

THE
Marina®
MANUAL

The Definitive International
Reference Document for the Safe
and Profitable Management
of Yacht Marinas

VOLUME 1
THE TEXT

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Preface

Jack Welch, the legendary boss of General Electric Corporation (now called GE), believed, “Insecure managers create complexity”. He also said:

**If it’s not simple, it won’t be understood.
If it’s not understood, it won’t get done.**

One of the greatest challenges facing businesses today is how to achieve simplicity, which means reducing complexity. It has become increasingly difficult to find documents that explain a subject in clear and simple language.

The Marina Manual is a clear description of how to manage a marina according to best international practice.

The Forms in Volume II are ready to use for administrative, operational, and training purposes. Where the forms need modification to suit a specific marina, this is easily done using the WORD versions. Many of the forms can also be used as part of a marina’s disaster recovery plan.

A few of the forms contain very specialist and valuable information and are excluded from the basic set, but they may be ordered from the publisher.

The Marina Manual will also be of use to design teams, port authorities, tourism authorities, and others who may be responsible for marinas and boating activities.

Documenting a company’s procedures makes good commercial and operational sense. But in this increasingly litigious world, **The Marina Manual** will help to protect the manager and the marina’s owners from liability claims.

The author gratefully acknowledges the suggestions received from many industry colleagues who provided advice, notably Captain Bruno Meier, Captain Bill Green, and Mr Steve Burton.

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1 Introduction

1.1 The Aims of the Manual

The Marina Manual has been prepared mainly for the benefit of marina managers.

The aim of this manual is to provide guidance on successful operational and management methods, according to the best international standards. Use of this manual will enhance:

- Profitability
- Quality of service
- Safety
- Employee satisfaction
- Customer satisfaction

This manual is applicable to all marinas. Many of the forms enclosed in Volume II are ideally suited to a small marina using a minimum of computerization and with little back-office support. However, fully computerized marinas may also wish to keep many of the Volume II forms in reserve for disaster recovery purposes.

This manual assumes that the manager has full authority and responsibility for the day-to-day operation of his marina in accordance with the business plan, procedures, and guidelines approved by the marina's owner.

This manual will aid marinas in achieving ISO accreditation. Many of the systems and procedures required by ISO 9001 and ISO 14001 are covered in this manual.

1.2 Validity and Cautions

The following validity and caution warnings must be noted:

- The procedures and forms described in this manual have been developed over many years and have been found successful in practice. However, each marina is unique in terms of its size, design, scope of services, physical situation, and applicable laws, and the manager should take appropriate professional advice.
- This manual is sufficient to commission and operate a marina even without the use of computerized systems.
- This manual is not intended to cover the design and development of marinas.
- Where the context so permits, all references in this manual to the masculine also apply to the feminine, and the singular to the plural.
- The word "marina" in this manual is often used to imply the marina company.

2 Quality of Service

2.1 Introduction

Many of the world's most successful businesses have one thing in common; they strive for 100% customer satisfaction.

The right location, the right product, competitive prices, and promotional activities are all important. However, whether during a boom or a recession (but particularly during a recession), it is service excellence and high quality interaction between employees and customers that will have the most positive effect on the success of the marina.

Marinas cater to a broad customer base and the scope of services provided to customers should be reviewed frequently.

2.2 Marina Profile

The name and reputation of the marina is a valuable asset to be nurtured and preserved.

It is important that all employees are aware of the history of the marina and the aims and expectations of its owners.

If the marina is well constructed, well maintained, and well managed, the employees will be proud and confident in their work and will convey a positive attitude to the customers.

2.3 Customer Service

The manager's job is to ensure that procedures are quick and easy for his customers, not tedious and bureaucratic.

The fundamental aims of a marina should be to supply its customers with:

- Safe, convenient, and well-maintained berths/slips
- On-shore facilities (particularly restrooms) that are well built, well maintained, and spotlessly clean
- A personal and personable service
- A pleasant environment in which to enjoy the boating lifestyle

The principles of good service are set out in the training document, **FORM 701 Customer Service** that should be given to all employees.

3 Employment

3.1 Organization

Every marina should have an organization chart and a copy should be given to each employee.

