



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, 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 2006 Budget Highlights

Waterfront Department will fund \$1,680,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf and the Travel Hoist Pier, refurbishment of the commercial ice machine on the City Pier, and replacement of the commercial fishing dock on the north side of the City Pier. Capital projects will also include dredging the interior harbor between the breakwater and Marina One, as well as dredging sand buildup along the seawall between Marinas Two, Three, and Four.

After capital projects are funded, Waterfront Department reserves will be maintained between \$5.2 and \$5.9 million during fiscal years 2006/2007.

The Department does not receive any tax revenues and is entirely dependent upon fees generated from its operations. In order to balance the department's operating budget, fund capital projects, and maintain reserves at required levels, slip rentals, parking permits, and slip transfer fees will increase on July 1, 2005.



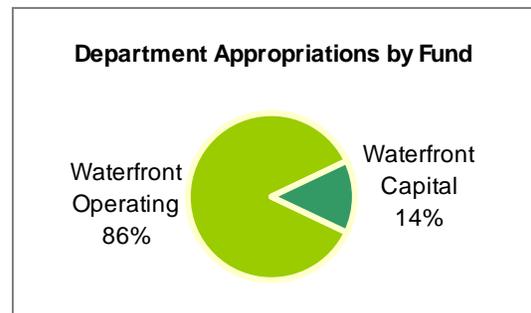
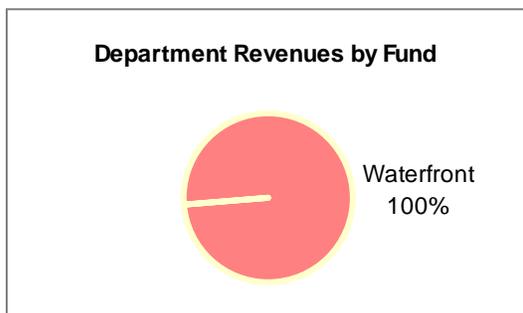
DEPARTMENT SUMMARY

Waterfront

Department Financial and Staffing Summary

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|--------------------------------------|----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| Authorized Positions | 45.00 | 46.00 | 46.00 | 46.00 | 46.00 |
| Hourly Employee Hours | N/A | 66,941 | 66,941 | 56,710 | 56,710 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 6,012,633 | \$ 5,825,209 | \$ 6,067,782 | \$ 6,255,309 | \$ 6,369,380 |
| Leases | 3,495,037 | 3,555,809 | 3,614,758 | 3,735,602 | 3,797,161 |
| Interest Income | 396,134 | 160,000 | 272,397 | 294,451 | 311,040 |
| Market Valuation | (230,661) | - | - | - | - |
| Loan Proceeds | - | 1,700,000 | - | - | - |
| State Grants | 83,300 | 195,300 | 60,000 | - | - |
| Other Revenue | 117,153 | 85,000 | 97,184 | 110,342 | 112,549 |
| Total Department Revenue | \$ 9,873,596 | \$ 11,521,318 | \$ 10,112,121 | \$ 10,395,704 | \$ 10,590,130 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 4,093,449 | \$ 4,413,310 | \$ 4,400,166 | \$ 4,870,396 | \$ 5,072,923 |
| Supplies and Services | 2,781,523 | 3,502,573 | 3,107,886 | 3,163,334 | 3,037,489 |
| Transfers Out | - | 9,325 | 9,325 | 1,918 | - |
| Debt Service | 914,938 | 1,476,138 | 1,476,138 | 1,599,063 | 1,595,913 |
| Non-Capital Equipment | 129,206 | 160,607 | 128,500 | 95,000 | 82,500 |
| Appropriated Reserve | - | 90,675 | - | 120,000 | 100,000 |
| Total Department Operating | \$ 7,919,116 | \$ 9,652,628 | \$ 9,122,015 | \$ 9,849,711 | \$ 9,888,825 |
| Capital Program | 2,181,698 | 4,676,473 | 3,340,680 | 1,680,000 | 1,695,000 |
| Total Department Expenditures | \$ 10,100,814 | \$ 14,329,101 | \$ 12,462,695 | \$ 11,529,711 | \$ 11,583,825 |
| Addition to (Use of) Reserves | \$ (227,218) | \$ (2,807,783) | \$ (2,350,574) | \$ (1,134,007) | \$ (993,695) |

