



Operational Performance Audit One Year Review

Frisco Bay Marina

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1 Introduction

1.1 Acknowledgements

F3 Marina and its personnel wish to acknowledge the cooperation given, which has made insightful season of oversight of the marina's day to day operations. We wish to thank the Town of Frisco and in particular Diane McBride, Recreation and Culture Department Director, Katie Barton, Acting General Manager for Frisco Bay Marina and all t the staff of Frisco Bay Marina for their assistance and full cooperation and access for F3 Marina in relation to this task. The following report also includes recommendations received from employee feedback sessions conducted by F3 Marina and the Town of Frisco on the 21st and 22nd of September.

1.2 Purpose of This Report

At the request of the Town of Frisco, CO, the objective of this report review the progress of the Frisco Bay Marina one year after F3 Marina's Operational Performance Audit. The Review will be broken broke into three sections:

- **A review of Recommendations of F3 Marina that have been completed or in progress as proposed by the Town of Frisco**
- **Recommendations that have yet to be acted upon or were implemented differently by the Town of Frisco to F3 Marina recommendations**
- **Additional recommendations found over the course of the oversight agreement with the Town of Frisco**

This report has been prepared by Matt Bauer, Director of Marina Operations and Alain Giudice, and additional team members operating within their respective areas of expertise.

1.3 Elicitation

From February 2021 to January 2022, F3 Marina has a oversight agreement with the Town of Frisco to continue to elaborate on its recommendations and assist Frisco Bay Marina staff with leveling up the marina. Part of this agreement was regular site visits to Frisco Bay Marina was carried out by the following F3 Marina team members:

- Alain Giudice – Senior Vice President F3 Marina
- Matt Bauer – Director of Marina Operations

During the site visit, the following was accomplished:

- Provide weekly meeting structure in the format of F3's Level 10 meeting format
- Create outlines for weekly and monthly reporting on property operations, guest feedback, and financial overviews
- Begin discussions with Food and Beverage concessionaries to possibility expanded operations and future renovation needs
- Outline new staffing structure, creating new positions and refining details on existing job descriptions
- Assist in the refining and creation of SOPs and Emergency Action Plan
- Insight of current day to day operations of the Marina

2 Improvements made from Recommendations or In Progress

2.1 Buildings and Amenities

- **Complete the new Marina Building in the location as previously planned with Stais Architecture & Interiors**
 - New retail store to provide greater revenue potential to Town of Frisco
 - Multiple offices for staff to oversee marina operations
 - Access controlled bathrooms for 24/7 access by boaters and staff
 - Flexible space to allow for events and as break room for staff

The new building construction is well underway and on track to finish late fall (Figure 1). Recommendations from the Operation Audit were taken in to consideration before the final design was approved last winter. The goal was to provide additional square footage dedicated to enhance. The new design created a massive shared space that can be utilized both for boater functions and employee training. Also, the new building will have dedicated “Boater Only” restroom and showers that are accessible 24/7. 2022’s budget has landscaping improvements to the dirt areas around the new building.



(Figure 1)

- **Repurpose Lund House**
 - Split staff between new Marina Building and Lund House
 - Marina Building will oversee marina operations and launch operations
 - Lund House staff will focus on paddle sports rentals

While the new building is still being built, the ground work for splitting the staff between the new building is being laid with creation of a new staffing structure (covered in section [2.2](#)).

During one of the feedback session a Marina Staff Member, suggested separate phone lines for the Lund House (rental operation) and the new building (marina operation). F3 Marina would echo the thoughts that this would

additional help alleviate the phone traffic and make for a better response time to boater specific questions to the marina.

Additionally, splitting the staff between new Marina Building and Lund House will create enhanced opportunities for the properties F&B operation as outline in section [3.1](#).

- **Update grading and drainage of launch ramp**
 - Complete studies and remedy drainage to allow launch ramp to be accessible without flooding

The updated turnaround completed as part of the new building is intended to help with some of the drainages (Figure 2).



(Figure 2)

- **Parking and Traffic Flow**



(Figure 3)

Parking and traffic flow have received great attention by both F3 Marina and another consultant hired by the Town of Frisco, Walker Consultants. Several improvements have been made from the Walker Consultant report:

1. Stop signs have been added to the Y intersection entering the marina (Figure 3)
2. Updated signage directing both foot and vehicle traffic
3. Worked with Public Works to better define parking spaces in the B-1 lot
4. Installed EV charging stations

Several steps to the Walker consultant plan are yet to implement and F3 Marina has additional recommends highlighted in section [3.1](#).

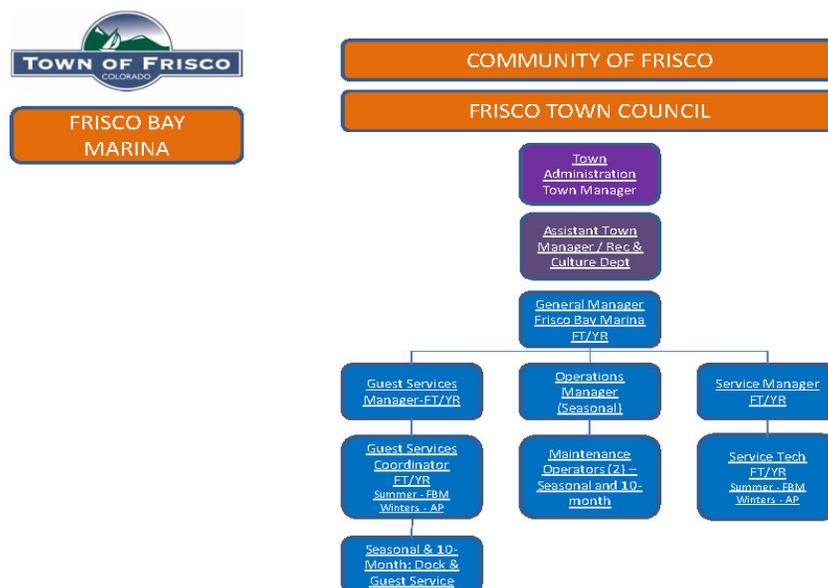
2.2 Operations

- **Train and obtain certification for new motor (Mercury/Yamaha)**
 - With Evinrude going out of business, staff must be certified to repair new motors as customers come in

In February, Tom Hogeman announced that The Frisco Bay became a Yamaha Marine Service Dealer. As part of that the team has access to the YMBS (Yamaha Marine Business System) is the online system that Yamaha utilizes for marine dealers regarding Sales, Marketing, Parts, Service, Education, Orders, and numerous other functions.

