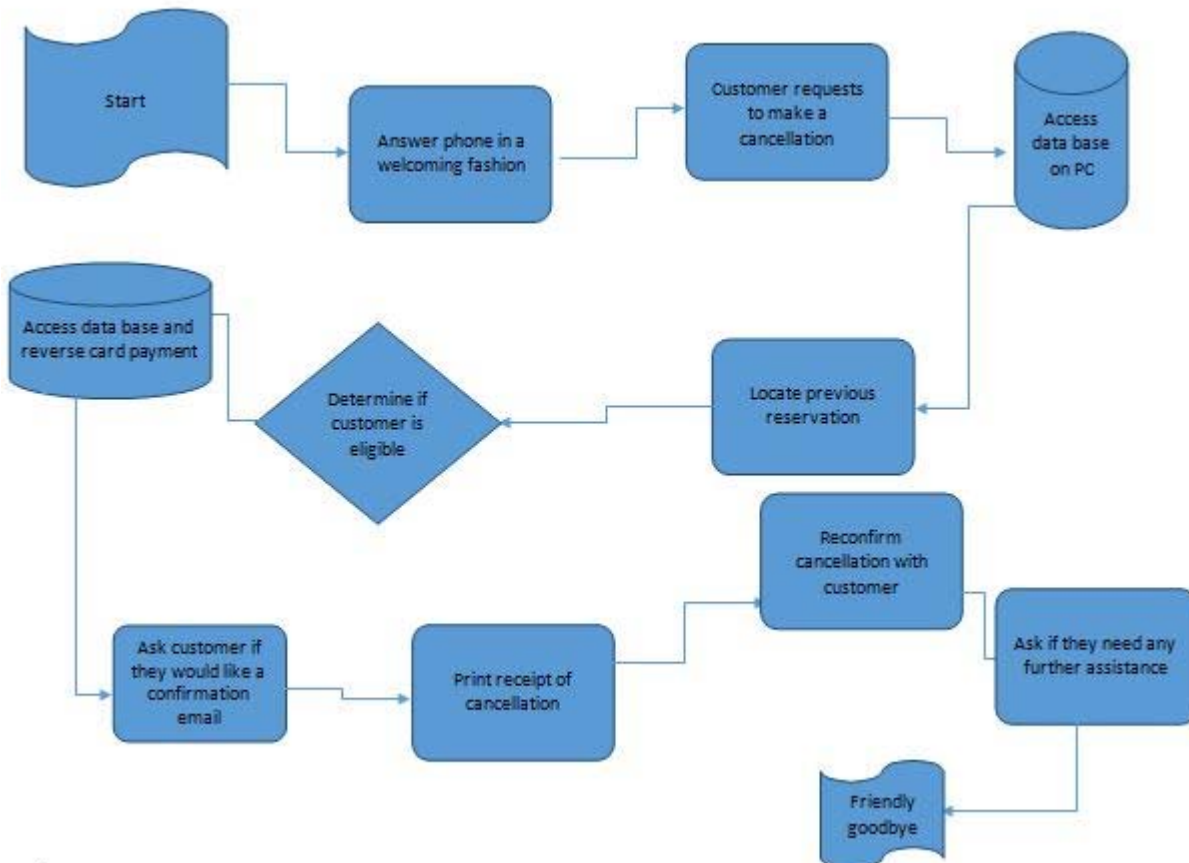
In Office Flowchart



Cancellations Checklist

1	Answer the phone
	Customer requests cancellation
2	Access reservation data base
	Locate reservation
	Determine eligibility - within cancellation time period
3	Remove Customer reservation
	Remove from calendar and chart
4	Access transaction database and void charges to card
5	Ask customer if they would like confirmation email sent
6	Confirm cancellation and print receipt
7	Ask if the customer needs any further assistance
8	Thank the customer and say friendly goodbye

Cancellations Flowchart



Reservations

Form D - Transient Reservation Form

Transient Reservation Form

Today's Date _____

Guest Name

Boat name

Last First

Arrival Date
____/____/____
MM DD YYYY

Departure Date
____/____/____
MM DD YYYY

Arrival Time

Total Days

Boat Type
__ Power
__ Sail

Dinghy
__ Yes
__ No

Boat Length

Boat Beam

Dock/Mooring

Cell Phone Number
____-____-____

Home Phone Number
____-____-____

Email

Address

Street Address _____

Street Address Line 2 _____

City _____

State/Province/Region _____

Postal/Zip Code _____

Country _____

Payment

__ Cash
__ Credit/Debit
__ Check

Name on card Credit Card number

Expiration Date Security Number

Have you docked with us before?
__ Yes
__ No

Where did you hear about us?
__ Advertisement - flyer, brochure
__ Online
__ Friend, Family
__ Other Marina
__ Town of Bristol
__ Other

Thank You! Please stay with us again!

Assignment of Mooring/Dockage

Process Purpose and Description

During the reservation process, staff must assign moorings and dock space to transient boaters. Moorings and dock space is assigned based on boat type, size, and length of their stay. Utilizing the mooring/dock chart as well as calendar, staff should be able to identify available mooring space appropriate for the boater's needs.

Dock staff and administrative staff will share responsibility of keeping the mooring/dock chart and calendar up to date. It will be used while a reservation is being made as well as when the boater arrives in the harbor. Additionally, a waiting list will accompany this process for when space is not available at the Maritime Center.

Elements of the Process

- Map (chart of Harbor) showing moorings/dock space
- Spreadsheet - Calendar of moorings/dock space availability

Revenue and Expense Impact

- Revenue - \$40 per mooring x 6 mooring per day x 100 days = \$24,000
- Expenses – \$3.30 staff cost per transaction (10 min) x 600 reservation = \$1,980
- The average revenue that each boat produces for the maritime center will determine how long each phone call for reservations is costing

Estimated Transactions per week

- 6 reservations per day x 7 days per week = 42 (420 minutes, 7 hours)

Customer Service Performance Factors

Record reservation information and mooring/dock assignment simultaneously
Record any changes to the reservation or mooring assignment charts

Future Considerations

Consider using software that can be used by transient boaters as well as administration to see available mooring/dock space on certain dates. Marina management software, such as [The Marina Program](#) or [Nautical Software](#), can be used to access and record this information.