The organization chart will vary from marina to marina depending upon its size, the range of services offered, and the extent to which any of the services are provided by outside firms. Three typical examples are:

- **FORM 501 Organization - Small Marina.** A marina manned during normal office hours (but probably with a night security guard) and perhaps utilizing external services (e.g. accountancy, maintenance).
- **FORM 502 Organization - Medium Marina.** A marina manned 24/7, with all administration and routine maintenance functions carried out in-house.
- **FORM 503 Organization - Large Marina.** A full-service marina with a boatyard.

In order to minimize fixed overhead costs, the aim should be to keep employee numbers to a minimum, consistent with:

- Safety
- Quality of service
- The size and complexity of the business

Marina activity peaks at certain times of the year and on certain days of the week, and it is usually too expensive to employ enough people on a permanent basis to cover these peak periods. A common solution is to maintain a reserve of local people who are adequately experienced and willing to assist the marina team on a part-time basis. High school and college students may, subject to local labor laws, be suitable for some duties.

It may be that some function can be sub-contracted in part or whole. For example:

- Accounting
- Mechanical, electrical, and plumbing maintenance
- Security
- Landscape maintenance
- Cleaning
- Fuel supply (fuel dock)
- Car-parking

4 Health and Safety

4.1 Introduction

The manager should carefully review health and safety matters with his professional advisors.

There are many commercial publications dealing with health and safety protocol and it is recommended that the manager read these. Government authorities may issue mandatory forms that take precedence over the forms in Volume II.

This manual aims to guide the manager and enable him to offer basic health and safety training to his employees. The fundamental obligations of the marina company are:

- To take all reasonably practicable steps, including training, to ensure a safe workplace.
- To recognize that it has a “duty of care” (i.e. it must take care to avoid acts or omissions that might result in injury).

4.2 Information Provided to Employees

Employees must be provided with information about health and safety.

Health and safety information and knowledge is provided by:

- Adequate training
- A thorough briefing at the time of commencing the job
- Issue of forms and training documents

4.3 Emergency Response Procedures (ERPs)

Emergency response procedures help employees handle an emergency efficiently.

The documents needed to deal with emergencies must be ready for immediate use.

The ERP Folder

The following forms should be kept in a red file marked “Emergency Response Procedures (ERPs)”. During preparation of the ERP folder, the manager is recommended to discuss procedures with the city’s emergency services.

Each ERP folder should contain the following:

- **FORM 201 Emergency Services**
- **FORM 202 Emergency Company Contacts**
- **FORM 203 Support Services**

5 Routine Operations

5.1 Aims & Objectives

This section of the manual covers the practical aspects of operating the marina and maximizing berth/slip revenue.

The majority of a marina's revenue derives from its berths/slips. Revenue will be maximized if:

- Every berth/slip is occupied by the largest possible boat
- The berths/slips are occupied continuously
- Temporarily vacant berths/slips are used to accommodate visiting vessels
- The highest prices are charged (consistent with retaining customers and with local market forces)
- The marina is well-maintained, clean, and tidy
- Employees give personal and personable service and know the customers and their boats
- Customers feel that they have received good quality service

The following sections outline some procedures for maximizing revenue.

5.2 Berth/Slip Plan

The marina office should always be equipped with a large-scale plan of the marina.

There should be a large-scale wall or desk plan showing all the berths/slips with their identity numbers and sizes. A marker pen or magnetic shapes may be used to mark the location of boats.

Even if the marina uses a computerized management system (see section 12) it is still useful to have the plan. Experience has shown that most dockhands prefer a physical display to a computer screen display.

5.3 Berth/Slip Status

It is essential to be able to see the status of each berth/slip.

The following information must be readily available for each berth/slip:

- Name, dimensions, and type of the boat
- Name and address of the boat's owner
- Principle details of the berth/slip contract

Before the advent of computers this information was customarily managed using T-Cards placed in a slotted board, with the board's

6 Accounting

6.1 Introduction

This section outlines the accounting practices and documentation at a typical marina.

It is assumed that the marina's financial controller will carry out the accounting functions unless the marina is very small in which case an external accountant would be used. Nevertheless, the manager needs to understand the principles of accounting and business planning. Even when the accounting and financial procedures are computerized, the basic principles of accounting are the same.

The condition of a business is summarized by three main documents:

- The Cash Account
- The Profit and Loss Account
- The Balance Sheet

6.2 The Cash Account

The Cash Account shows how money changes hands.

