



# DEPARTMENT SUMMARY

## Waterfront

*Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.*

### About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,133 slips in the Harbor, about 19% of which are used by commercial fishermen and 81% by recreational boaters and others, that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

While the Harbor area is a mixture of ocean dependent, ocean related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store and limited office space.

The Waterfront Department also operates nine parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

### Fiscal Year 2004 Budget Highlights

Waterfront Department faced unprecedented expense increases for fiscal year 2004.

Significant fee increases were required to balance the budget and ensure that the Department will continue to meet its reserve requirements and maintain its Capital Improvement Plan in future years.





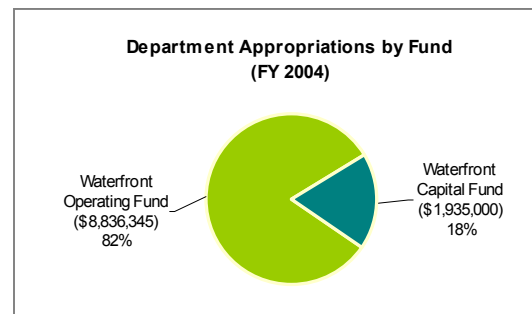
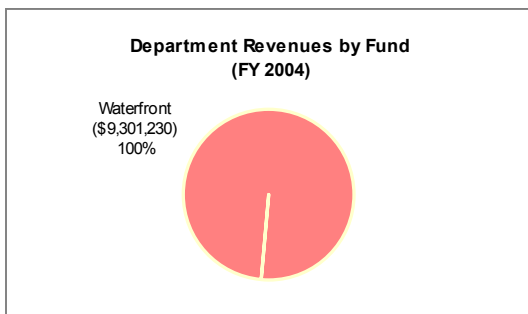
# DEPARTMENT SUMMARY

## Waterfront

### Department Financial and Staffing Summary

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized Positions (FTEs)</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
<b>Revenues</b>			
Fees and Service Charges	5,080,850	4,911,182	5,505,021
Interest Income	387,557	265,000	220,000
Leases	3,507,640	3,437,466	3,483,709
Intergovernmental	70,000	-	-
Donations	39,417	-	-
Other	186,683	27,500	92,500
<b>Total Department Revenue</b>	<b>\$ 9,272,147</b>	<b>\$ 8,641,148</b>	<b>\$ 9,301,230</b>
<b>Expenditures</b>			
Salaries and Benefits	3,429,468	3,803,324	4,127,320
Supplies and Services	2,505,684	2,524,023	2,995,112
Debt Service	1,442,752	1,401,300	1,485,913
Non-Capital Equipment	93,068	111,100	128,000
Capital Equipment	9,014	-	-
Appropriated Reserve	-	100,000	100,000
Miscellaneous	100,398	92,700	-
<b>Total Department Expenditures</b>	<b>\$ 7,580,384</b>	<b>\$ 8,032,447</b>	<b>\$ 8,836,345</b>
Capital Program	1,641,774	1,045,000	1,935,000
<b>Total Department Expenditures</b>	<b>\$ 9,222,158</b>	<b>\$ 9,077,447</b>	<b>\$ 10,771,345</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ 49,989</b>	<b>\$ (436,299)</b>	<b>\$ (1,470,115)</b>

### Department Fund Composition

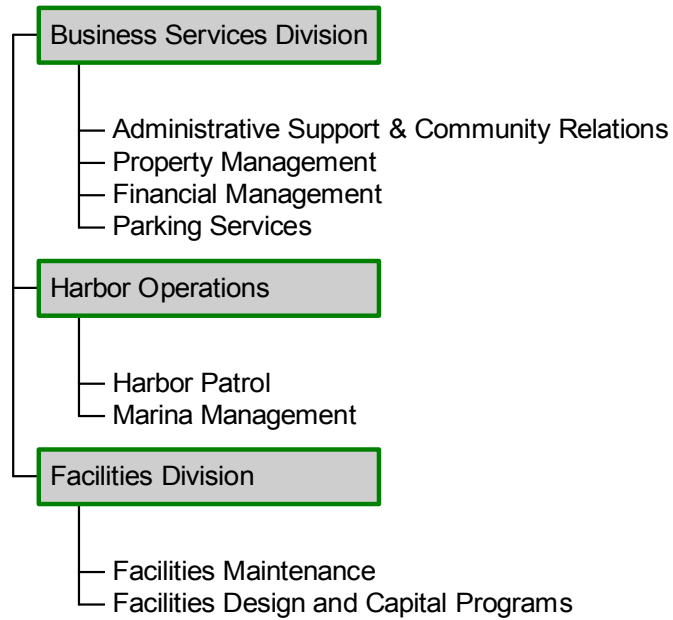




# DEPARTMENT SUMMARY

## Waterfront

### Program Organizational Chart



# PROGRAMS & SERVICES

## WATERFRONT

➤ **Administrative Support and  
Community Relations**

Property Management

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and  
Capital Programs

## Administrative Support and Community Relations

(Program No. 8111)

### Mission Statement

Provide direction and support to Waterfront Department Staff, along with effective communication and representation before Federal and State Agencies, local harbor community, residents and businesses.

### Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the Department to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, State and Federal agencies.

### Objectives for Fiscal Year 2004

- Ensure that Waterfront divisions achieve 80% of their program objectives.
- Implement a comprehensive public information and community relations program.



### RECENT PROGRAM ACHIEVEMENTS

The Department's Certificates of Participation (COP) were refinanced in July 2002, resulting in annual savings of approximately \$108,000.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
<b>Expenditures</b>			
Salaries and Benefits	342,114	391,112	404,865
Supplies and Services	801,494	880,836	979,102
Debt Service	1,442,752	1,401,300	1,485,913
Non-Capital Equipment	32,776	29,000	30,000
Capital Equipment	9,014	-	-
Miscellaneous	99,812	92,700	-
Appropriated Reserve	-	100,000	100,000
<b>Total Expenditures</b>	<b>\$ 2,727,962</b>	<b>\$ 2,894,948</b>	<b>\$ 2,999,880</b>
<i>There are no revenues associated with this program.</i>			

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Program objectives completed	n/a	80%	80%

# PROGRAMS & SERVICES

## WATERFRONT

Administrative Support and  
Community Relations

➤ **Property Management**

Financial Management

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Capital Programs

## Property Management

(Program No. 8112)

### Mission Statement

Manage Waterfront leases ensuring the public receives a high level of services and the Department receives market value rents.

### Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Assure tenants receive the services entitled under their agreements.

### Objectives for Fiscal Year 2004

- Audit 25% of the 45 percentage rent leases.
- Meet with 50% of the 51 tenants quarterly to discuss lease issues.
- Contribute to three advertising and promotional programs.
- Improve renewal standards to the Business Activity Permit policy.
- Develop an improved tracking method for tenant rent payments.



### RECENT PROGRAM ACHIEVEMENTS

A new 25-year lease with the Santa Barbara Museum of Natural History was negotiated for the Sea Center Revitalization Project on Stearns Wharf.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>
<b>Revenues</b>			
Leases	3,507,640	3,437,466	3,483,709
Other	96,022	20,000	85,000
<b>Total Revenue</b>	<b>\$ 3,603,662</b>	<b>\$ 3,457,466</b>	<b>\$ 3,568,709</b>
<b>Expenditures</b>			
Salaries and Benefits	82,062	97,659	117,417
Supplies and Services	70,578	80,746	96,840
<b>Total Expenditures</b>	<b>\$ 152,640</b>	<b>\$ 178,405</b>	<b>\$ 214,257</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Leases audited	n/a	12	12
Tenant meetings attended	n/a	62	82
Business Activity Permits renewed within 30 days of expiration	n/a	48	72
Lease and license contracts managed	n/a	51	53
Business Activity Permits managed	n/a	71	80

## WATERFRONT

Administrative Support and  
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➤ **Financial Management**

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Capital Programs



### RECENT PROGRAM ACHIEVEMENTS

An Automatic Payment System for slip fees was implemented so slip permittees can choose to have slip fees automatically drafted from their account monthly.

## Financial Management

(Program No. 8113)

### Mission Statement

Support the Waterfront Department with staying within budget and processing revenue and expenditures accurately.

### Program Activities

- Prepare financial plan for Department revenues and expenditures.
- Approve and facilitate payment of Department expenses.
- Receive and process fees collected by Department.
- Monitor and analyze Department revenues and expenses.

### Objectives for Fiscal Year 2004

- Ensure program expenditures are within budget.
- Process revenues with 100% deposit error resolution within ten working days.
- Process 85% of requisitions and claims within 60 days of receipt.
- Complete budget within timeline set by the Finance Department.
- Prepare Department billing with 100% error resolution of billing errors within three billing cycles.



## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	1.75	1.75	1.75
<b>Revenues</b>			
Interest Income	387,557	265,000	220,000
<b>Total Revenue</b>	<b>\$ 387,557</b>	<b>\$ 265,000</b>	<b>\$ 220,000</b>
<b>Expenditures</b>			
Salaries and Benefits	104,778	110,792	118,806
Supplies and Services	12,185	9,561	17,772
<b>Total Expenditures</b>	<b>\$ 116,963</b>	<b>\$ 120,353</b>	<b>\$ 136,578</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Revenue deposit errors resolved within ten working days	n/a	100%	100%
Requisitions and claims processed within 60 days of receipt	n/a	85%	85%
Billing errors resolved after three billing cycles	n/a	100%	100%
Deposits processed	n/a	850	850
Requisitions processed	n/a	200	200
Billing accounts processed	n/a	4,000	4,000

# PROGRAMS & SERVICES

## WATERFRONT

Administrative Support and  
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➤ **Parking Services**

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## Parking Services

(Program No. 8121)

### Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

### Program Activities

- Staff and operate nine parking lots throughout the Waterfront area.
- Monitor and collect revenue at three Honor Fee collections sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

### Objectives for Fiscal Year 2004

- Achieve an 85% annual collection rate on parking fee collection envelopes issued.
- Maintain an annual operating expense of not more than 65% of revenue collected.
- Maintain annual parking permit revenues of at least \$200,000.
- Install security surveillance system in the main Harbor and Stearns Wharf parking kiosks.



### RECENT PROGRAM ACHIEVEMENTS

Parking Services extended service days and hours at the Los Baños exit kiosk and implemented an improved 4-tiered parking permit system.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Revenues</b>			
Fees and Service Charges	1,258,785	1,169,900	1,500,300
<b>Total Revenue</b>	<b>\$ 1,258,785</b>	<b>\$ 1,169,900</b>	<b>\$ 1,500,300</b>
<b>Expenditures</b>			
Salaries and Benefits	574,028	641,184	687,637
Supplies and Services	70,265	83,063	99,840
Non-Capital Equipment	43,542	52,000	75,000
Miscellaneous	586	-	-
<b>Total Expenditures</b>	<b>\$ 688,421</b>	<b>\$ 776,247</b>	<b>\$ 862,477</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Parking fee collection envelopes collected	n/a	25,000	25,000
Percent of parking fee collection envelopes collected	n/a	85%	85%
Operating expenses	n/a	\$760,000	\$866,000
Operating expenses as a percent of revenue	n/a	65%	65%
Total permit revenue	n/a	\$210,000	\$230,000
Total parking tickets distributed at Wharf	n/a	263,800	271,700
Total parking tickets distributed at Harbor	n/a	143,600	147,900
Total parking tickets distributed at outer lots	n/a	281,000	289,430

# PROGRAMS & SERVICES

## WATERFRONT

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➤ **Harbor Patrol**

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### RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol performed over 300 courtesy vessel tows and inspected over 1,500 Marine Sanitation Devices in FY 2003.

10 out of 11 officers have now obtained a Coast Guard Master's License.

## Harbor Patrol

(Program No. 8131)

### Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

### Program Activities

- Provide emergency response seven days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

### Objectives for Fiscal Year 2004

- Respond to 90% of in-harbor emergencies within five minutes.
- Achieve a minimum average of 65 hours of training per officer.
- Enhance public relations by conducting 12 school class tours or other public-relations events.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Expenditures</b>			
Salaries and Benefits	933,790	1,031,672	1,144,650
Supplies and Services	112,274	101,954	128,360
Non-Capital Equipment	7,008	16,900	9,500
<b>Total Expenditures</b>	<b>\$ 1,053,072</b>	<b>\$ 1,150,526</b>	<b>\$ 1,282,510</b>
<i>There are no revenues associated with this program.</i>			

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of five minute response times	n/a	90%	90%
Training hours per officer	n/a	65%	65%
Class tours or other public-relations events	n/a	12	12
Calls for service	n/a	n/a	3,000
Enforcement contacts	n/a	1,300	1,300
Marine Sanitation Device inspections	n/a	1,500	1,500
Emergency responses inside Harbor	n/a	100	100
Emergency responses outside Harbor	n/a	100	100
Non-emergency (courtesy) vessel tows	n/a	300	300

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### RECENT PROGRAM ACHIEVEMENTS

Staff implemented a Clean Water Program and facilitated the Harbor and Seafood Festivals.