- **Staffing improvements**
 - Maintain customer service levels through continuation of junior staffing program
 - Consider identifying an additional full time (year-round) position to oversee marina operations.
 - Provide regular training to optimize guest satisfaction and customer service
 - Invest in senior leadership training and development to help management of 50+ regular staff
 - Reevaluate job descriptions and organizational chart

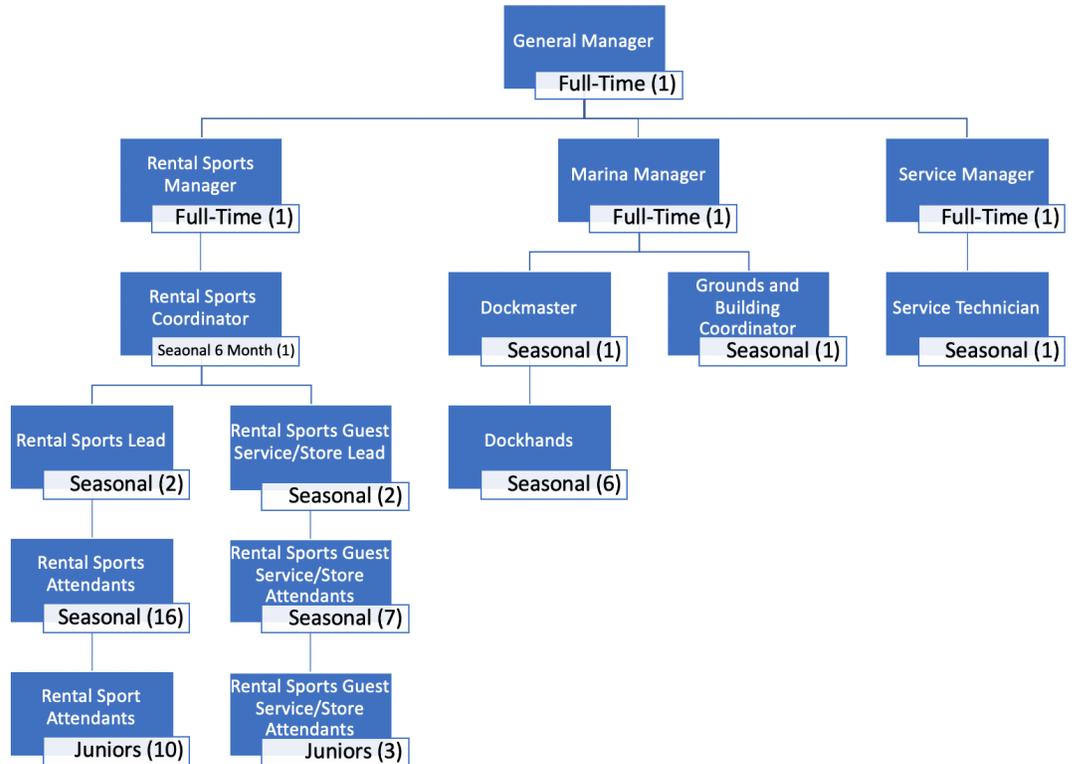
Much of the pre-season planning was invested in reviewing Frisco Bay Marina’s current staff structure (*figure 4*). Based on feedback received from boaters during the Operational Audit we learned that boaters were feeling that rental business was taking over and less priority was being placed on the boaters. F3 Marina proposed and created a job description for a new role to fill that void, Marina Manager.



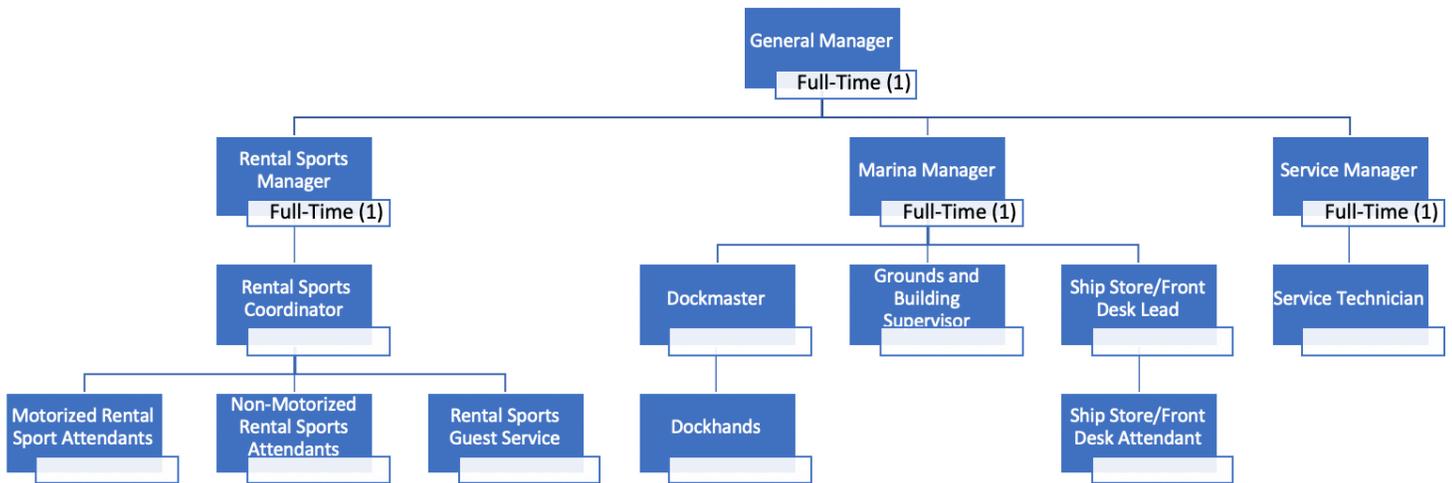
(Figure 4)

The Marina Manager role was design to focus on providing good guest service to the boaters and managing the day to day operations on the docks, ramp, and grounds. This is part of a new structure that was proposed that separated out the rental operation, marina, and service operation into three managers that reported to a General Manager that oversees the operation as a whole (*Figure 5*). This structure would later be updated to support the new building in 2022 with the additional retail and front desk operations in that building (*Figure 6*).