Money may change hands in the form of real cash, but in the majority of cases it will be in the form of bank checks, credit card payments, and bank transfers.

It is rare for the money flowing into a business during a particular period of time to be exactly equal to the value of the products or services sold to customers. It is also rare for the money flowing out to be equal to the cost of the resources used during the period. The fact that these two aspects of business are rarely in sync is partly due to a system of giving and taking credit, which most businesses do.

For example, customers may pay in advance, before receiving the products or services. This is frequently the case with marinas where berths/slips are customarily paid for in advance. On the other hand some customers may pay after the event, being given a period of credit before they are expected to pay.

The same is true of costs. Insurance premiums, for example, usually have to be paid in advance but oil, utilities, and consumables are usually paid for after the supply.

It is therefore important to monitor the amount of money flowing into and out of the business. The cash account takes this typical form (the following amounts and the US\$ symbol are for illustration purposes only):

7 The Business Plan

7.1 Introduction

The manager should prepare the annual business plan.

The manager should prepare the business plan because he is the person who manages the business and is the most familiar with it. However, the manager should consult with the financial controller.

Even a well-prepared business plan does not guarantee that the business will succeed or that capital investment will be authorized, but it will be a major influence on the decision-making of the marina's owners.

7.2 Marina Business Plan

The preparation of a set of budget accounts with descriptive text, known as a business plan, has a number of advantages.

It is a way of focusing the manager's attention consciously and systematically on the future and in the sector in which the business operates, and on possible developments within the business itself. In drafting the business plan, the manager should express his future business intentions in numerical form; this encourages precision.

By expressing the business plan in financial terms (i.e. by converting quantities into the common denominator of money) the plans of the various parts of the marina (e.g. berths/slips, boatyard, fuel dock, restaurant) can be compared to each other and summarized.

The business plan enables the necessary cash resources to be identified and made available as required. The financial soundness and profitability of the proposals can also be judged in advance by the use of performance ratios and other techniques.

The business plan also provides a benchmark for comparison with the subsequent performance of the marina, enabling the manager to see where actual performance deviates from plan and where corrective action is required.

The business plan is usually prepared for a 12-month period to run concurrently with the financial/tax year.

- The purpose of the business plan is to:
- Define policy, strategy and tactics for the year (or years) ahead
- Predict income and operating expenses on a month-by-month basis
- Predict cash flow and thus identify in advance the need for additional cash (e.g. by an overdraft facility)
- Demonstrate the profitability of the business

8 Pollution Control

8.1 Introduction

It only takes a small quantity of pollution to disfigure the marina and its waters, to upset the eco-balance, and to spoil peoples' pleasure.

The Marina Rules enclosed with this manual contain specific clauses about preventing pollution.

The manager should in particular ensure that the marina's fuel dock and waste disposal facilities are maintained in good order so that they do not cause pollution.

The manager should obtain published guidelines and regulations about local pollution control.

In some jurisdictions, the regulations on pollution control and the use, transport, and storage of "hazardous" materials are extremely complex and onerous. For example, even transporting a can of paint thinners from the marina to the boatyard may require a permit. In such jurisdictions, professional advice is definitely necessary.

8.2 Discharges from Boats

Sewage from boats is called Black Water. Other wastewater is called Grey Water.

Untreated sewage is a major source of waterborne disease. Problems may occur in marinas that have little or no water circulation (e.g. marinas in locked-basins or in regions with minimal tide, like the Mediterranean). Even a small quantity of visible sewage will spoil peoples' enjoyment of the environment and may result in adverse publicity. It follows that every effort must be made to minimize sewage discharge from boats.

In most countries the law requires boats to control their black water discharge. There are two principle on-board systems for dealing with black water:

- The first type macerates, chlorinates, filters, and then discharges the residue overboard.
- The second type retains all waste in holding tanks (or in the case of small boats, in self-contained chemical toilets) for subsequent discharge ashore at a marina or other port facility.

The discharge from showers, basins, washing machines, etc. is called grey water. It often contains detergents and other chemicals, and in a marina with poor water circulation its appearance and smell can become offensive. In marinas with little or no water circulation, grey water can build up to become a major pollutant. Grey water should be handled in the same way as black water.

9 Marketing & Promotion

9.1 Introduction

Marketing and promotion means the public dissemination of information about a product or service, with the goal of enhancing its sales.