Responsibility

Harbormaster
Administrative Assistant
Maritime Center Staff

Time Duration

2-3 minutes

Forms/Charts

Form E
Form F

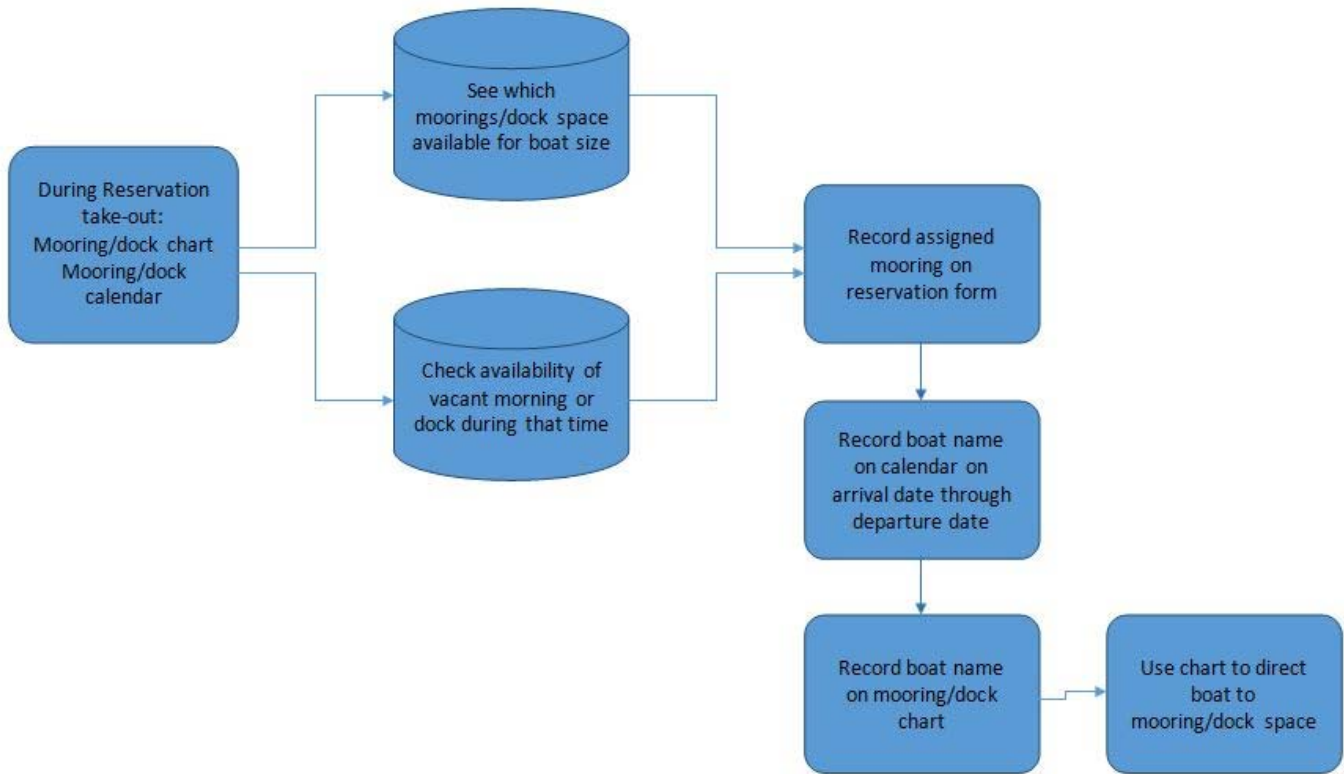
Assignment of Mooring/Dockage

Steps/checklist

1	During Reservation process, take out Mooring/dock chart and calendar
2	Using the calendar open to the dates customer would like a mooring/dock
3	Assess which moorings/dock spaces match boat length and beam
4	Assess which mooring/dock spaces are all available during dates
5	Record assigned mooring on the reservation form
6	Record boat name and size in calendar on arrival date through departure date
7	Using the map locate the assigned mooring, record boat name on map
8	Use map to direct boater to mooring/dock space upon arrival

Assignment of Mooring/Dockage

Flowchart



Assignment of Mooring/Dockage

Form E - Transient moorings/dock Chart

TRANSIENT MOORINGS

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____

TRANSIENT DOCKAGE

- 15. _____
- 16. _____
- 17. _____
- 18. _____



BRISTOL MARITIME CENTER

41 40' 4.7" N 71 10' 42.1" W

Form F - Transient Mooring/Dock calendar

Dock/ Mooring Number	Coordinates	Maximum Boat Length	5/1/2014	5/2/2014	5/3/2014	5/4/2014	5/5/2014	5/6/2014	5/7/2014	5/8/2014	5/9/2014	5/10/2014	5/11/2014
1	41 40'02"N 071 16'53"W	75'											
2	41 40'00"N 071 16'57"W	75'											
3	41 40'03"N 071 16'50"W	40'	Boat Name	Boat Name	Boat Name	Boat Name	Boat Name						
4	41 40'05"N 071 16'55"W	40'											
5	41 40'04"N 071 16'59"W	45'	Boat Name	Boat Name			Boat Name	Boat Name	Boat Name	Boat Name			
6	41 40'06"N 071 16'50"W	40'											
7	41 40'06"N 071 16'54"W	30'		Boat Name	Boat Name	Boat Name	Boat Name	Boat Name	Boat Name				
8	41 40' 06"N 071 16' __N	35'											
9	41 40'07"N 071 16'53"W	40'											
10	41 40'07"N 071 16'54"	30'											
11	41 40'06"N 071 16'58"W	40'											
12	41 40'08"N 071 16' 52"W	30'											
13	41 40'08"N 071 16'58"W	30'											
14	41 40'08N 071 16'59"W	30'											
15	Dock 1	25'											
16	Dock 2	25'											
17	Dock 3	25'											
18	Dock 4	25'											

Payments & Cash Handling

Process Purpose and Description

Payment and cash hand processes are essential to the operations of the Maritime Center. Revenue will be generated by various payments made to the center. Receiving and recording of payments must be done professionally and efficiently to ensure that customers are provided excellent and reliable service.

Payments will be made for the various services that the Maritime Center offers, primarily the renting of moorings and transient dock space. Payment information of visitors will be taken at the time of reservation, either over the phone or visitors may choose to pay at the time of arrival to the Maritime Center. Other transactions at the center will include the purchase of ice, showers, or laundry. Coin machines will be available for laundry and vending machines to ensure that visitors can easily utilize the amenities of the center.

Payments will be made via credit card, check or cash. It is important that payments and visitor information is kept secure within the center. Visitor information, including credit card information will be recorded on the proper reservation form and stored in a secure and private filing storage. At the time of transactions, receipts should be given to the customer as well as a copy stored in the lock box in a secured room within the center. Any payment transactions done after-hours or weekends will be kept in the lock box until being delivered to the Maritime Center administration office, where the payment records are logged in and journalized. All payments and adjustments are forwarded to the municipal finance department where the formal accounting process is completed..

All cash handling will be done by the Harbormaster Staff. This will include the cash box storage, as well as the empty of coins from vending and laundry machines. Cash outs at the end of the day (or week for laundry and showers) will indicate that transactions were made correctly and correlate with provided receipts. Within the office, a record of all transactions will be kept. It is important that these records are updated daily.

Elements of the Process

- Maritime Center calculating total bill for customer services
- Visitors providing payment information (via phone or in person)
- Collecting and processing payments
- Handling of cash and coins from machines

Responsibility

Harbormaster
 Administrative Assistant
 Maritime Center Staff

Time Duration

5-10 minutes

Forms/Charts

Form G

Involvement and Partner Organizations

- Harbormaster and staff
- Office Manager
- Town Finance department

Revenue and Expense Impact

Monthly Revenue predicted - \$4,000

Yearly Revenue predicted - \$45,000

Estimated Transactions per week

Moorings/dock space will be assigned to boaters on a regular basis during the season.

1-6 reservations per day x 7 days a week

Daily vending, laundry, and shower transactions

Customer Service Performance Factors

- Collect information professionally and efficiently
- Thoroughness of collection of information
- Allow a 24 hour cancellation policy

Future Considerations

- Consider using an online payment software. This feature can be combined with an expanded Harbormaster website (see marketing section).
- Transient boaters fill out reservation form online and enter their credit card information at the same time.
- Information will be received in a single form and require less work to be done by the staff.
- As traffic volume increases, it might be worth exploring adding “cashless” payment options for the shower and laundry.