F3 MARINA OPERATIONAL PERFORMANCE AUDIT ONE YEAR REVIEW



(Figure 5)

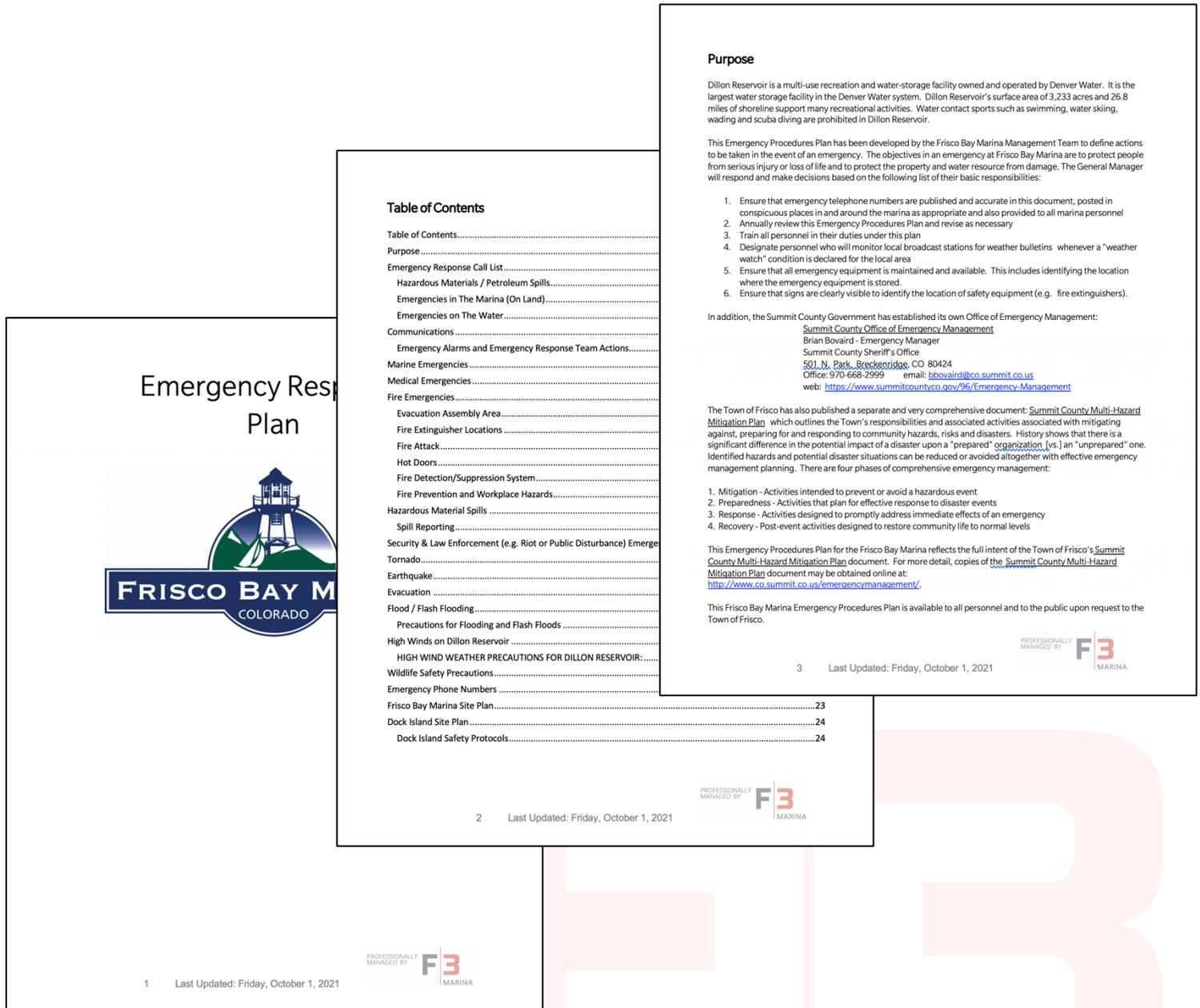


(Figure 6)

F3 Marina was made aware that this title caused some issues for boaters over the course of the season. Boaters were confused due to the fact that title was the same of the prior person that ran the entire operation. If a title change would better clarify roles for boaters, F3 Marina would recommend keeping the role responsibilities the same. Another industry used title that might fit this role would be Operations Manager.

- Review Emergency Action Plan

F3 Marina reviewed, updated and reformatted the current Emergency Response Plan (last updated in 2012) (Figure 7). Several sections were added to cover any type of scenario the marina may encounter. A good deal of time was spent updating fueling and spill procedure with the marina’s upcoming fuel dock improvements. The new plan is updated with current phone numbers and staff listing.



(Figure 7)

• SOP creation and Training Programs



Cleaning and Maintenance

Purpose:	To ensure cleanliness, safety, and comfort for boaters. To keep docks, building, and grounds clear of waste.
Policy:	It is our responsibility to upkeep and maintain facilities to boater's standards. We strive to provide the best possible atmosphere. Boaters appreciate and expect a clean and well-kept facility. We all play a role in reaching this goal therefore some cleaning is expected in all positions at the marina.
Procedures:	
Dock cleaning	<ul style="list-style-type: none"> • Inspect docks for garbage and bird droppings regularly <ul style="list-style-type: none"> ○ For light waste, wet docks down, sweep or rinse with water ○ For heavy waste, pressure washer is to be used <ul style="list-style-type: none"> ▪ To operate <u>pressure washer</u>, make sure fuel tank is full, hook machine up to a water hose, turn water on for a few minutes, and bleed air out of pressure washer by holding wand trigger on. Check to see if fuel switch is on as well as on/off switch. Flip choke lever on, pull to start (if it pulls really hard you may need to release water pressure by opening wand handle, and try again) once engine starts choke can be turned off. Begin washing docks, try not to spray boats, if you do please circle back and rinse boat. ▪ Keep an eye on dock boxes, wash if waste is visible ▪ Don't leave pressure washer on and unattended for more than 2 minutes. Shut it off if you plan to leave it. • Notice and remove garbage in water, rocks, along wells, and marginal <ul style="list-style-type: none"> ○ Use nets, rakes, and rolling garbage cans. Make sure to clean up after yourself.
Pedestal and light cleaning	<ul style="list-style-type: none"> • Using brooms, sweep spider webs • Wipe down with water and a rag
Restroom cleaning	<p>Grab cleaning cart, this will contain everything you need to clean the entire bathroom</p> <p>Place bathroom closed sign on door and announce yourself. Example: "Marina staff entering the bathroom" listen for a response. If someone is using the bathroom (of opposite sex) wait until vacated</p> <ul style="list-style-type: none"> • Sinks <ul style="list-style-type: none"> ○ Use disinfectant

Cleaning & Maintenance

Revised: Friday, October 1, 2021

(Figure 8)

During one of the site visit's we focused on Standard Operating Procedures (SOPs). Working with Katie Barton (Acting General Manager) and Kelsey Maxie (Acting Assistant General Manager) F3 Marina shared our library of SOPs for marina operations (Figure 8). Katie and Kelsey did an excellent job in beginning to help their managers create these SOPs.

Still to do, F3 Marina recommends that these SOP are place in an easily accessible by all staff members location. A binder works well or, as long as all staff members have access, a shared folder online. Marina properties can have many SOP which is why it's important to have them accessible for staff reference.