## Marina Management

(Program No. 8141)

### Mission Statement

Manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

### Program Activities

- Manage 1,133 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, and Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments, slip transfers and accommodation of visitors.
- Administer permit process for skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

### Objectives for Fiscal Year 2004

- Process 90% of slip trades, transfers, liveaboard permits or waiting list assignments within ten working days of application completion or notice of acceptance (waiting list, liveaboard permits).
- Process 90% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- Assign 90% of available outrigger and catamaran permits.
- Develop a survey to measure slip permittees' satisfaction with marina management services.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Revenues</b>			
Fees and Service Charges	3,822,065	3,741,282	4,004,721
Other	35,993	7,500	7,500
<b>Total Revenue</b>	<b>\$ 3,858,058</b>	<b>\$ 3,748,782</b>	<b>\$ 4,012,221</b>
<b>Expenditures</b>			
Salaries and Benefits	161,824	172,087	188,865
Supplies and Services	43,123	54,949	61,535
<b>Total Expenditures</b>	<b>\$ 204,947</b>	<b>\$ 227,036</b>	<b>\$ 250,400</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Trades, transfers, permits or assignments processed within ten working days	n/a	97%	90%
Visitor slip assignments processed within 30 minutes	n/a	86%	90%
Average transient slip assignments per year (includes multiple day assignments)	n/a	17,000	17,000
Trades, transfers, permits or assignments processed	n/a	150	150
Outrigger and catamaran permits assigned	n/a	88%	90%

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➤ **Facilities Maintenance**

Facilities Design and  
Capital Programs



### RECENT PROGRAM ACHIEVEMENTS

Facilities Maintenance staff completed the Marina 4 main walkway re-decking project and replaced 1,000 cleats on Marina 1.

## Facilities Maintenance

(Program Nos. 8151, 8152, 8153)

### Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

### Program Activities

- Maintain and repair the harbor, Stearns Wharf and Waterfront Parking lots, including buildings, ocean structures, pavement, utilities, vessels and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

### Objectives for Fiscal Year 2004

- Implement a tenant satisfaction survey for commercial and restaurant tenants based on cleanliness, safety and response time.
- Achieve 70% of in-service days for the Harbor Patrol fleet through preventive maintenance and service.
- Identify labor and equipment costs for holidays and special event support.
- Identify a reduction of lost staff time and number of injuries through maintaining 63 hours of safety training per employee.
- Act as Department liaison for the annual U.S. Army Corps of Engineers Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the harbor.
- Accomplish 90% of the preventative maintenance tasks.



## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>16.30</b>	<b>16.30</b>	<b>16.50</b>
<b>Revenues</b>			
Other	53,792	-	-
<b>Total Revenue</b>	<b>\$ 53,792</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>			
Salaries and Benefits	1,083,767	1,187,411	1,309,891
Supplies and Services	1,361,241	1,260,295	1,572,518
Non-Capital Equipment	9,742	13,200	13,500
<b>Total Expenditures</b>	<b>\$ 2,454,750</b>	<b>\$ 2,460,906</b>	<b>\$ 2,895,909</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
In-service days for Harbor Patrol fleet (70% x 1460 fleet days)	n/a	1,022 days	1,022 days
Staff injuries	n/a	2	2
Training hours per employee	n/a	63 hours	63 hours
Total lost staff time	n/a	260 days	230 days

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➤ **Facilities Design and  
Capital Programs**



### RECENT PROGRAM ACHIEVEMENTS

The Launch Ramp  
Replacement project  
was completed.

## Facilities Design and Capital Programs

(Program No. 8161)

### Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

### Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

### Objectives for Fiscal Year 2004

- Complete 80% of minor capital projects (projects under \$100,000) according to the approved schedule.
- Complete 70% of minor capital projects (projects under \$100,000) according to the approved budget.
- Advertise for bid the Chandlery Remodel project in the first quarter of Fiscal Year 2004.
- Complete design phase of Breakwater Cap Repair project.

## Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
<b>Authorized FTEs</b>	<b>2.70</b>	<b>2.70</b>	<b>2.50</b>
<b>Revenues</b>			
Donations	39,417	-	-
Intergovernmental	70,000	-	-
Other	876	-	-
<b>Total Revenue</b>	<b>\$ 110,293</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>			
Salaries and Benefits	147,105	171,407	155,189
Supplies and Services	34,524	52,619	39,145
Capital Program	1,641,774	1,045,000	1,935,000
<b>Total Expenditures</b>	<b>\$ 1,823,403</b>	<b>\$ 1,269,026</b>	<b>\$ 2,129,334</b>

## Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of minor capital projects completed according to schedule	n/a	80%	80%
Minor capital projects completed	n/a	11	11

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