Payments & Cash Handling

Steps/checklist

1	Calculate total bill (dockage, additional costs)
	Based on total days/hours x Cost (length of boat x rate)
2	Receive Payment from customer - Cash
	Use register to provide customer with change
	Store cash in register/cash box
	Provide customer with receipt
	Provide office with copy of receipt
3	Receive Payment from customer - Check
	Store in register
	Provide customer with receipt
	Provide office with copy of receipt
4	Receive Payment from customer - Credit card
	Record credit card information on reservation form
	Use machine to make payment transaction
	Have customer sign receipt
	Provide customer with receipt
	Provide office with copy of receipt
5	Cash out register at end of the day
	Use cash out form to record payment information
	Count all money in register
	Record on cash out form - total earnings and starting amount
	Compare cash out total/earning, explain if discrepancies
	Place all receipts and earnings in envelope
	Store in office safe
6	Empty quarters from machines
	Empty once a week or as needed
	Empty by Harbormaster and Office Administration

Payments & Cash Handling

Form G - Cashout sheet

Daily Cash Out Form

Today's date _____

Dock Staff _____ Signature _____
 Dock Staff _____ Signature _____

\$100's _____	\$0.25 _____
\$50's _____	\$0.10 _____
\$20's _____	\$0.05 _____
\$10's _____	\$0.01 _____
\$5's _____	
\$1's _____	

Total Cash	\$ _____	
Starting amount	- \$ _____	
Total Earned	\$ _____	
Total on Cashout	\$ _____	
Difference	\$ _____	← should be zero (if not, explain below)

Total Credit Charges	\$ _____	
Total on Cashout	\$ _____	
Difference	\$ _____	← should be zero (if not, explain below)

Total Checks	\$ _____	
Total on Cashout	\$ _____	
Difference	\$ _____	← should be zero (if not, explain below)

Comments:

*Include all receipts, checks, and earned cash in cash-out envelope.

Visitor Data Collection

Process Purpose and Description

Data collection is an essential process for the Maritime Center to conduct. Data will be collected through various processes. One visitor data collection process will involve the installation of a motion counter. This technology uses a motion detector to count the amount of people that walk into the center. This numeric data will provide the center a sense of how many people are using the facility, and during which months or time of day is the busiest.

Another form of data collection will happen in collaboration with the reservation form. Visitors will be asked information regarding their home address/harbor, and boating information. Boating information includes the type of boat, how many people are on board, and how long they plan on staying. This information will be used for analysis by the center to understand who is coming to the center, which the center can use to potentially attract more boaters.

When visitors arrive to the Maritime Center, they will be asked to fill out some information for their reservation, at this time a staff member should also fill out the data collection information. Using a standard form to collect this information the Center will easily be able to analyze where visitors are coming from, when they're visiting, among other information. This data collection can also serve as a mailing list for the Center to send notification in the future. This way previous guest can be invited back or alerted when events are happening.

Elements of the Process

- Gather visitors information
- Record on standardized form that is accessible to office and Maritime Staff
- Analyze data collected

Involvement and Partner Organizations

- Harbormaster and staff
- Office Manager
- Town of Bristol
- Explore Bristol

Revenue and Expense Impact

This process is essential to the revenue of the Maritime Center. By gathering this information, it will ultimately help the center to understand the type of boaters that are coming to the center and potentially attract more.

Responsibility

Maritime Center Staff

Administrative Assistant

Time Duration

5 minutes

Forms/Charts

Form H

Also it allows for the center to be in contact with guests, to invite them back and generate more revenue for the center and Town of Bristol.

Estimated Transactions per week

- Based on reservations intake
- 5-10 boaters per week

Customer Service Performance Factors

- Staff welcomes visitor to the center
- Acquire information professionally
- Utilize information for mailing list - send out marketing packages

Future Considerations

- Online software could be utilized to collect not only reservation information but also visitor information.
- Software would store and organize the information in a database to be accessed when necessary.
- Generate monthly or yearly news letters to be sent to mailing list with events and Maritime Center information.

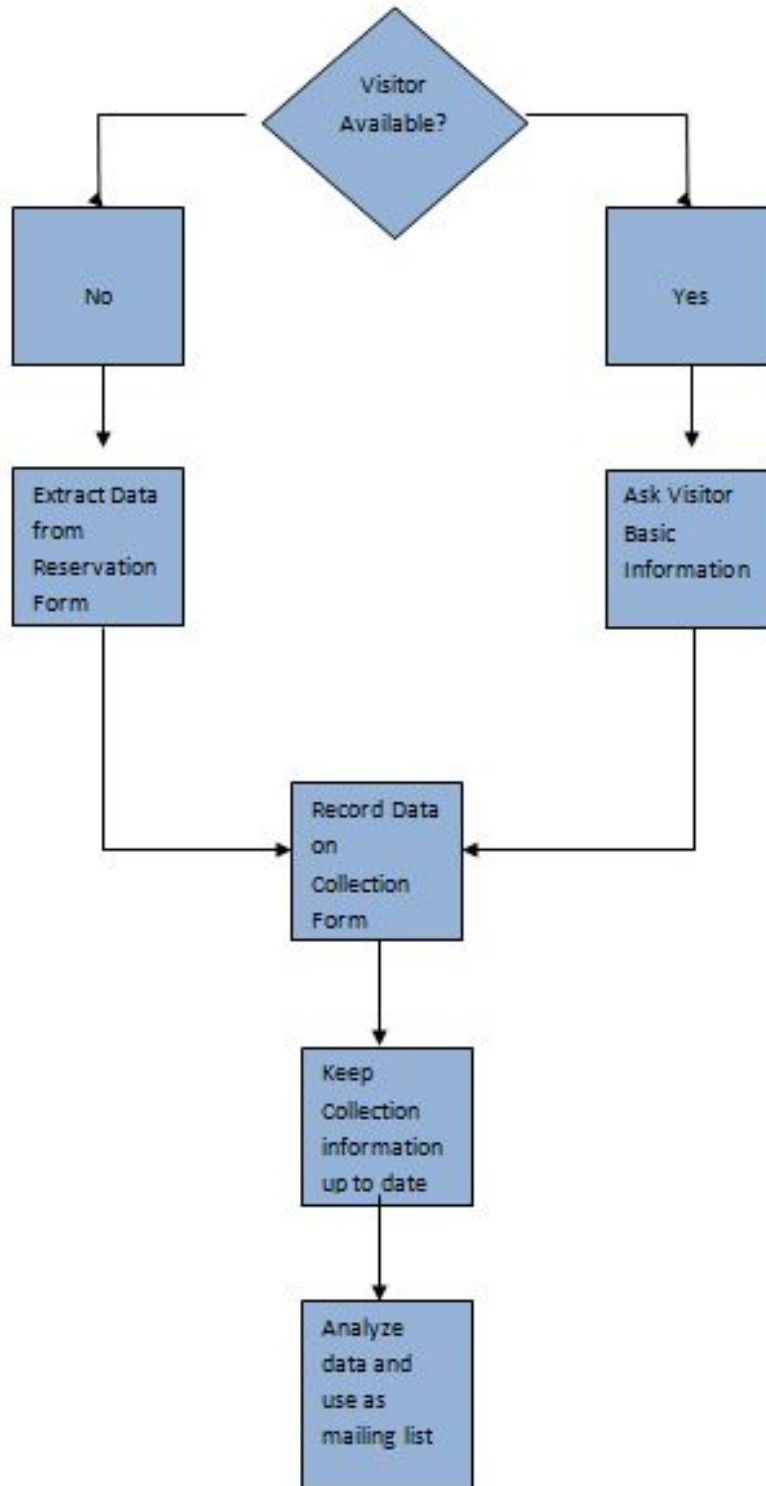
Visitor Data Collection

Steps/checklist

1	Greet boater
2	Ask for basic information
	Hometown, hailing port, number of people on board, date of visit, length of stay, and boat type
3	Record information on standard data collection form
	If visitor not available to provide information, extract from reservation form
4	Keep data collection up to date
5	Use data for analysis or reference
	Analyze data collection
	Future Mailing List

Visitor Data Collection

Flowchart



Visitor Data Collection

Form H - Visitor Data collection form

Name	Home Address	Hailing Port	Number of People on Board	Date of Visit	Average Length of Stay	Boat Name	Boat Type/Length
Smith, John	Boston, MA	Boston Yacht Club	5	June 10-13	3 days	Name	Sailboat

Vending

Process Purpose and Description

The vending machines process describes the activities necessary to procure, place, stock, and maintain approximately three vending machines and one ice refrigeration unit in the Bristol Maritime Center (The ice for the machine is currently provided and maintained by Eastern Ice Company, Fall River, MA). The purpose of having these machines in the Maritime Center is to continuously provide vending convenience to visiting customers, and provide a revenue to the Maritime Center.