Once all of the SOPs are created for the marina they will need to be integrated into an employee training program. Matt Bauer of F3 Marina observed the current training program in May. This is the feedback F3 Marina would have on that training program.

• Staff Training and Orientation

What was done well:

1. The technical information presented was thorough, there were several modules and the general organization of a training structure was there
2. Jenn Shimp (Rental Sport Manager) had a great hands-on portion of the training where staff were able to get first-hand experience on what the physical requirements are for the job (Figure 9)
3. Incorporated various other departments of the Town to provide insight on how the Town supports the marina and vice versa.



(Figure 9)

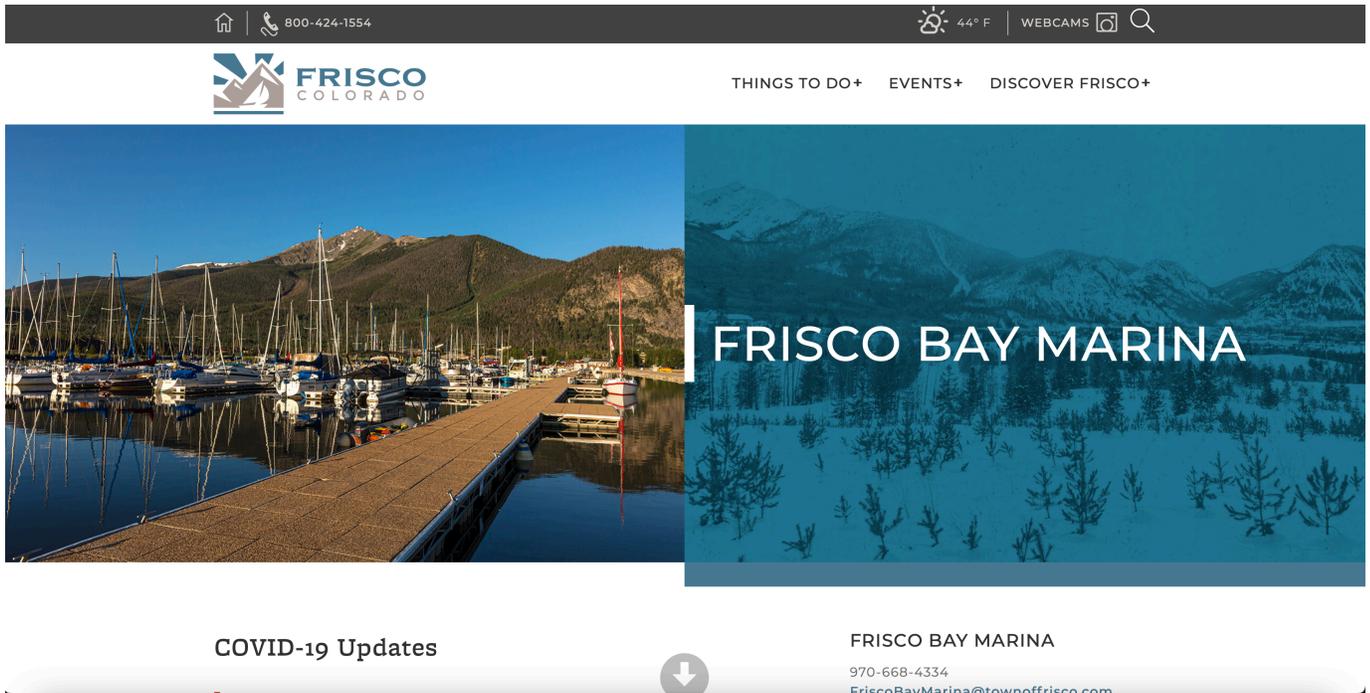
What F3 Marina recommends are areas for improvement:

1. There has been an overall emphasis of culture at the marina this season, having a couple of fun, team building related activities is a great way to build teamwork and relationships between staff
2. Inclusion of SOPs and ensure staff know where to reference them
3. Potentially hosting scheduled separate trainings in order to ensure that all staff can complete training:
 - a. One early in the season
 - b. The next later once all of the college help has arrived
4. Utilize returning staff to help in the training, this will create ownership of the training by returning staff and help new staff familiarize with returning staff

2.3 Sales and Marketing

- Continue to update website to maintain marina occupancy and grow rental business

The website was updated in early summer to a fresh much more easily navigable structure (Figure 10). Vanessa Agee and her team created a beautiful product and F3 Marina was happy to provide it's input in the process.



(Figure 10)

2.4 Finance

- Expand rental fleet
 - As operations, storage and consumer demands allows continue to grow the fleet to ultimately grow revenues
 - Larger fleet would allow the units to last longer

Supply chain issues, due to Covid-19, have caused major delays in receiving orders placed for new boats. In replace of the new boats, Frisco Bay Marina has been replacing all the outboard units on their current rental fleet (Figure 11). This will allow them to have better access to parts and support with Evinrude going out of business. The Town of Frisco is of the same mindset of F3 that rental boats should be continue to grow and that boats should be sold off each year to maximize revenue.



(Figure 11)

3 Uncompleted or Completed Differently Recommendations from F3 Marina's Audit

3.1 Building and Amenities

- **Extend or create new building off existing bathrooms**
 - Increase public bathrooms for paddle sports rental customers and Island Grill customers
 - Store additional paddles and lifejackets to support growing rental business

Needs for additional bathrooms on site have been clearly indemnified by the Town, Marina Staff, Boaters, and F3 Marina. F3 Marina continues to recommend future CIP planning for additional permanent bathrooms on site.

- **Repurpose Lund House**
 - Allow Island Grill to add walk in coolers and dry storage improve business quality and efficiency

Matt Bauer and Alain Giudice have been involved with talks with Bobby Kato, owner of the Island Grill, in regards to his future growth at the marina. Great discussion was had and Bobby expressed interest in being willing to invest in renovations. F3 Marina recommends continuing forge an agreement where Bobby can help paid for renovations in exchange for an extended agreement with the Town of Frisco.

Furthermore, F3 Marina recommends that, as part of those renovation plans, the Town of Frisco plan to give usage of the full building of the Lund to Food and Beverage use. The Island Grill is a successful operation and looking long term for the property has the opportunity to bring more visitors to the marina and increase revenues as a concessionaire.

