



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 1,143 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% 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 eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

Fiscal Year 2020 Budget Highlights

The Waterfront Department is implementing a Marina Electric Submetering Program to provide an incentive to reduce the use of electricity within the marinas consistent with the City's energy conservation goals.





DEPARTMENT SUMMARY

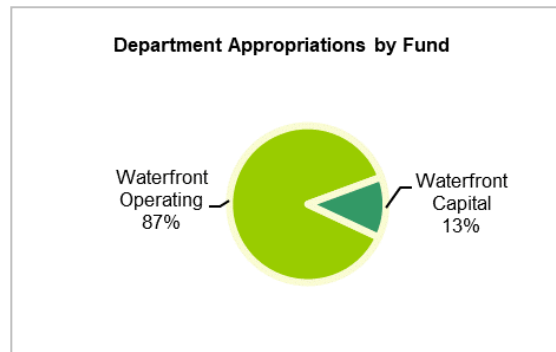
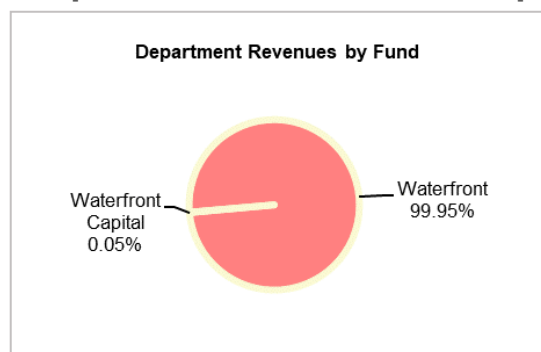
Waterfront

Department Financial and Staffing Summary

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	47.00	47.00	47.00	47.00	47.00
Hourly Employee Hours	44,004	50,894	50,882	53,358	53,358
Revenues					
Fees and Service Charges	\$ 9,102,322	\$ 9,175,664	\$ 9,155,846	\$ 9,434,699	\$ 9,604,070
Grants	22,243	-	-	-	-
Interest Income	84,309	228,100	237,200	260,000	242,100
Inter-fund Reimbursement	-	-	-	-	-
Lease Income	5,214,480	5,464,674	5,445,624	5,442,503	5,484,017
Other Revenue	507,860	387,225	404,350	539,970	542,769
Total Department Revenue	\$14,931,212	\$15,255,663	\$ 15,243,020	\$ 15,677,172	\$ 15,872,956
Expenditures					
Salaries and Benefits	\$ 6,702,797	\$ 7,003,667	\$ 7,003,270	\$ 7,279,289	\$ 7,566,868
Supplies and Services	4,229,989	5,049,303	4,751,343	5,020,264	5,144,933
Special Projects	414,098	586,746	559,245	484,585	499,138
Capital Equipment	1,910	31,044	31,044	7,500	7,500
Debt Service	775,808	2,046,238	2,046,238	2,043,647	2,042,192
Miscellaneous	9,200	-	-	-	-
Non-Capital Equipment	146,524	103,732	99,638	174,830	178,325
Transfers Out	-	13,771	13,771	10,226	16,243
Appropriated Reserve	-	57,000	-	100,000	100,000
Total Operating Expenditures	\$12,280,325	\$14,891,501	\$ 14,504,549	\$ 15,120,341	\$ 15,555,199
Capital Revenues	\$ 1,691,903	\$ 48,032	\$ 49,432	\$ 8,400	\$ 7,700
Capital Program	4,559,322	2,677,920	2,633,033	2,170,000	2,445,000
Total Department Expenditures	\$16,839,647	\$17,569,420	\$ 17,137,582	\$ 17,290,341	\$ 18,000,199
Addition to (Use of) Reserves	\$ (216,532)	\$ (2,265,725)	\$ (1,845,130)	\$ (1,604,769)	\$ (2,119,543)

The Waterfront Department is budgeted in the Waterfront Fund.