These vending machines will be situated within the main area on the ground floor in close proximity to electrical outlets. One machine that dispenses laundry detergent and other related products could potentially be located in the laundry room. The ice machine could be located either inside or outside the building.

These machines provide visitors with snacks, beverages and any other necessary items. The objective is to offer a pleasant and convenient experience to visitors in the maritime center and encourage repeat visits.

The Harbormaster will select two vendors for the Maritime Center’s machines- one supplying vending machines for refreshments and another for ice (The current ice vendor is Eastern Ice Co.) Any contracting arrangements will be consistent with the Town of Bristol’s procurement guidelines. The vendors will be responsible for providing the machines, restocking the machines on a regular basis, and providing any necessary maintenance on the machines. Extra restocking may be required during holiday periods (e.g. Fourth of July) and events.

The staff of the Maritime Center has the responsibility of making sure that the machines are in working condition, conducting hourly walk-thru inspections during their shifts. If any problems become apparent the staff is responsible for letting the Harbormaster or Office Manager know and entering the situation in the Incident Log. They will contact the vendor and have the issue resolved. The time between discovering an issue with a machine and letting the vendor know should be very short as to not disrupt customer experience.

Revenue and Expense Impact

The Maritime Center will incur limited expense associated with procuring or operating the vending machines or ice machine, such as utilities, walk-thru inspections, reporting problems to the vendor, and handling associated customer problems/complaints. The Maritime Center will be paid a commission for each product sold (assume 20% commission). The estimated revenue from the machines with 20% commission on \$1.50 item would be \$225 per month during the summer season (assuming 25 transactions per day).

Responsibility

- Harbormaster
- Administrative Assistant
- Maritime Center Staff

Time Duration

Varies

Forms/Charts

N/A

Estimated transactions

25-35 transactions per day (175- 245 transactions per week)

Customer service performance factors

- Down-time, breakdown incidents
- Frequency of stock-outs
- Issue report to repair interval
- Number of customer complaints
- Revenue level

Future Considerations

- Consolidate Maritime Center's vending contract into a larger municipal contract.
- Expand product offering
- Include a laundry items vending machine

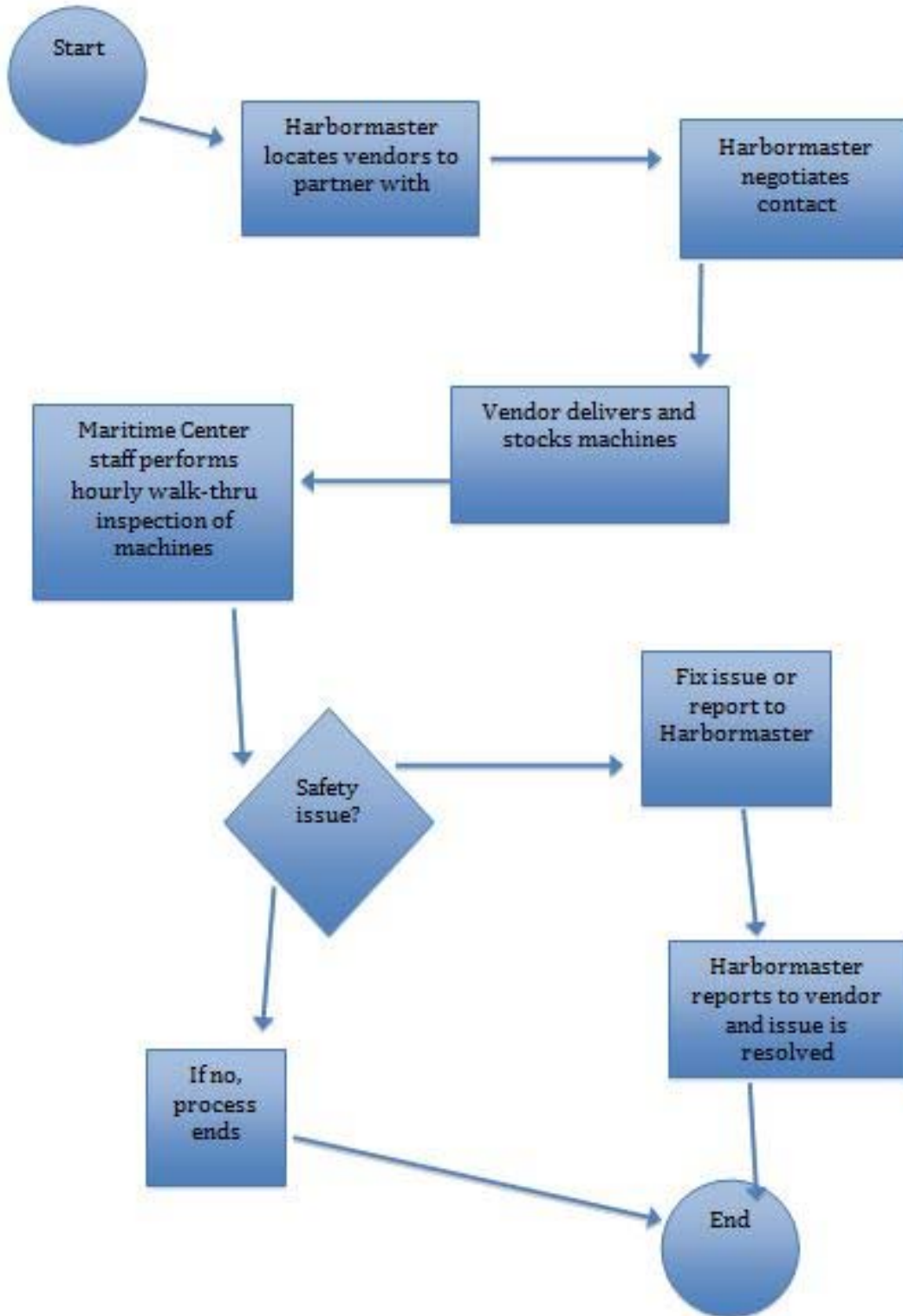
Vending

Steps/checklist

1	Harbormaster decides on best vending companies
2	Harbormaster negotiates vendor contract terms and conditions
3	Vending company delivers machines and stocks them
4	Maritime Center staff inspects machines on hourly walk-thru inspections
5	If an issue is discovered, fix the issue if it's an easy fix or inform the Harbormaster
6	Harbormaster contacts vending company who performs maintenance

Vending

Flowchart



Laundry

Process Purpose and Description

The Maritime Center laundry room process encompasses the operational aspects of the washers, dryers, payment mechanisms, and trouble reporting, as well as general cleaning and maintenance. The primary goal of this process is to ensure the laundry room facility is always running properly and fully meets its customers’ expectations.