F3 Marina recommends that the Town of Frisco should develop a plan to renovation the paddle shack or create a new building to house the rental operation. The renovation or new building should include the follow:

1. Office for Rental Sports Manager
2. Office for Rental Sports Coordinator
3. Counter Reception Counter for up to three Rental Guest Service Agents
4. Covered open air area behind the Reception Counter for the queue and safety video viewing area

- **Expand floating paddle sports docks**
 - Add additional launch fingers from floating plastic docks to allow more paddle sports rentals to launch per hour
 - Extend footprint of dock to allow more storage and launches to grow the business

The Town of Frisco has recognized the need to continue to grow the rental operation. However, there are other capital improvement projects that have been outlined and are taking priority. F3 Marina that this is marked for future CIP after more critical projects are completed.

- **Service Yard Improvements**
 - Remove the notch in fence north of the building to allow more yard space
 - Improve insulation longevity of current tent or replace with new building
 - Clean and organize yard to maximize storage space including removal/ sale of abandoned boats

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The Town of Frisco has recognized the need to continue to grow the service operation and the marina has significant opportunity for increased storage, both indoor and outdoor. However, there are other capital improvement projects that have been outlined and are taking priority. F3 Marina that this is marked for future CIP after more critical projects are completed.



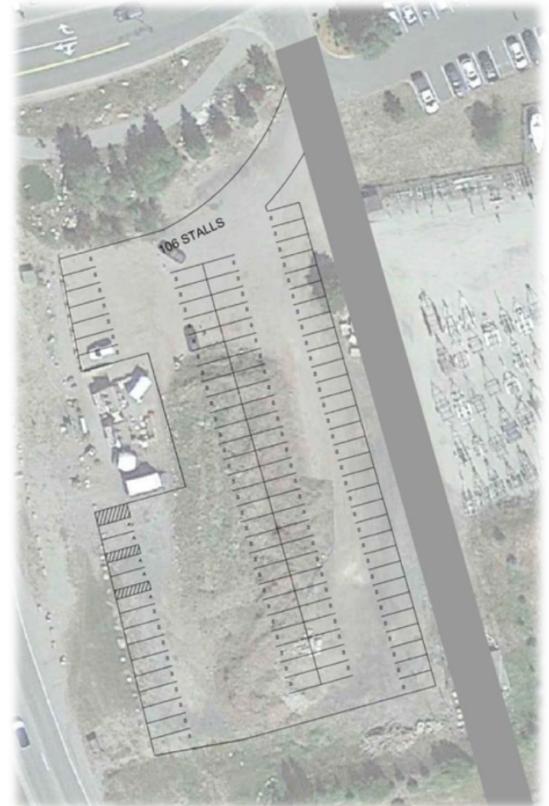
(Figure 12 & 13)

Progress has been made to clean up and organize the yard. Several old outboards and scrap materials have been cleaned up, organized or discarded (Figure 12 & 13). F3 Marina recognizes this is a perpetual process and the Town of Frisco should continue to organize the space to best maximize the efficiency of space that can be used for revenue creation.

- **Parking and Traffic Flow**

There are several recommendations from the Walker Consultant report to complete that F3 Marina agrees the Town of Frisco to pursue:

1. Further formalize and potentially pave the B-1 Lot (Figure 14, Credit to Walker Consultants)
 - a. Organizing the parking spots will organize traffic and make better efficiency of the lot
 - b. F3 Marina also feels this would be an ideal location for structured parking
 - i. This keeps it furthest away from the water front
 - ii. Additionally, it would help bridge the Main Street Frisco with the Marina Park
 - iii. Walker Consultants provided budget pricing for a parking structure on page 29 of their report
2. Install Bollards and STOP signs for Cyclists along Lakefront Path (Figure 15, Credit to Walker Consultants)



(Figure 14, Credit to Walker Consultants)

There are a one of the recommendations from Walker Consultants that F3 Marina would recommend against from a marina management prospective:

1. Relocating Long-term boat and trailer storage off site
 - a. Offering winter storage onsite is an important component of the business and dividing that operation would create logistical issues
 - i. The further boats need to be transported after hauling or to launch decreases the amount of boats the service department can launch or haul in a day
 - ii. Having boats on site increases the efficiency in terms of servicing the boats in a timelier manner
 - b. As outlined under [Service Yard Improvements](#) F3 Marina believes Storage and Service facilities on site should be increased rather than scaled back



(Figure 15, Credit to Walker Consultants)

Apart from the Walker Consultants recommendations F3 Marina would like to emphasize the need for boater priority parking and additional parking spots. We believe an effective way to implement a paid parking system as proposed by Interstate Parking. This system would allow for boaters to make reservations for parking spots. In our audit the conversation for parking space need is .7 times the number of slips/moorings. At 201 spaces (161 slips/40 mooring) this is 140 spaces. That only leaves 47 for the public. Based on this we would propose the following:

- Cap it at 70 spaces available for boaters. This is half of what should be available to boaters but it's a start.
- Figure out how they can audit who is using or not using parking reservations
- Boaters that habitually reserve space and not use it will be moved to a quota where they only have a limited number of passes each season

F3 Marina the need for additional parking and would also recommend relocating the kids park to section in figure 16 highlighted in red. The area highlighted in blue could become additional parking, keeping the spots separate from the north parking spots that would remain open to the public. This will create ample parking dedicated to the boaters while still keeping spaces close to the water available to the public.



(Figure 16)

3.2 Operations

- **Split traffic between marina users (slip holders and motorized boat rentals) and paddle sports/ restaurant / beach goers**
 - This has been started by putting the marina on the Southeast side of break wall/road and paddle sports off to the West side
 - Utilize new building to focus on marina customers and guests that want to purchase items at retail store
 - Utilize Lund House to focus on paddle sports rentals and have an auxiliary ship store with minimal items to capture more revenue but keep limited inventory due to the large store in new building

These recommendations were planned to and planning to execute with addition of the new marina building. Due to unforeseen, at time of the audit, low water circumstances and capital improvement projects we were not able to complete these items as recommended. Section [5.1](#) will elaborate our recommendations as to low water contingencies.

Our recommendations from section [4.1](#) on repurposing the Lund House best summarize the follow up needed in this area as well.