Department Fund Composition

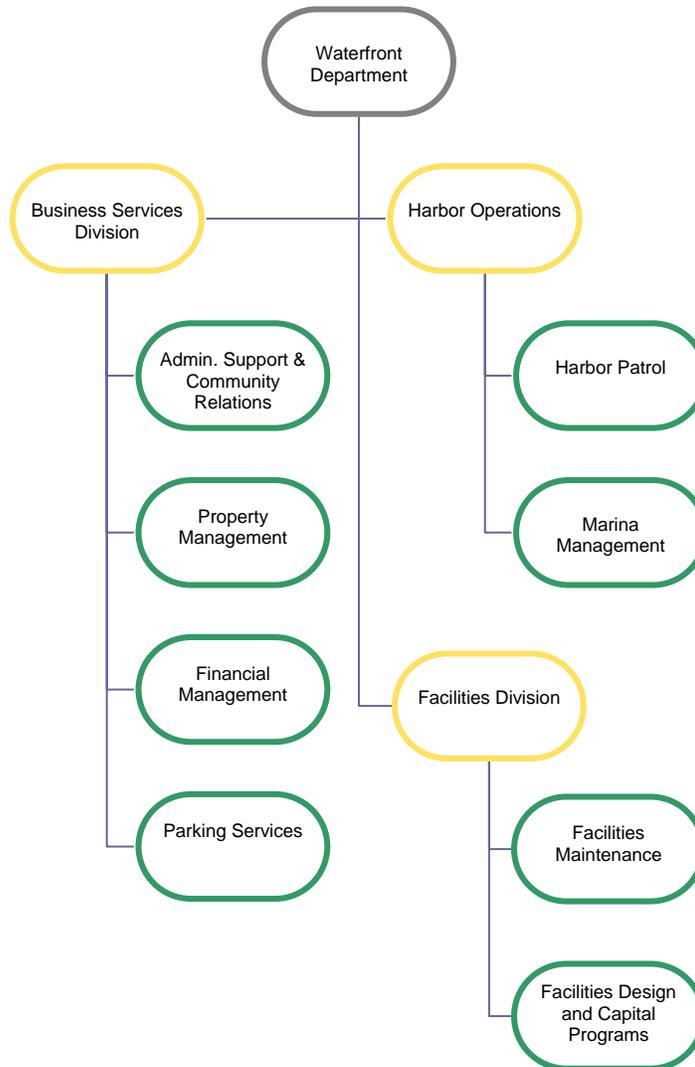




DEPARTMENT SUMMARY

Waterfront

Program Organizational Chart



WATERFRONT PROGRAMS

- Administrative Support and Community Relations
 - Property Management
 - Financial Management
 - Parking Services
 - Harbor Patrol
 - Marina Management
 - Facilities Maintenance
 - Facilities Design and Capital Programs



RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received \$1.4 million of federal funding for the annual maintenance dredging of the Federal Channel in Santa Barbara Harbor.

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, the 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.

Key Objectives for Fiscal Year 2006

- Ensure 80% of department program objectives are achieved.
- Implement a comprehensive public information and community relations program which includes sponsored Waterfront Events, Published Department Communication, Navy Ship and Cruise Ship visits, and sponsored public/media meetings.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.60 | 4.60 | 4.60 | 4.60 | 4.60 |
| Hourly Employee Hours | N/A | 0 | 0 | 0 | 0 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 467,947 | \$ 451,456 | \$ 456,128 | \$ 519,616 | \$ 544,057 |
| Supplies and Services | 931,145 | 1,041,456 | 964,668 | 1,052,727 | 1,074,580 |
| Transfers Out | - | 9,325 | 9,325 | 1,918 | - |
| Debt Service | 914,938 | 1,476,138 | 1,476,138 | 1,599,063 | 1,595,913 |
| Non-Capital Equipment | 33,876 | 30,000 | 22,500 | 20,000 | 15,000 |
| Appropriated Reserve | - | 90,675 | - | 120,000 | 100,000 |
| Total Expenditures | \$ 2,347,906 | \$ 3,099,050 | \$ 2,928,759 | \$ 3,313,324 | \$ 3,329,550 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|--|-------------------|----------------------|--------------------|
| Percent of department program objectives completed | 94% | 80% | 80% |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Completed implementation of improved tracking method for tenant payments for FY 2005-2006.