Research from other maritime centers indicates that a laundry facility is one of the most needed and appreciated amenities by visiting boaters. The laundry room is a major aspect to the success of the Maritime Center, both from a customer satisfaction and municipal revenue generation perspectives. Having a clean laundry room with working machines is a major convenience for transient boaters. The laundry room attract guests into the building, as well as generating positive cash flow.

The laundry room process has several distinct activities. First, the employee must make sure the machines are always operating properly. If a machine is found to be broken, the employee must notify the harbormaster. The harbormaster will determine if a local repair company must be brought in. The defect is entered into the Incident Log.

The laundry room must always be clean. The dockhand on duty will do a walk-through inspection hourly, cleaning up as needed. A professional cleaner comes in every evening after closing and does a thorough cleaning based on the job performance description.

Another activity of the laundry room is checking the machine payment mechanism. Malfunctions are typically noticed first by customers, who report the problem to the staff. The harbormaster must be notified to instigate a repair.

The laundry room will have a vending machine that dispenses laundry soap, bleach, etc. This specific activity is covered in the vending machine section.

Elements of the Process

- Employee operations and training
- Availability of laundry supplies (detergent, soap)
- Availability of washer and dryer repair companies

Responsibility

Harbormaster
Administrative Assistant
Maritime Center Staff

Time Duration

5 minutes

Forms/Charts

N/A

Expense and Revenue Impact

- Revenue

- \$1.25 per wash, \$1.25 per dry

- \$1.00 per purchase of detergent

- Newport Maritime Center generates about \$4500 in laundry revenue per season

- Expenses

- It costs roughly \$.40 cents for each load in a washer and dryer

- It costs roughly \$.25 cents for each item of detergent

- Fixing a washer or dryer varies depending of the problem, it can range from \$100 to \$1000

Estimated Transactions

Based on Newport's Maritime Center, the average usage is 5-10 complete cycles per day.

Customer Service Performance Factors

- Clean laundry room inspections hourly
- Pick-up and keep the area clean
- Rapid referral of broken equipment, and short duration for repair
- Competitive pricing

Future Considerations:

- As the maritime center becomes more popular, more machines may become required
- Evaluate the alternative of out-sourcing the laundry machinery and operation.
- Investigate "cashless" payment technologies.

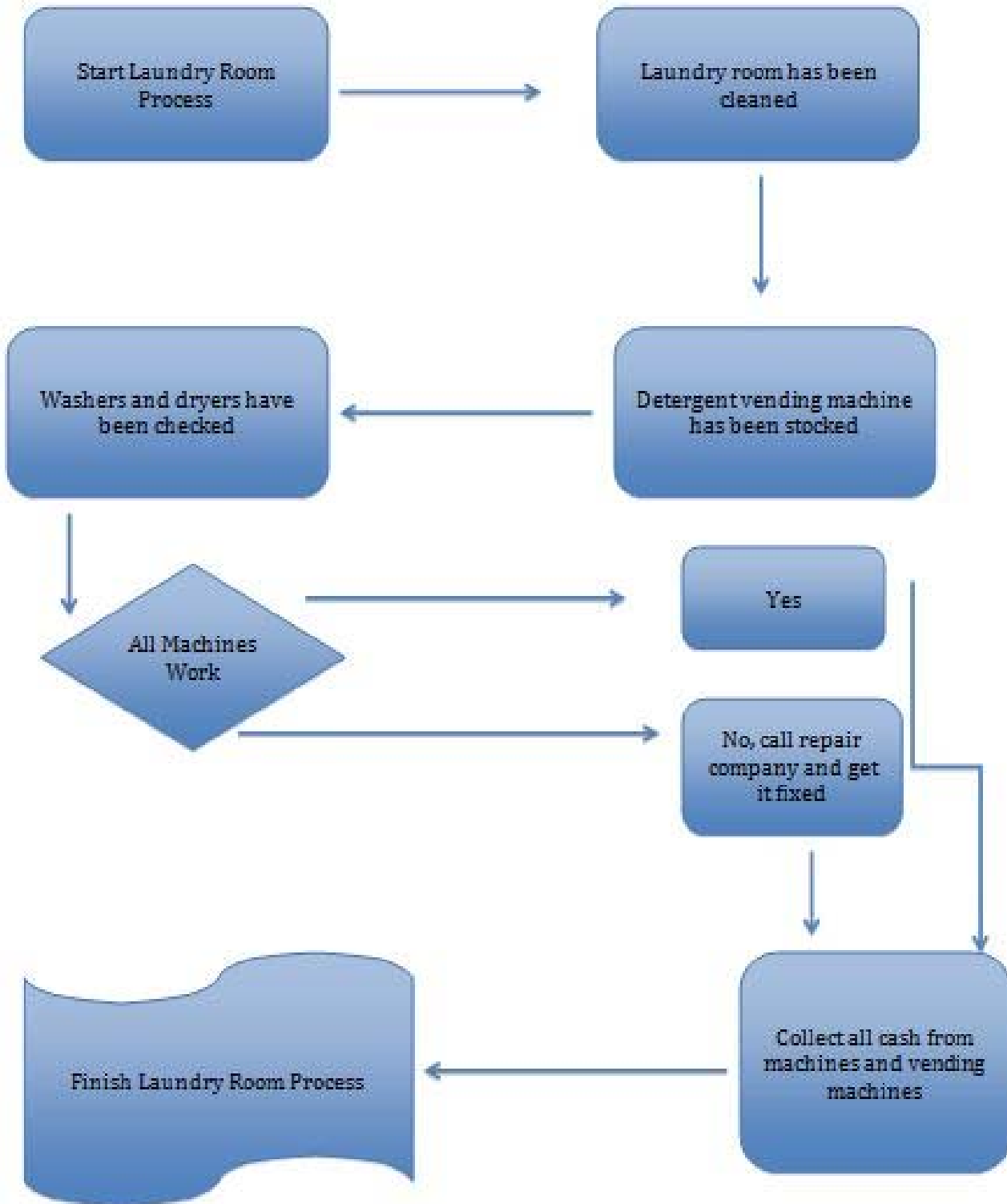
Laundry

Steps/checklist

1	Check that laundry room is clean
	Garbage is thrown in trash - lint, dryer sheets, soaps
	Machines are empty at the end of the day
2	Check that all machines are working properly
	Report broken machines to Harbormaster or office admin
3	Check payment methods are working properly
4	Check inventory of soap and detergent in vending machines

Laundry

Flowchart



Marketing

Marine Working Group Mission Statement: "Expand waterfront related revenue and access for the benefit of Bristol businesses, institutions and the community's quality of life by developing a strategic plan to accomplish our objectives."

Process Purpose and Description

The Bristol Harbor marketing process has three categories. The first sub-process category is increasing public awareness of Bristol Harbor. This sub-process entails mailing a color poster of the Harbor to approximately 75 marinas, yacht clubs and harbormaster offices in RI, CT and MA in April of each year. The poster comes with a cover letter from the Bristol Harbormaster welcoming all boaters to visit Bristol, and it requests that the poster be posted on the organization's bulletin board. There is also a recommendation to mail a poster and cover letter to all Yacht Clubs in October to remind the clubs that Bristol welcomes club cruise rendezvous and events. The second sub-process is the publishing and distribution of the Explore Bristol Welcome packet. This sub-process focuses on requesting an inventory of information packets for the Maritime Center office, and delivering a packet to each transient vessel visiting Bristol Harbor. The delivery is done when the Harbormaster's staff meets the vessel on a municipal mooring or dock. The third sub-process describes the dissemination, collection and analysis of a transient visitor data including satisfaction surveys.