- **Improve efficiency of paddle sports rentals**
 - Dedicated staff to service these customers at Lund House and paddle shack
 - Explore options have additional outdoor kiosks via tablets or rolling stations as were used in 2020
 - Obtain approval from Town of Frisco lawyer to have customers watch safety video prior to arriving at the marina to improve flow of customers

In addition to the recommendations from section [2.2](#) on repurposing the Lund House F3 Marina also recommends the following operational improvements to increase efficiency and guest experience:

1. Reception Counter for same day reservations only
 - a. Look further into capabilities of RecTrac or source new software that will allow online reservations view safety material online and check-in on the rental dock
 - i. This will create a faster check in process and reduce queue times at the Reception Counter
 - ii. Additionally, during employee feedback sessions, staff noted that the current online reservation software is not mobile or tablet friendly
 1. Well over half of all website traffic is now on mobile device, the software needs to be mobile friendly
 - b. All payments pushed credit only/online only.
 - i. This will reduce cash handling errors and also reduce check-in times
2. Adding GPS locators on all paddle sports and motorized rentals, this was also recognized by several Marina staff members during the feedback sessions
 - a. This would reduce the need for taking collateral for rental customers, leading for less forgotten items and increased check-in times

3.3 Sales and Marketing

- **Update and budget for uniforms that keep all staff representing the marina and Town.**

Uniforms have yet to be updated to consistent look among staff members. F3 Marina continues to recommended a branded uniform shared by all staff members, preferably a collared shirt. Polos work great for the active marine environment, see figure 17 as an example. Town Manage Tony O’Rourke echoed the same direction in the employee feedback session.



(figure 17)

3.4 Finance

- **Expand services done by technical support staff**
 - Continue to build packages to increase revenues from existing customers

The service department has seen a great deal of turnover this season and continues to only operate with the Service Manager as the only staff member. F3 Marina continues to recommend increasing the services at Frisco Bay Marina with increased indoor storage space so that boats can be worked on year-round.

- **Increase revenue from marina slips**
 - Charge by length of slip or boat length overall (LOA, Tip of Bow to very end of Stern or anything hanging off the stern) whichever is greater
 - Consider resident of Town of Frisco vs nonresident pricing
 - Charge by square foot for storage
 - Charge market rate vs Dillon Yacht Club

Between the completion of the Operational Audit, September 2020, and the start of the Oversight Agreement, February 2021, the Town of Frisco passed the followings changes through Town Council:

1. “On-Land Boat Storage – Trailer Storage, Winter Storage, and Dry Storage: Trailer, Winter and Dry storage are currently charged a linear footage rate of \$.23 per foot per day. While simple, this method does not calculate for wider beamed vessels that take up more space in the storage lots. As boats get longer they typically get wider as well. Standard marina practice is to charge for the square footage that the vessel and/or trailer occupies. Given the current constraints of available land for the storage of boats and trailers, moving to square footage pricing would provide an increase in revenue directly from those who are taking up the most space. It may also encourage some boaters to find alternative places to store their boat or trailer, which could free up space for those unwilling or unable to do so. With no increase to the daily rate, this new method of charging per the square footage this new method of charging per the square footage would equate to an ~19% increase over the 2020 rate for the Catalina 25 example used above.”
2. “Slips. Current charges for slip rentals are based on the registered length of the vessel. Fees are charged based on vessel size, i.e. the larger the boat, the larger the fee charged. 2020 Slip Rate = \$.48/ft/day x 25’ vessel x 153 days (summer season) = \$1,836. In years past, staff recommendation would be to increase this rate a modest percentage every year, and a larger percentage once capital projects are complete. Per the Operational Performance Audit from F3 Marina dated 10/31/2020, “Standard marina practice is to bill by the length overall of the vessel or the length of the

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slip, whichever is greater.” This means that a 25’ vessel docked in a 30’ slip would pay for the full price of the 30’ slip. The Frisco Bay Marina currently has slips of 24’, 30’ and 40’ in length, but does not have a standard slip length rate as this is not how slip rates are currently calculated. Keeping the current rate of \$.48/ft/day. Moving to this rate structure simplifies the charges and has the potential to increase the marina revenue. With this new rate structure, slip holders will pay a higher rate, ranging from a 4-33% increase over 2020 rates, or anywhere from a \$70-\$700 increase. The greatest rate increase will be for boat owners who have a small vessel. For instance, a 16’ vessel would pay:

- 2020 Slip Rate = \$.48/ft/day x 16’ vessel x 153 days = \$1,175
- 2021 Proposed Slip Rate = \$1,763 (vessel in a 24’ slip)
- Difference = \$588

Staff further evaluated these rates, including a review of a lower per foot per day rate of \$.41. If all slips were leased in 2021, total revenue collected under this new rate would be comparable to 2020 actual revenue. Not all vessels that are 24’ and under will be placed in a 24’ slip. In 2020, there were 98 boats registered as 24’ and under with only 56, 24’ slips at the marina. The remaining 42 boats that are 24’ and under were in 30’ slips in 2020. Changing to this new rate structure means that those 42 boat owners would see an even larger increase in 2021. Staff would need to implement a system to prioritize the 24’ slips, and would need to communicate these changes to boat owners before invoicing at the beginning of the year.”

Marina staff presented this to Town Council on December 8th:
<https://www.youtube.com/watch?v=Ole6x7UAMpA&t=8967s>

During marina staff presentation to council it was conveyed heavily the need to measure each boat. While F3 Marina mention it is good practice to verify actual LOA the main objective should have been charging by length of the dock or LOA, whichever is greater. Town Council decided to change marina procedure to measuring all boats to confirm LOA before billing. This greatly differs from the recommendation of charging by length of the slip or LOA, whichever is greater.

Throughout the Oversight Agreement, F3 Marina noted a lot of concern coming from the way rates are presented. There is a consistent use of 153 days in all billing language regarding slips. Given that weather and water level conditions can be extremely volatile on a reservoir in the mountains, the billing language should strictly highlight a “season” vs. the exact number of days. Figure 18 is example of how another marina presents their slip rates as the price for the dock length and overhang rate. No emphasis is placed on the number of days in the season.

F3 Marina would recommend the following billing structure:

Seasonal Slip Rates:

June 1st through September 31st as Weather and Water Conditions Allow

- 24’ \$1350
- 30’ \$1700
- 40’ \$2300

Marina Amenities

- Clean deep water harbor
- Private pool area with whirlpool, gas grill, and fire pit
- Spotless showers and restrooms
- Pet friendly
- Floating docks
- Included dockside water and electric
- Ample parking
- Security staff
- Fish cleaning station
- Dockside wi-fi
- Walking distance to shops and restaurants
- Comfortable boater's lounge
- Ship store with boat parts
- On-site winter storage and shrink wrap
- Coin operated laundry

2022 Slip Rates

30'	\$2050
35'	\$2380
40'	\$2900
45'	\$3590
50'	\$4100

(LOA over 50'; \$75 per additional boat foot)
T-Dock \$95/foot
 (Minimum length 55')

WISCONSIN CLEAN MARINA

All rates subject to 5.5% sales tax.
 Boating season is April 15 through October 15.

Public Launch Ramp

- 6 lane launch ramps
- Deep water access
- On-site trailer parking
- Ample turn around space
- Daily/annual permits available

Tandem Dockage

Daily - \$1.85*
 (per running boat foot LOA)

Weekly - \$1.50*
 (per running boat foot LOA)

*30' Minimum. Holidays/special event rates may be higher and reservations are encouraged.