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.

Key Objectives for Fiscal Year 2006

- Audit 25% of percentage rent leases.
- Renew 95% of Business Activity Permits within 30 days of permit expiration.
- Reduce cost to audit percentage rent leases by 10%.
- Ensure that 95% of tenants are in compliance with major lease provisions.
- Track identified advertising or promotional program costs designed to enhance Waterfront tenant revenues.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.55 | 1.55 | 1.55 | 1.55 | 1.55 |
| Hourly Employee Hours | N/A | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Leases | \$ 3,495,037 | \$ 3,555,809 | \$ 3,614,758 | \$ 3,735,602 | \$ 3,797,161 |
| Fees and Service Charges | 8,797 | 6,000 | 5,172 | 5,275 | 5,381 |
| Other Revenue | 84,184 | 75,000 | 64,006 | 76,500 | 78,030 |
| Total Revenue | \$ 3,588,018 | \$ 3,636,809 | \$ 3,683,936 | \$ 3,817,377 | \$ 3,880,572 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 118,574 | \$ 132,281 | \$ 131,595 | \$ 151,840 | \$ 159,574 |
| Supplies and Services | 106,649 | 169,055 | 169,039 | 113,223 | 118,205 |
| Total Expenditures | \$ 225,223 | \$ 301,336 | \$ 300,634 | \$ 265,063 | \$ 277,779 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Business Activity Permits managed | 70 | 70 | 68 |
| Business Activity Permits renewed within 30 days of expiration | 50 | 72 | 65 |
| Percent of Business Activity Permits renewed within 30 days of expiration | 95% | 80% | 95% |
| Percent of tenants audited for accurate percentage rent reporting | 25% | 25% | 25% |
| Cost to audit percentage rent leases | N/A | N/A | \$33,480 |
| Percent of tenants in compliance with lease agreement | N/A | N/A | 95% |
| Leases audited | 12 | 12 | 10 |
| Lease contracts managed | 57 | 57 | 58 |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations

Property Management

➤ **Financial Management**

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Negotiated an agreement with Santa Barbara Bank & Trust for installing an Automatic Teller Machine on Stearns Wharf.

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.

Key Objectives for Fiscal Year 2006

- Process revenues with 90% deposit error resolution within three working days.
- Process 85% of requisitions and claims within 21 days of receipt.
- Prepare department billing with 90% resolution of billing errors within 2 billing cycles.
- Complete budget within timeline set by the Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of Business Office cash drawers are balanced daily.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 |
| Hourly Employee Hours | N/A | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Interest Income | \$ 281,750 | \$ 160,000 | \$ 272,397 | \$ 294,451 | \$ 311,040 |
| Market Valuation | (148,120) | - | - | - | - |
| Total Revenue | \$ 133,630 | \$ 160,000 | \$ 272,397 | \$ 294,451 | \$ 311,040 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 119,095 | \$ 132,306 | \$ 133,668 | \$ 146,021 | \$ 151,486 |
| Supplies and Services | 21,467 | 18,423 | 20,304 | 19,221 | 20,753 |
| Total Expenditures | \$ 140,562 | \$ 150,729 | \$ 153,972 | \$ 165,242 | \$ 172,239 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Percent deposit errors resolved within 3 working days | N/A | N/A | 90% |
| Percent of requisitions and claims processed within 21 days | N/A | N/A | 85% |
| Percent of resolution of billing errors within 2 billing cycles | N/A | N/A | 90% |
| Deposits processed | 1,043 | 850 | 865 |
| Requisitions and claims processed | 2,358 | 2,000 | 2,025 |
| Billing accounts processed | 14,478 | 14,000 | 13,000 |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management

➤ **Parking Services**

Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Waterfront Parking expanded the Honor Fee System to the Garden Street Parking Lot on January 24, 2005.