These marketing packets are to encourage transient boaters to go ashore and visit restaurants, shops, and explore this historic location. The marketing packet contains brochures along with coupons from Bristol shops and attractions. It also includes a story of Bristol's history, harbor facilities, attractions, tours, events, a map, food, shopping, hotels, and resources. The brochure is jam-packed with information and everything you would need to explore Bristol. The coupons and brochure are very effective for assuring a memorable visit, enticing the visiting boater make a return visit. A customer satisfaction survey is also included in the packet.

The harbor partners are sent 230 packets at the beginning of each a year. They can request additional inventory as needed. The harbor partners are Bristol Marine, Bristol Yacht Club, and Herreshoff Museum. The Bristol Marine and Bristol Yacht Club provide launch service to their customers. Herreshoff Museum and Bristol Yacht Club regularly hosts yacht regattas, boating events, along with sailing lessons for adults and children.

Based on feedback, we know this marketing is effective in promoting the use of transient docks and moorings. Communication amongst the other harbor partners is also a very important process. Meeting with each other and reviewing the marketing process for with the town of Harbormaster, and the Explore Bristol group is of significant value.

Responsibility

Office Administration

Time Duration

Varies

Forms/Charts

Form I

Revenue and Expense Impact

There is no direct cost of the marketing packet to the Harbormaster. The cost of printing is absorbed by Explore Bristol. There is only a minor operational expense related to packet inventory storage and delivery by the Harbormaster's staff. However, the Welcome packet and a positive customer experience results in a tangible financial return to the Bristol's businesses, and hopefully many return visits by the boaters.

Visiting boaters spend between \$25-\$300 per day per person, with an average of \$70. Bristol's marketing processes are capable of making a great impact on a visitor's spending. Coupons and information about the local stores and restaurants can influence spending behavior. In 2013, the Bristol Maritime Project analysis estimated that having a Maritime Center, along with a vibrant marketing program, and partnering with the four harbor partners (Bristol Marine, Bristol Yacht Club, Herreshoff Museum, and the Harbormaster) could annually add \$357,000 to the Bristol Economy.

Estimated Transactions Per Week

Welcome packets are given to the Harbormaster's staff to hand out to all transient visitors. The volume of these transactions is dependent on transient boater traffic. Once the Maritime Center is completed, targeted levels of these transactions are 50 per week.

Customer Service Performance Factors

Although there are many different visitors to Bristol this process focuses just on the visiting transient boater. The members of the harbormaster's staff are trained to be courteous and helpful to anyone that docks, takes a mooring or visits the Maritime Center. If the harbormaster does not have vacancies, the staff are encouraged to refer the visitor to another partner's maritime facility. Having good customer service amongst all four maritime partners not only promotes cooperation within the harbor, it also has positive economic effects. Staff are also told to always have the brochures available. Staff is encouraged to engage with the transient visitor - asking how someone's day was, and learning about their experience. Being educated on the Bristol area is an important staff skill.

Future Considerations

- Develop more promotional content and contact information about Bristol Harbor facilities on the Town's web site.
- Creating a central point of contact for all boaters. Website listings of Bristol's public and private boating resources
- Clean and well-maintained bathrooms, showers, washing machines, and dryers need to be a top priority.
- Stationing dockhands at transient docks, providing launch service, and improving dinghy docks.
- Promoting pump out and trash removal services.
- Website for the Harbormaster, links with the Bristol and explore Bristol sites.

Marketing

Steps/checklist

	Actions	Date
1	Four harbor partners meet jointly with Explore Bristol to discuss the transient boater media plan, boating event promos and Welcome Packet distribution	October
2	Update and review distribution mailing list	April
3	Send out "Come Visit Bristol" posters to area yacht clubs and marinas with cover letter from Harbormaster	March
4	Marketing training for Harbormaster Staff	April
5	Periodic evaluation of material distribution and data collection processes for transient boaters	May-August
6	Analyze customer usage, demographic and satisfaction data	October
7	Welcome Packet Inventory – re-supplying if necessary	April-Sept
8	Summarize all data and end of year demographics	November
9	Poster promoting Bristol Harbor for club cruises, activities/events to yacht clubs along with Harbormaster cover letter	Sept-Oct
10	Customer Satisfaction survey and marketing evaluation: Recommend adjustments for the following season	Nov-Dec

Marketing

Form I - Marketing Customer Service Survey

Where is your home harbor?

- RI
- CT
- Other (Please Specify)
- MA
- NY

How many days did you stay in Bristol?

- 1
- 2
- 3
- More

How many people were on your boat while you were in Bristol?

While ashore, what is the estimated amount of money your party spend?

- \$0-\$50
- \$50-\$100
- \$100-\$150
- More than \$150

What did you spend your money on? Check boxes that apply.

- Food
- Boating equipment
- Other (Please Specify)
- Shopping in Bristol
- Bristol Tours

Was this your first trip to Bristol?

- Yes
- No

Did the Explore Bristol Brochure help you find activities to do?

- Yes
- No
- I did not receive a brochure

How did you hear about the Bristol harbor?

- Explore Bristol Website
- Flyers
- Word of mouth
- Other (Please Specify)
- Town of Bristol Website
- Cruising Guide

How do you rate your experience with customer service at the harbor?

	Very Satisfied	Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied
Friendliness and welcoming attitude	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
Helpfulness of staff	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
Helpfulness of welcome package	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

How likely are you to visit the harbor and explore the town again?

	Very Likely	Likely	Somewhat Likely	Undecided	Somewhat Unlikely	Unlikely	Very Unlikely
Scale 1 - 7	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

How can the Harbormaster's office serve your needs better?

Marketing - Website

Potential Bristol Harbor Website

Process Purpose and Description

A well designed informative website can be a very effective marketing tool for Bristol Harbor. The Harbormaster Department does have its own page on the Town of Bristol website (<http://bristolri.us/harbor/>) which does provide useful information for local boaters.

The Explore Bristol website (<http://www.explorebristolri.com/marine>) has a “marine” tab that provides a lot of helpful contact information and links for visiting boaters.

An idea that surfaced in the course of the Operations Plan project is that a website that provides a transient boating customer with all the information they are looking for would be great marketing asset. This site should provide the ability for visitors to make reservations and payments for transient moorings and docks. Bristol Harbor would also benefit from having a map of the harbor partner locations and their contact information.

The website should have useful information and map for a customer to discover the resources the town has to offer, such as food, shopping, and repair services. Images of the town and boating amenities could add the attraction.(e.g. Maritime Center)

Some alternatives discussed by the project team included a CPC project or a prototype developed by the Town’s IT department.