Fuel Dock

Full service gas and diesel dock with sanitary pump.

- 89 Octane No Ethanol Gas
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CERTIFIED MARINE FUEL MARINA

(920) 458-6665
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821 Broughton Drive
 Sheboygan, WI 53081

f i PROFESSIONALLY MANAGED BY F3 MARINA

(Figure 18)

F3 MARINA OPERATIONAL PERFORMANCE AUDIT ONE YEAR REVIEW

While billing out winter storage in the fall staff received a number of complaints in regards to pricing as well. It was found that while changing the billing calculation to square footage from linear footage the rate was kept the same rather than re-evaluated to what an equivalency would be in square footage. This caused several boaters prices to nearly double. F3 Marina's recommendation was to the way the rate was calculated and did not make a recommendation as to what the rate should be. F3 Marina put together a chart in fall of 2021 suggesting what a comparable rate would have been to the linear foot rate (Figure 19). We found an ideal rate between \$3.25 and \$3.35 a square foot.

Winter Storage Rates
Town of Frisco

Previous Method (Examples)

LOA	BOA	Rate	Number of Days	Total Storage Rate
22	N/A	\$ 0.14	212	\$ 652.96
LOA	BOA	Rate	Number of Days	Total Storage Rate
26	N/A	\$ 0.14	212	\$ 771.68
LOA	BOA	Rate	Number of Days	Total Storage Rate
30	N/A	\$ 0.14	212	\$ 890.40
LOA	BOA	Rate	Number of Days	Total Storage Rate
34	N/A	\$ 0.14	212	\$ 1,009.12
LOA	BOA	Rate	Number of Days	Total Storage Rate
38	N/A	\$ 0.14	212	\$ 1,127.84

New Method (Example)

LOA	BOA	Rate	Number of Days	Total Storage Rate
22	9	\$ 4.15	N/A	\$ 821.70
LOA	BOA	Rate <td>Number of Days</td> <td>Total Storage Rate</td>	Number of Days	Total Storage Rate
26	10	\$ 4.15	N/A	\$ 1,079.00
LOA	BOA	Rate <td>Number of Days</td> <td>Total Storage Rate</td>	Number of Days	Total Storage Rate
30	11	\$ 4.15	N/A	\$ 1,369.50
LOA	BOA	Rate <td>Number of Days</td> <td>Total Storage Rate</td>	Number of Days	Total Storage Rate
34	12	\$ 4.15	N/A	\$ 1,693.20
LOA	BOA	Rate <td>Number of Days</td> <td>Total Storage Rate</td>	Number of Days	Total Storage Rate
38	13.5	\$ 4.15	N/A	\$ 2,128.95

New Method, Adjusted Rate of \$3.00 (Example)

LOA	BOA	Rate	Number of Days	Total Storage Rate	Comparison to Previous Method
22	8	\$ 3.00	N/A	\$ 528.00	\$ (124.96)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
26	9	\$ 3.00	N/A	\$ 702.00	\$ (69.68)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
30	10.5	\$ 3.00	N/A	\$ 945.00	\$ 54.60
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
34	12	\$ 3.00	N/A	\$ 1,224.00	\$ 214.88
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
38	13	\$ 3.00	N/A	\$ 1,482.00	\$ 354.16

New Method, Adjusted Rate of \$3.50 (Example)

LOA	BOA	Rate	Number of Days	Total Storage Rate	Comparison to Previous Method
22	8	\$ 3.50	N/A	\$ 616.00	\$ (36.96)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
26	9	\$ 3.50	N/A	\$ 819.00	\$ 47.32
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
30	10.5	\$ 3.50	N/A	\$ 1,102.50	\$ 212.10
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
34	12	\$ 3.50	N/A	\$ 1,428.00	\$ 418.88
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
38	13	\$ 3.50	N/A	\$ 1,729.00	\$ 601.16

New Method, Adjusted Rate of \$3.25 (Example)

LOA	BOA	Rate	Number of Days	Total Storage Rate	Comparison to Previous Method
22	8	\$ 3.25	N/A	\$ 572.00	\$ (80.96)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
26	9	\$ 3.25	N/A	\$ 760.50	\$ (11.18)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
30	10.5	\$ 3.25	N/A	\$ 1,023.75	\$ 133.35
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
34	12	\$ 3.25	N/A	\$ 1,326.00	\$ 316.88
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
38	13	\$ 3.25	N/A	\$ 1,605.50	\$ 477.66

New Method, Adjusted Rate of \$3.35 (Example)

LOA	BOA	Rate	Number of Days	Total Storage Rate	Comparison to Previous Method
22	8	\$ 3.35	N/A	\$ 589.60	\$ (63.36)
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
26	9	\$ 3.35	N/A	\$ 783.90	\$ 12.22
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
30	10.5	\$ 3.35	N/A	\$ 1,055.25	\$ 164.85
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
34	12	\$ 3.35	N/A	\$ 1,366.80	\$ 357.68
LOA	BOA	Rate <th>Number of Days</th> <th>Total Storage Rate</th> <th>Comparison to Previous Method</th>	Number of Days	Total Storage Rate	Comparison to Previous Method
38	13	\$ 3.35	N/A	\$ 1,654.90	\$ 527.06

(Figure 19)

F3 Marina's recommendation again is:

- Charge by length of slip or boat length overall whichever is greater
- Consider resident of Town of Frisco vs nonresident pricing
- Charge by square foot for storage
- Charge market rate compared to Dillon Yacht Club

- **Marina and Town Staff Employee Perks**

As part of the Operational Audit F3 Marina made the following observation in regards to employee related perks:

“One common concern from interviews with boaters were the use of the docks, mooring balls and winter storage by marina employees. Frisco Bay Marina is 100% occupied on its docks, mooring balls and winter storage by paying customers, however these customers do not always bring their vessels to the marina. What has been brought to our attention is that some marina employees and other Town of Frisco employees appear to be receiving discounted rates for their slips or kayak racks or some marina employees are placing their vessels in slips were paid by another customer but never brought their boat in.

Unless the Town of Frisco has a newly developed rule that would allow this fringe benefit to be approved, all Town of Frisco employees, marina and other departments, should have to pay for their slip. Additionally, they would need to access the rights to the slip from working their way through the wait list, unless accommodations are made and approved by the Town of Frisco. If these items were to be approved, then the employees must provide a valid certificate of insurance and registration for the vessel.