A proper understanding and implementation of marketing and promotion is fundamental to managing the marina profitably. Various aspects need to be considered.

Marketing and business success

Business success and effective marketing go hand-in-hand. Focusing on the needs and aspirations of customers is essential. Knowing the strengths and weakness of the competition is also vital.

Planning

Effective marketing needs strategic planning, particularly in the case of a new marina. This means preparing a policy for one, two, or even three years in advance and deciding how to implement it.

Market positioning

Determine what the marina has to offer (“the product”), to whom it is offering it (“the market”), and how it relates to competing marinas (“its market position”).

Customer satisfaction

Marketing and promotion is about winning customers. Customer satisfaction is about retaining these customers (see section 2).

Pricing

Getting the price right is vital to attracting customers and maximizing profit. The lowest price is not necessarily the one that attracts the most customers. Consider a customer’s perception of value for money and other factors that matter to him. Different customers may have differing aspirations, and be willing to pay different prices. New marinas and new facilities may need special offers in order to draw in customers.

Market research

Market research is essential. This might include a detailed and regularly updated database of competing marinas (e.g. technical facilities, occupancy, pricing, marketing activities, loyalty schemes) and a survey of the customers.

Advertising

Advertising is expensive, and it is sometimes difficult to measure the effectiveness of the advertising. Advertising needs to be memorable to induce potential customers to start thinking of moving to your marina. Advertising is only the start and written and verbal follow-up with the potential customer is important.

10 General Office Procedures

10.1 Document Management

A simple and well-organized filing system makes administration easier.

It is even more important that documents stored on the computer are filed and sorted according to a logical system. The following system will work equally well for hard copies as well as for their soft copy counterparts on the computer (see section 10.2).

Note that document management is a key requirement for obtaining ISO 9001 (see section 17.2).

The following color-coded system is known to have worked well at some marinas.

RED files

These are created for each customer/boat and should contain copies of his various forms:

- Slip/berth contract
- Bank details
- Insurance certificate
- Certificate of registry (for foreign vessels)
- Key authorization
- Boat store contract
- Credit card authorization
- Other correspondence, invoices, etc. produced from time to time

GREEN files

These are for operational subjects. For example:

- Rent
- Fuel installations
- Electricity
- Water
- Garbage removal
- Computers
- Floating docks/pontoons
- Dredging
- Boat hoist
- Buildings R&M
- Cleaning & hygiene

11 Berth/Slip Contracts

11.1 Issuing a Berth/Slip Contract

A berth/slip contract is a contract between the marina and the boat owner.

The following describes a procedure for issuing first-time contracts. Even if a computerized system is used, the principles remain essentially the same.

- The boat owner completes **FORM 418 Application for a Berth/Slip**. The marina examines this to see if a berth/slip is available for the size of boat and duration requested. If a berth/slip is available, ▶
- ▶ the marina sends the owner the partially completed **FORM 419 Berth/Slip Offer and Contract**, along with a copy of **FORM 305 Marina Rules** and **FORM 211 Health and Safety Policy**. (A bank direct-debit authorization form may also be included.)
- If the owner wishes to accept the offer, he signs and returns the Berth/Slip Offer & Contract (with the direct-debit authorization form, if applicable).
- The marina checks the documents when they are returned. The owner's payment is paid into the bank. (If applicable, the direct-debit authorization is photocopied and the original sent to the bank.)
- The manager sends a suitable letter to the owner (e.g. expressing his best wishes for an enjoyable stay and advising him of his berth/slip number).
- Either a T-Card is made up and inserted in the T-Card board (see section 5.3) and any other status display (e.g. the wall plan) is updated, or the data is input to the computer-based marina management system (see section 12).

The marina's lawyer should review the above-mentioned forms.

The above procedure is summarized on **FORM 411 Berth/Slip Contract Procedures**.

11.2 Renewing a Berth/Slip Contract

Although some boats may leave the marina each year, the majority will remain and their contracts will need renewal.

About 3 months before annual or seasonal contracts expire, the marina should send a new **FORM 419 Berth/Slip Offer and Contract** to every owner. The purpose of sending this out is to:

- Determine at the earliest possible date how many owners are not going to renew, and hence, how many berths/slips will be available

12 Computerized Management

12.1 Introduction

A computer can carry out many of the administrative functions that were previously the subject of manual procedures.