Responsibility

Office Administration

Time Duration

Varies

Forms/Charts

N/A

Marketing - Website

Steps/checklist

1	Marina Location/Information
2	Mooring/Dockage Availability
3	Map of Bristol Harbor/ other marina docks and moorings
4	Amenities Information - Laundry and Shower
5	Reservation/Payment Option
6	Marina Contact Information
7	Staff Information
8	Policies
9	Frequently Asked Questions
10	Resources/ Maps Facts about Bristol
11	Map of Bristol and local shops, restaurants
12	Images

Forms

Form A - Staff Schedule

Form B - Daily Marina Safety Checklist

Form C - Incident report

Form D - Reservation Form

Form E - Assignment of Mooring/Dock Chart (Map of Harbor)

Form F - Assignment of Mooring/Dock Calendar

Form G - Cash out Form

Form H - Visitor Data Collection Form

Form I - Marketing Survey

Additional Resources

<http://bristolri.us/harbor/>

<http://www.herreshoff.org/>

<http://www.bristolyc.com/>

<http://www.explorebristolri.com/>

<http://www.navcen.uscg.gov/?pageName=navRulesContent>

<http://usharbors.com/link-to-usharbors>

<https://cpsboat.wordpress.com/2013/04/30/how-to-dock-a-boat/>

Operations Plan Team Members

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Forbod Farhadi - RWU Faculty Advisor

Stephany Hessler - CPC Faculty Advisor

Ellen Hassett - CPC Project Manager

Craig Cole - RWU Student

Hayley Conrad - RWU Student

Shane Davis - RWU Student

Michael Buckley - RWU Student

MONTH

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Shift 1 7 AM - 2 PM							
Shift 2 2 PM - 9 PM							



BRISTOL HARBORMASTERS OFFICE

DAILY MARINA SAFETY CHECK

Employee Name:

(Church Street Docks, Rockwell Docks, State Street Ramp/Dock and Independence Park Ramp/Dock)

Date	Location and Slip Number	Condition	Materials Needed	Date Repaired	Comments
16-May	CHURCH STREET DOCK				
	DOCK #1	RUB RAIL			
	#2	RUB RAIL			
	#3	PILING WORN AT END OF FINGER			
	#4	RUB RAIL AND PILING			
	#7	RUBRAIL			
	#10	PILING WORN AT END OF FINGER			
	#11	RUB RAIL AND FLOAT UNDER "T"			
	#14 & 15	FLOATS MISSING			VERY UNSTABLE
	#20, 22, AND 23	RUB RAIL			
	#26	CLEAT			NEEDS REPLACING BY "MUFASA"
	#26-27	RUB RAIL			
	#27-28	RAISED PLANK			
	#34	CLEAT			
	#38-39	DOCK BOARDS ARE LOOSE			
	#40	CLEAT NEEDS REPLACING			
	#42	HOLE IN PLANK	NEW BOARD		
	#42-43	RUB RAIL			
	#43	LADDER ON MAIN DOCK NEEDS ATTENTION			
17-May	Rockwell Dock				
	Rockwell Bulkhead	Entry Railway Damaged left corner			
	Rockwell Bulkhead	Fishing signs faded, need to be replaced			
	#1	Hinge at piling broken			
	#1	Piling Detached			
	#3	Power Outlet Damaged			
	#3	PILING WORN AT END OF FINGER			
	#5	Hinge at finger			
	#5	Need 2 float rollers			

Bristol Harbor Patrol

Accident Incident **Report**

Report# _____ Date _____ Officer ID _____

*This section is to be completed by the complainant, witness or operator
Please Print*

You are the: Complainant Witness Vehicle Operator

Please complete all information

Last Name: _____		
First Name: _____	Middle Name: _____	
Date of Birth: _____	Driver's Lic #: _____	State: _____
Street Address: _____		Apartment #: _____
City/Town: _____	State: _____	Zip Code: _____
Home Tel. #:(_____) _____	Work Tel. #:(_____) _____	SSN #: _____ - _____ - _____
Vehicle Registration #: _____		State: _____

Statement of person filing report: _____

Signature _____ Date Signed: _____

If additional space is needed please use the reverse side.

Transient Reservation Form

Today's Date _____

Guest Name

Boat name

Last

First

Arrival Date

Departure Date

Arrival Time

Total Days

____ / ____ / ____
MM DD YYYY

____ / ____ / ____
MM DD YYYY

Boat Type

Dinghy

Boat Length

Boat Beam

Dock/Mooring

___ Power

___ Yes

___ Sail

___ No

Cell Phone Number

Home Phone Number

Email

____ - ____ - _____

____ - ____ - _____

Address

Street Address

Street Address Line 2

City

State/Province/Region

Postal/Zip Code

Country

Payment

___ Cash

___ Credit/Debit

___ Check

Name on card

Credit Card number

Expiration Date

Security Number

Have you docked with us before?

___ Yes

___ No

Where did you hear about us?

___ Advertisement - flyer, brochure

___ Online

___ Friend, Family

___ Other Marina

___ Town of Bristol

___ Other

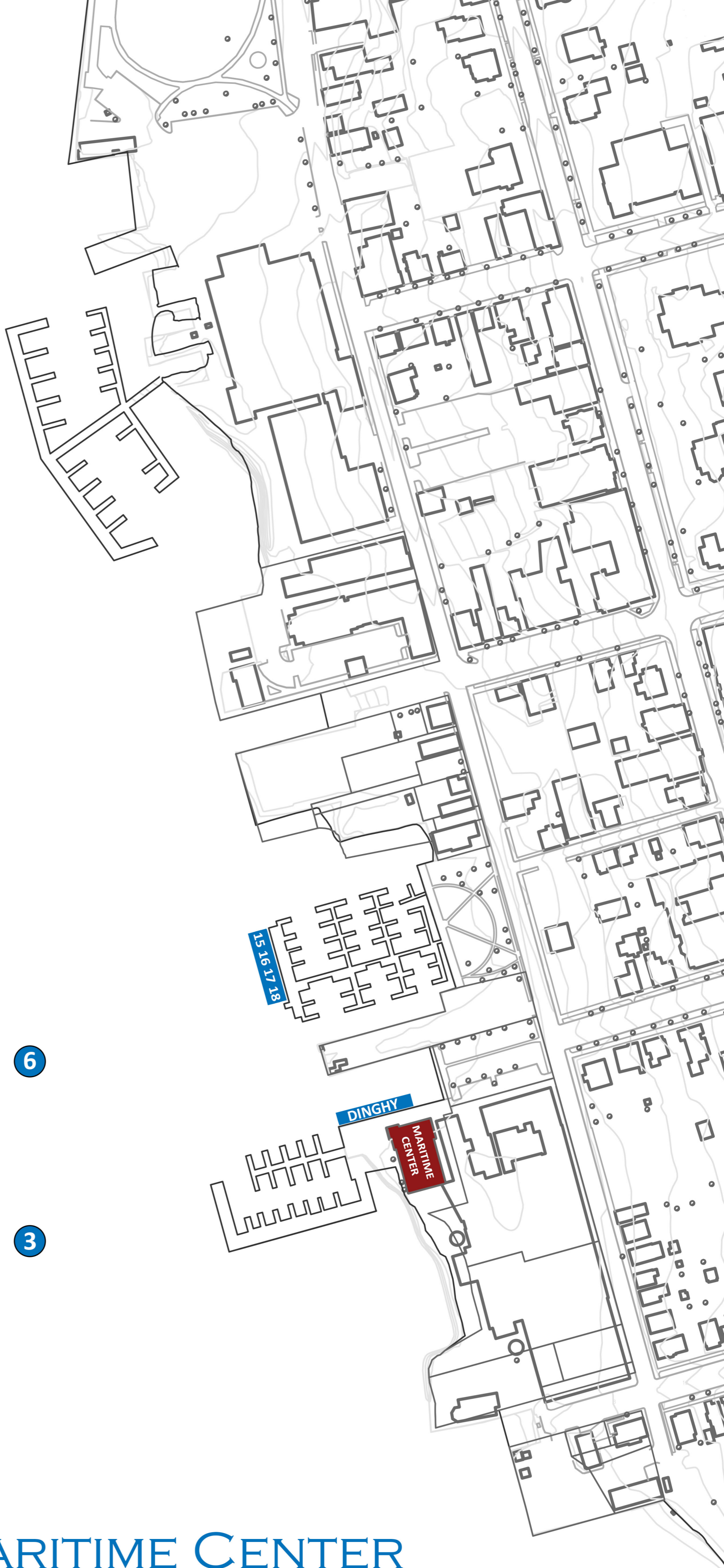
Thank You! Please stay with us again!