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 four Honor Fee collection sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Key Objectives for Fiscal Year 2006

- Maintain annual parking permit revenues of at least \$300,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Achieve an 85% annual collection rate on parking fee collection envelopes issued.
- Maintain a quarterly cash drawer accuracy rate of 98% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 33% of revenue collected from Stearns Wharf.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 3.10 | 3.10 | 3.10 | 3.10 | 3.10 |
| Hourly Employee Hours | N/A | 36,521 | 36,521 | 36,598 | 36,598 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 1,643,515 | \$ 1,571,000 | \$ 1,560,457 | \$ 1,636,264 | \$ 1,712,588 |
| Other Revenue | 5 | - | - | - | - |
| Total Revenue | \$ 1,643,520 | \$ 1,571,000 | \$ 1,560,457 | \$ 1,636,264 | \$ 1,712,588 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 657,388 | \$ 631,567 | \$ 675,873 | \$ 695,557 | \$ 697,697 |
| Supplies and Services | 83,105 | 116,717 | 89,446 | 111,899 | 106,663 |
| Non-Capital Equipment | 63,956 | 97,713 | 75,000 | 45,000 | 37,500 |
| Total Expenditures | \$ 804,449 | \$ 845,997 | \$ 840,319 | \$ 852,456 | \$ 841,860 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Total permit revenue | \$288,112 | \$230,000 | \$300,000 |
| Operating expenses as a percent of revenue collected | 47.15% | 55% | 55% |
| Annual collection rate on parking fee collection envelopes issued | 86.5% | 85% | 85% |
| Accuracy rate of cash drawers | N/A | N/A | 98% |
| Annual operating labor cost as a percentage of revenue collected from Stearns Wharf | N/A | N/A | 33% |
| Collection envelopes collected | 5,982 | 12,000 | 12,000 |
| Wharf tickets distributed | 259,590 | 271,700 | 271,700 |
| Harbor tickets distributed | 132,173 | 147,900 | 147,900 |
| Boat trailer tickets distributed | N/A | 11,500 | 15,000 |
| Outer Lot tickets distributed | 261,632 | 289,500 | 289,500 |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services

➤ **Harbor Patrol**

Marina Management
Facilities Maintenance
Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Completed U.S. Coast Guard approved Facilities Security Plan for cruise ship visits.

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 department.
- Provide search and rescue, towing, and dewatering service to ocean users.
- Provide fire response and prevention services.

Key Objectives for Fiscal Year 2006

- Respond to 90% of in-harbor emergencies within 5 minutes.
- Achieve a minimum average of 110 hours of training per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 45 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 12.50 | 12.50 | 12.50 | 12.50 | 12.50 |
| Hourly Employee Hours | N/A | 4,732 | 4,732 | 4,732 | 4,732 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,171,423 | \$ 1,267,480 | \$ 1,266,813 | \$ 1,385,982 | \$ 1,466,326 |
| Supplies and Services | 130,823 | 125,587 | 128,663 | 118,025 | 118,006 |
| Non-Capital Equipment | 13,682 | 18,394 | 16,500 | 16,500 | 16,500 |
| Total Expenditures | \$ 1,315,928 | \$ 1,411,461 | \$ 1,411,976 | \$ 1,520,507 | \$ 1,600,832 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Percent of 5 minute emergency response times | 95% | 90% | 90% |
| Training hours per officer | 113.77 | 100 | 110 |
| Class tours of other public relations events | 45 | 36 | 45 |
| Hours lost due to injury | N/A | N/A | 410 |
| Calls for service | 1,342 | 1,687 | 1,500 |
| Emergency responses inside of harbor (tows not included) | 102 | 104 | 100 |
| Emergency responses outside of harbor (tows not included) | 110 | 126 | 110 |
| Emergency vessel tows | 186 | 186 | 180 |
| Non-emergency (courtesy vessel) tows | 319 | 252 | 250 |
| Average cost non-emergency (courtesy vessel tows) | N/A | N/A | \$100 |
| Marine sanitation device inspections | 1,280 | 1,214 | 1,200 |
| Average cost marine sanitation device inspections | N/A | N/A | \$5 |
| Enforcement contacts | 1,426 | 1,275 | 1,300 |
| Arrests | 114 | 103 | 100 |
| Parking citations | 516 | 527 | 500 |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol

➤ **Marina Management**

Facilities Maintenance
Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Proposed berthing standards for Santa Barbara Harbor approved by Harbor Commission in January 2005.

Marina Management

(Program No. 8141)

Mission Statement

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

Program Activities

- Manage a 1,133 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate 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.

Key Objectives for Fiscal Year 2006

- Process 90% of slip trades, transfers, liveaboard permits, or wait-list assignments within 10 working days of application completion or notice of acceptance.
- Process 90% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- Assign 90% of available West Beach permits.
- Assign 95% of available catamaran permits.
- Implement the Clean Marina Program by completing Marina 1 port-a-potty dump station and pursuing analysis of harbor sediments.
- Implement a permit system for vessels moored east of Stearns Wharf.
- Implement a berthing standards program to augment navigability standards and deter berthing of derelict craft in Santa Barbara Harbor.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | N/A | 2,028 | 2,028 | 988 | 988 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 4,360,321 | \$ 4,248,209 | \$ 4,502,153 | \$ 4,613,770 | \$ 4,651,411 |
| Other Revenue | 32,964 | 10,000 | 33,178 | 33,842 | 34,519 |
| Total Revenue | \$ 4,393,285 | \$ 4,258,209 | \$ 4,535,331 | \$ 4,647,612 | \$ 4,685,930 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 185,759 | \$ 205,705 | \$ 218,129 | \$ 215,920 | \$ 222,172 |
| Supplies and Services | 64,260 | 61,501 | 61,980 | 57,444 | 57,384 |
| Total Expenditures | \$ 250,019 | \$ 267,206 | \$ 280,109 | \$ 273,364 | \$ 279,556 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|--|-------------------|----------------------|--------------------|
| Trades, transfers, permits or assignments processed | 201 | 200 | 150 |
| Percent of trades, transfers, permits, or assignments processed within 10 days | 96.6% | 90% | 90% |
| Percent of visitor slip assignments processed within 30 minutes | 93.9% | 90% | 90% |
| West Beach permits sold | N/A | N/A | 45 |
| Percent of West Beach permits assigned | N/A | N/A | 90% |
| Catamaran permits sold | N/A | N/A | 62 |
| Percent of catamaran permits assigned | N/A | N/A | 95% |
| Visitor occupancy days per year | 19,185 | 19,500 | 17,000 |
| Vessels aground or sunk in East Beach anchorage | N/A | N/A | 10 |
| Cost to dispose of vessels beached on East Beach | N/A | N/A | \$13,000 |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management

➤ **Facilities Maintenance**

Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Staff was able to maintain all 4 of the Harbor Patrol vessels, keeping them in-service 69% of the time in fiscal year 2004, despite several engine failures.

Facilities Maintenance

(Program Nos. 8151, 8152)

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.

Key Objectives for Fiscal Year 2006

- Achieve 70% of in-service days for the Harbor Patrol fleet through preventive maintenance and services.
- Accomplish 90% of the preventive maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 3,500 or fewer hours.
- Achieve an 80% satisfaction rate from commercial and restaurant tenants based on cleanliness, safety, and response time.