A number of marina management applications are available, and the computer is now an accepted part of every business. The following notes are not intended to be a substitute for the vendor's own technical literature, and it is essential that the manager seeks professional advice from the vendor and/or the marina's IT consultant.

Note: In the author's opinion marina management application software is unnecessary for small marinas and/or marinas in developing countries and there is evidence to suggest it may even increase administrative costs.

12.2 Disaster Recovery

This manual can be used as the core of the marina's Disaster Management Plan.

There will be times when the computer system will go down. If this problem lasts for any length of time then the manager will need to put emergency systems into effect, which may require reverting to "pen & paper" systems. Other disaster scenarios include fire, flood, and theft.

This manual provides documents for most marina activities and copies of these should be kept in a "Disaster Recovery" file, ready for immediate use.

Note that the disaster recovery file must contain hard copies because once the computer system goes down it will be too late to print them with the computer!

12.3 Application Software

The following list shows some characteristics of a marina management application.

- The application is designed to dispense with hand-written notes, planning charts, and hand-prepared invoices. The manager can configure the system to suit his own particular requirements.
- With the arrival of a visiting boat, a berth/slip can be allocated, boat and customer details recorded, mooring fees automatically calculated, and the berth/slip contract printed.
- The application can handle computerized electricity and telephone monitoring, access control, and on-board security systems. It can issue the corresponding access cards, power cables, car park

13 Commercial & Legal

13.1 Tenants

In this manual a “tenant” refers to a person or business occupying property belonging to the marina. A “concessionaire” is someone who has the right to provide a certain service at the marina.

The leasing/renting of property and other marina facilities is a subject needing professional advice, and the same is true of awarding concessions. A local lawyer should prepare these agreements and contracts.

A legal agreement between the marina and the tenant will ensure that:

- The tenant vacates the property at the end of an agreed period
- The respective rights and obligations of the marina and the tenant are clearly set out
- The rent and any variations are specified
- The tenant is aware of the penalties that will apply in the event he breaches any of his obligations

The manager should consider incorporating the following points into the legal agreement:

- Hours of opening and hours of work
- The activities of the tenant
- The type and quality of service to be provided
- Compliance with the Marina Rules
- Compliance with the Health and Safety Policy
- Compliance with Work Permit procedures
- No nuisance is to be caused to other marina users
- Limitations on use and/or storage of dangerous and flammable materials
- Permissible floor loading
- Security procedures and access control
- Financial security (e.g. cash not to be left on the premises)
- Car parking arrangements
- Exclusivity, or non-exclusivity (as appropriate)
- Restrictions on use of the marina’s name and logo
- Rights to the use of marina facilities
- The amount of rent, turnover rent, and commission, and the procedures for reviewing these in the future

14 Housekeeping

14.1 Introduction

Housekeeping means the cleaning of the interior of the buildings.

Food preparation areas are not considered in this manual because they are normally subject to special regulations.

The aim of housekeeping is to ensure that all facilities (particularly restrooms) are well maintained and spotlessly clean. Cleanliness and hygiene are important in their own right as well as being an important element of quality of service.

Research shows that after the location of the marina and the quality of its berths/slips, it is the condition and cleanliness of the restrooms that customers remember the most.

14.2 Precautions

All cleaning operations must comply with the Health and Safety Policy.

Housekeeping chemicals and operations are potentially hazardous to employees and the public, and this risk must be minimized. The following is a list of precautions:

Storage

All cleaning products should be stored in closed containers in a cool, well-ventilated, and locked place. For details consult the manufacturers' instructions.

Cleaning equipment

All cleaning equipment should be well maintained and replaced as necessary.

Protective clothing

Cleaning involves contact with chemicals. As a minimum precaution, protective gloves and overalls should be worn at all times. When using strong liquid chemicals, safety glasses should be worn to protect the eyes. When using powdered chemicals, a facemask should be worn. These are only general guidelines and the manufacturers' instructions should be consulted.

Avoid cross-contamination

To prevent bacterial cross-contamination color-coded clothes and equipment are recommended (see section 14.4).

Place warning signs

Customers should be warned when cleaning operations are in progress. Warning signs, "Cleaning in Progress" or "Danger Wet Floor", should be placed in a conspicuous position.

15 Boatyard

15.1 Introduction

This chapter of the manual refers to a simple boatyard.