TRANSIENT MOORINGS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____

TRANSIENT DOCKAGE

15. _____
16. _____
17. _____
18. _____



13

12

10

9

14

11

7

6

4

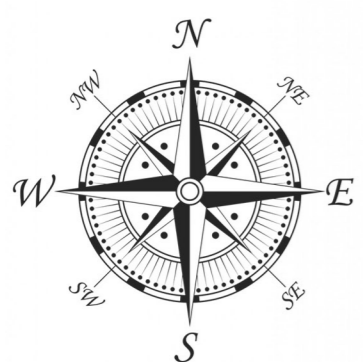
8

5

3

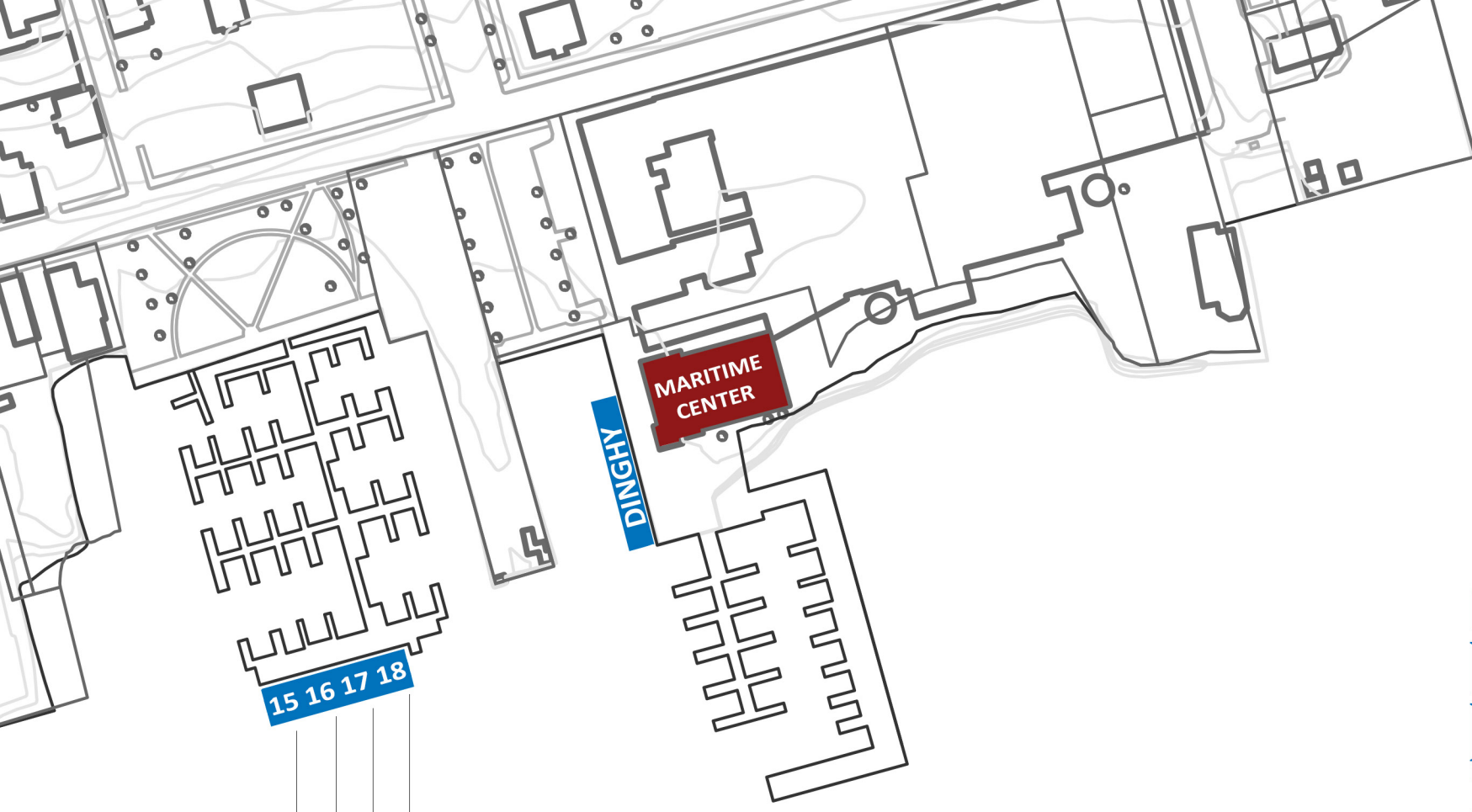
1

2



BRISTOL MARITIME CENTER

41 40' 4.7" N 71 10' 42.1" W



13 _____

12 _____

10 _____

9 _____

14 _____

11 _____

7 _____

6 _____

4 _____

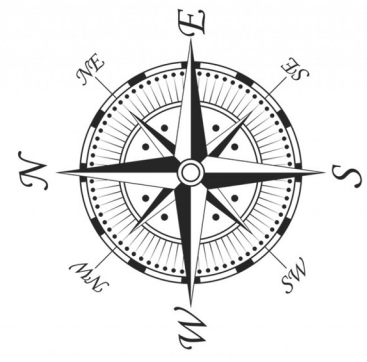
5 _____

8 _____

3 _____

1 _____

2 _____



BRISTOL MARITIME CENTER

41 40' 4.7" N 71 10' 42.1" W

Daily Cash Out Form

Today's date _____

Dock Staff _____ Signature _____

Dock Staff _____ Signature _____

\$100's _____	\$0.25 _____
\$50's _____	\$0.10 _____
\$20's _____	\$0.05 _____
\$10's _____	\$0.01 _____
\$5's _____	
\$1's _____	

Total Cash \$ _____

Starting amount - \$ _____

Total Earned \$ _____

Total on Cashout \$ _____

Difference \$ _____ ← should be zero (if not, explain below)

Total Credit Charges \$ _____

Total on Cashout \$ _____

Difference \$ _____ ← should be zero (if not, explain below)

Total Checks \$ _____

Total on Cashout \$ _____

Difference \$ _____ ← should be zero (if not, explain below)

Comments:

*Include all receipts, checks, and earned cash in cash-out envelope.

Where is your home harbor?

- RI
- CT
- Other (Please Specify)
- MA
- NY

How many days did you stay in Bristol?

- 1
- 2
- 3
- More

How many people were on your boat while you were in Bristol?

While ashore, what is the estimated amount of money your party spend?

- \$0-\$50
- \$50-\$100
- \$100-\$150
- More than \$150

What did you spend your money on? Check boxes that apply.

- Food
- Boating equipment
- Other (Please Specify)
- Shopping in Bristol
- Bristol Tours

Was this your first trip to Bristol?

- Yes
- No

Did the Explore Bristol Brochure help you find activities to do?

- Yes
- No
- I did not receive a brochure

How did you hear about the Bristol harbor?

- Explore Bristol Website
- Flyers
- Word of mouth
- Other (Please Specify)
- Town of Bristol Website
- Cruising Guide

How do you rate your experience with customer service at the harbor?

	Very Satisfied	Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied
Friendliness and welcoming attitude	1	2	3	4	5	6	7
Helpfulness of staff	1	2	3	4	5	6	7
Helpfulness of welcome package	1	2	3	4	5	6	7

How likely are you to visit the harbor and explore the town again?

	Very Likely	Likely	Somewhat Likely	Undecided	Somewhat Unlikely	Unlikely	Very Unlikely
Scale 1 - 7	1	2	3	4	5	6	7

How can the Harbormaster's office serve your needs better?