Per rule 10 of the Frisco Bay Marina rules and regulations, “The Frisco Bay Marina reserves the right to place other vessels in an Owner’s assigned slip, and to charge therefore, when the slip/space is not being used by the Owner.” What must be considered is if a wait list boater would be interested in leasing the space when a customer does not bring a boat in for an extended time. If it is a full year’s worth of availability, the Frisco Bay Marina should be allowed to charge full rate for the second customer with the understanding that this is only for one year and they will re-enter the wait list after the term.”

F3 marina continues hold this same recommendation. Employee perks need to be agreed upon and have a set policy in place on what the exact policy regarding employee fringe benefits for Marina Staff and the Town of Frisco Staff. These rules need to be transparent with the boaters. Additionally, F3 Marina was made aware that a person died as a result of employees using Town of Frisco owned vessel during non-operating hours. Any benefit that allows staff usage of a Town of Frisco vessel needs to abide by normal operating hours. Apart from these parameters the Town can institute whatever benefits it deems fair to attraction and retention of staff.

4 Additional Recommendations from Management Oversight

4.1 Low Water Contingency Planning

- **Background**

A condition that greatly affects the boating season in Frisco that F3 Marina did not have a chance to evaluate during the Operational Audit were the challenging water levels of the reservoir. 2021 was a major drought year across much of the western states. In April, F3 Marina was made by marina staff of reports from Denver Water that the reservoir was not going to fill and stay full long enough to the levels necessary to operate the marina in its normal state. We reviewed the reports with marina staff and made the decision based off the best available information and agreed.



(Figure 20)

The marina staff made us aware of a previously use method called “Dock Island” (Figure 20) as a solution to keep boaters boating this season and marina staff began making the necessary preparations.

Over the course of the season the both fortunate and unfortune situation arose where Denver Waters predictions were off. The reservoir stayed full much longer than expected. Dock Island quickly became the source for much discontent with the boaters. Many of the boaters had the following complaints in regard to Dock Island:

1. No direct access to boats
 - a. Want to come and go as they please
 - b. Shuttles are inconvenient and slow
 - c. Expectation to go out in town and walk back to boat
2. No amenities
 - a. No bathrooms
 - b. Same as a mooring ball
3. Safety
 - a. What if there is a medical emergency?
 - b. Response time to Dock Island in emergencies such as fire or boat sinking
 - c. More exposure to wake

• F3 Recommendations

In general boaters’ response to Dock Island was negative. Given that this is a substantial effort from the Marina Staff while boaters feedback is that Dock Island is the same as a mooring ball experience, F3 Marina would recommend the following:

1. Spring of 2022, when water levels allow, move the docks back into their normal position in the bay
2. Update all dock anchor winches (Figure 21) to allow the dock system to rest on the bay’s bottom if and when the water levels recede
3. As recommended previously promote and advertise the slip rates as a season, moving away from a mention of 153 days, emphasis on “based on weather conditions”
4. Review shorting the season and adjusting rates appropriately to adjust boaters’ mindsets
5. As long as there is water in the reservoir around the docks boaters can use their slip
6. Purchase an additional 15-20 mooring balls to be held on reserved for boater that wish to purchase as an “extended season”
 - a. Mooring balls require maintenance and upkeep, given the current staff levels 15-20 would be a reasonable amount additional to maintain
 - b. This also factors in swing radius of each boat off the mooring ball and space in the Frisco Bay
 - c. Boaters who purchase this will need to be clearly aware to either:
 - i. Not to wait too long if they intend to use Frisco Bay Marina storage
 - ii. Have a plan to haul out a Dillion



(Figure 21)

- Looking to the Future

While the above recommendations will work in the interim it's important to look to and start making assumptions about the future of Lake Dillion. With climate change and ever increase drought conditions in the western states, it is a safe assumption and water low scenarios could become a more prevalent issue in the near future. This poses the question what do water levels look like in the next five to 10 years?

Denver Water provide a bathymetric map of the Frisco Bay (Figure22). Using this data and examples of other marinas on reservoirs such as Lake Mead and Lake Powell, we can begin to see a trend in solutions to water levels on reservoirs.

Actual plans will require input from marine engineers, however there is potential with building up the old way to create a land bridge further out into the bay and then attaching the docks to the end of the old highway. This would put the docks in too much deeper water. Like other reservoir marinas this process may be perpetual giving water levels continued decline. Figure 23 illustrates what this might look like for Frisco Bay Marina.



(Figure22)



(Figure23)

4.2 Town's Role in Water Rescues

• Background

Through monthly site visits this summer, F3 Marina witnessed the high number of water-rescue related activities. These activities would be:

1. Rental boat issues:
 - a. Motor stopped working
 - b. Ran around
 - c. Hit something
 - d. Prop Damage
2. Paddle Rental issues
 - a. Cannot reach shore due to wind conditions
 - b. Capsized
 - c. Beached
 - d. Paddled to far
3. The same issues for seasonal boaters and public paddle sport users

• F3 Recommendations

Emergency preparedness and procedures are key to any successful marina operator. With that in there needs to be a line with what the Marina's role is and what needs to be handle by proper emergency response teams such as the Sheriff's department. Attempting to perform a rescue and the liability if someone were to be seriously injured or die poses are real risk to the town. More review needs to be done to what those roles are before investing into additional employee training and equipment. F3 Marina recommends taking the following steps for review:

1. Discuss with the Sheriff's department what constitutes a "rescue" versus a guest service "recovery"
2. Does Summit County need to invest more resources into the Sheriff's department to handle the increased capacity of visitors on the reservoir?
3. If not, does the Town of Frisco need to invest in a "Harbor Patrol" and acquire the appropriate insurance and staff to perform on water rescues



(Figure 24, Rental Sport Manager Jenn Shimp tows disabled Pontoon)

5 Conclusion

This report is designed to support the current staff and Town of Frisco on its desire to improve the Frisco Bay Marina into self-sustainable amenity to the citizens of the Town of Frisco and its visitors. F3 Marina appreciates the feedback received from boaters, marina staff, vendors and Town of Frisco administrative staff.

F3 marina has greatly enjoyed the opportunity to dive deeper into the day to day operations of the Frisco Bay Marina. Building off the Operational Audit completed in fall of 2021, F3 marina is in the middle of a one-year Oversight Agreement with the Town of Frisco. This provided F3 Marina a tremendous opportunity to further review updates already made, how well the changes made are working and what other challenges are facing the marina.

The biggest recommendation we can leave the Town of Frisco is one of a unified direction. There many influences to as what the direction of the marina is and how to get there. The marina will also face many more challenges unique to its climate and location. That direction and vision need to be shared by all invested in the marina, Boaters, Marina Staff, Town of Frisco Staff, and the Town of Frisco Common Council.

F3 Marina looks forward to serving the Town of Frisco in identifying and removing its challenges ahead.