Financial and Staffing Information

| | Actual FY 2004 | Amended FY 2005 | Projected FY 2005 | Adopted FY 2006 | Proposed FY 2007 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 16.50 | 17.30 | 17.30 | 17.30 | 17.30 |
| Hourly Employee Hours | N/A | 23,660 | 23,660 | 14,392 | 14,392 |
| Revenues | | | | | |
| Grants | \$ - | \$ 60,000 | \$ 60,000 | \$ - | \$ - |
| Total Revenue | \$ - | \$ 60,000 | \$ 60,000 | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,231,146 | \$ 1,396,627 | \$ 1,345,774 | \$ 1,543,561 | \$ 1,606,545 |
| Supplies and Services | 1,429,317 | 1,956,246 | 1,667,379 | 1,677,853 | 1,529,603 |
| Non-Capital Equipment | 17,692 | 14,500 | 14,500 | 13,500 | 13,500 |
| Total Expenditures | \$ 2,678,155 | \$ 3,367,373 | \$ 3,027,653 | \$ 3,234,914 | \$ 3,149,648 |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Percent of in-service days for Harbor Patrol fleet | 69% | 70% | 70% |
| Percent of preventative maintenance tasks completed | 90% | 90% | 90% |
| Lost staff hours due to injury | N/A | N/A | 3,500 |
| Rate of tenant satisfaction | N/A | N/A | 80% |
| Labor cost for vessel maintenance | N/A | N/A | \$65,000 |
| Labor cost of preventive maintenance tasks | N/A | N/A | \$250,000 |
| Labor and equipment cost for holiday and special events | N/A | N/A | \$70,000 |
| Labor hours per dock box installation | N/A | N/A | 3 hours |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance

➤ Facilities Design and Capital
Programs



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.

Key Objectives for Fiscal Year 2006

- Complete 80% of minor capital projects under \$100,000, in FY 2006, according to the approved schedule.
- Complete 70% of minor capital projects under \$100,000 according to the approved budget.
- Obtain required permits for the Sediment Management Plan to achieve ideal beach configurations.
- Complete interior dredging between breakwater and Marina 1 as part of the Sediment Management Plan to improve navigability.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Complete design and obtain permits for the Fish Float North Replacement Project.
- Complete design and obtain permits for the Marina 4B Reconfiguration Project.

RECENT PROGRAM ACHIEVEMENTS

The Breakwater Cap Repair Project was completed and the Chandlery Remodel Project is being constructed according to the schedule.

Financial and Staffing Information

| | Actual | Amended | Projected | Adopted | Proposed |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY 2004 | FY 2005 | FY 2005 | FY 2006 | FY 2007 |
| Authorized Positions | 2.50 | 2.70 | 2.70 | 2.70 | 2.70 |
| Hourly Employee Hours | N/A | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| State Grants | \$ 83,300 | \$ 135,300 | \$ - | \$ - | \$ - |
| Interest Income | 114,384 | - | - | - | - |
| Market Valuation | (82,541) | - | - | - | - |
| Loan Proceeds | - | 1,700,000 | - | - | - |
| Total Revenue | \$ 115,143 | \$ 1,835,300 | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 142,117 | \$ 195,888 | \$ 172,186 | \$ 211,899 | \$ 225,066 |
| Supplies and Services | 14,757 | 13,588 | 6,407 | 12,942 | 12,295 |
| Total Expenditures | \$ 156,874 | \$ 209,476 | \$ 178,593 | \$ 224,841 | \$ 237,361 |
| Capital Program | 2,181,698 | 4,676,473 | 3,340,680 | 1,680,000 | 1,695,000 |
| Total Expenditures | \$ 2,338,572 | \$ 4,885,949 | \$ 3,519,273 | \$ 1,904,841 | \$ 1,932,361 |
| Addition to (Use of) Reserves | \$ (2,223,429) | \$ (3,050,649) | \$ (3,519,273) | \$ (1,904,841) | \$ (1,932,361) |

Program Performance Measures

| | Actual FY 2004 | Projected FY 2005 | Adopted FY 2006 |
|---|-------------------|----------------------|--------------------|
| Percent of minor capital projects completed on schedule | 88.5% | 70.5% | 80% |
| Percent of minor capital projects completed within budget | 77.5% | 100% | 70% |

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