Many marinas include a boatyard or “yard”. Usually this will be a fairly simple operation with its own small workforce that handles lifting/launching, boat storage ashore, and routine repairs and maintenance. The yard usually employs contractors to deal with specialist work.

Sometimes the yard will be a full-service operation, employing people in all the main skills. In this case, the yard will almost certainly have its own yard manager and its own accounting department.

In most cases it is recommended to operate the facility on an “open yard” basis, as described in **FORM 607 Boatyard Policy**.

15.2 Range of Services

The range of services offered will depend on the size and capability of the yard.

The yard will offer a range of standard services such as lift-out, storage ashore, and re-launch. These services should be listed on **FORM 605 Boatyard Lift & Store Tariff** and **FORM 606 Boatyard General Tariff** (both forms should be modified to suit the facilities and services available).

Non-standard services will have to be priced on a case-by-case basis in response to customer demand.

15.3 Boatyard Rules

The Marina Rules should be supplemented by boatyard rules.

Some special boatyard rules are usually required in addition to the Marina Rules, as suggested in **FORM 601 Boatyard Rules**.

15.4 Work Permits

It is suggested that the boatyard has the same contractor policy as the marina.

Contractors and suppliers may work at the boatyard if they have already been issued with **FORM 218 Work Permit**. For legal and commercial reasons it is recommended that all work permits be issued by the marina manager or by the boatyard manager.

When new contractors and service providers arrive, the manager should:

16 Reporting

16.1 Introduction

The manager should be given a high degree of autonomy in day-to-day operations, subject to carrying out his duties in accordance with the business plan, this manual, and other guidelines.

Regular reporting to the owners is important. Regular communication and reporting is an important function within any management structure and serves a number of purposes:

- There is a saying that, “A problem shared is a problem solved”. Frequent communication between the manager and the managing director or owner makes problem solving easier and generates fresh ideas for the business.
- Good communication ensures that all parties know what the others are doing, what is planned or proposed, and what is approved or agreed upon. In short, it minimizes the risk of any confusion, abortive work, or unauthorized action.
- Regular reporting provides the owners with reassurance that things are working properly and according to the agreed business plan, and that the marina’s employees have everything under control.

The following sections indicate the type of reporting typically expected of a marina manager.

16.2 Manager’s Confidential Diary

The importance of the manager’s confidential diary cannot be overstated.

This manual suggests many procedures for record keeping but the confidential diary will provide very useful evidence in the case of any accident, incident, or legal dispute. The diary also acts as an independent record of the business of the marina.

The manager’s confidential diary should be used to record key points of the day-to-day business of the marina and particularly contractual, commercial, and health and safety aspects.

The diary also offers protection to the manager personally. It is evidence that he has acted competently and in accordance with the guidelines and instructions laid down by the owners.

As explained in section 13.7, contemporaneous notes are extremely valuable and, even in this digital age, a handwritten and dated record is one of the best forms of evidence in a legal dispute or official investigation.

17 ISO 9001 and 14001

17.1 Introduction

The International Organization for Standardization (ISO) issues standards that ensure that materials, products, processes, and services are fit for their purpose. The Marina Manual contains guidelines and systems that will make it much easier for the marina to obtain ISO 9001 and ISO 14001 accreditation.

ISO 9001 relates to quality management systems. It is designed to help organizations meet the needs of their customers while at the same time meeting statutory and regulatory requirements. ISO 9001 is suitable for a marina that:

- Wishes to consistently provide a product or service that meets customer requirements; and
- Wishes to enhance customer satisfaction through the effective application of the quality system, and its continual improvement.

ISO 14001 sets out the criteria for an environmental management system (EMS). Using ISO 14001 provides assurance to management, employees, and customers that environmental impact is being measured and improved.

Only a small proportion of the world's marinas (about 18,000 in total) have attained ISO accreditation. However, according to published information, various studies have suggested that ISO certified organizations achieve a better return on their assets, superior operational performance, and greater customer ratings.

17.2 ISO 9001

ISO 9001 relates to quality management.

A marina wishing to satisfy ISO 9001 must demonstrate to the auditor that it has implemented:

- Quality management system
- Management responsibility
- Resource management
- Product realization
- Measurement, analysis and improvement

The marina must also demonstrate that it maintains documentary procedures for:

- Control of documents/records
- Internal audits