Department Fund Composition

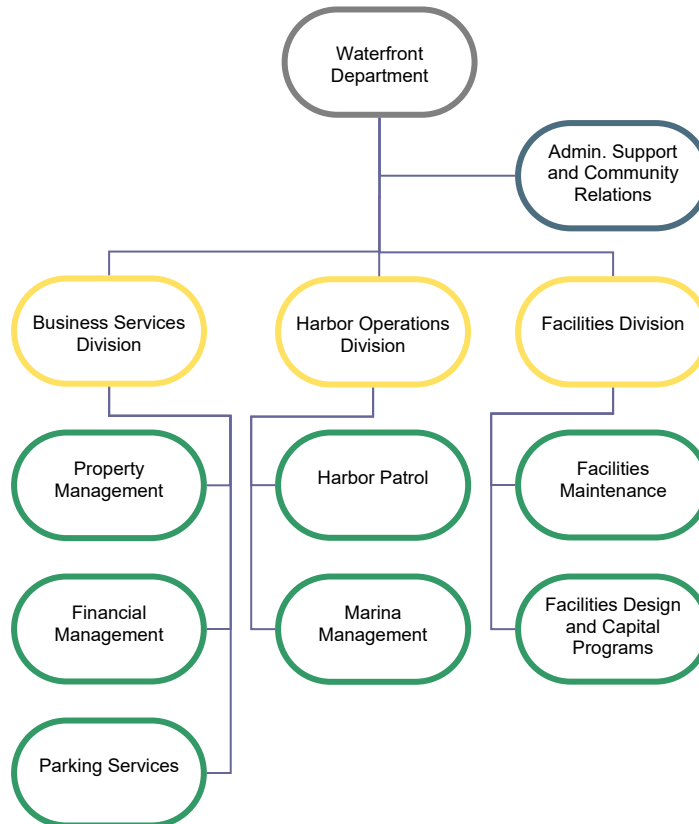




DEPARTMENT SUMMARY

Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Staff is closely monitoring and providing feedback on possible changes to at-berth vessel power policies from the California Air Resources Board.

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

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

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state, and federal agencies.
- Continue a comprehensive public information and community relations program that includes sponsored Waterfront events, published department communications, Navy and cruise ship visits, and sponsored public/media meetings.

Project Objectives for Fiscal Year 2020

- Monitor and provide input regarding California Air Resources Board policy updates to at-berth shore power regulations that may affect Santa Barbara Harbor.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	5.60	5.60	5.60	5.60	5.60
Hourly Employee Hours	0	0	0	0	0
Other Revenue	\$ 2,250	\$ -	\$ 250	\$ -	\$ -
Total Revenue	\$ 2,250	\$ -	\$ 250	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 1,222,198	\$ 810,115	\$ 817,882	\$ 834,222	\$ 862,096
Supplies and Services	1,356,792	1,396,676	1,383,350	1,446,439	1,484,547
Special Projects	305,038	435,154	407,654	371,636	382,800
Non-Capital Equipment	32,352	39,743	36,000	44,102	44,984
Transfers Out	-	2,517	2,517	10,226	16,243
Appropriated Reserve	-	57,000	-	100,000	100,000
Total Expenditures	\$ 2,916,379	\$ 2,741,205	\$ 2,647,403	\$ 2,806,625	\$ 2,890,670

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Ensure 85% of Department program objectives are achieved.				
Percent of department performance objectives achieved	90%	85%	80%	85%
Communicate harbor news and information with boating public through DockLines newsletter.				
Number of newsletters published by deadline	3	3	3	3
Share Waterfront news, updates, and events shared with community.				
Number of City News in Brief articles submitted	19	20	15	20
Ensure Waterfront staff are prepared to respond to public and/or staff emergency needs.				
Percentage of Waterfront permanent staff and Parking Lead staff who are CPR certified	80%	80%	80%	80%
Support Waterfront businesses and encourage visitation by coordinating and supporting public events.				
City-sponsored events coordinated	12	7	6	8

Administrative Support and Community Relations (Continued)

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Film shoots processed	16	25	20	20
Cruise ship passengers served	39,051	36,000	36,000	40,000
Harbor Commission meetings held	9	9	10	9
Merchant Associations meetings attended	8	7	6	7
Media contacts (responded to or made)	33	30	20	25
Department press releases issued	8	8	6	8
Presentations to other agencies conducted	6	2	1	2
Inter-Agency meetings attended (Federal)	6	4	4	4
Inter-Agency meetings attended (State)	10	8	8	8
Inter-Agency meetings attended (Local)	10	8	8	8

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations

➤ **Property Management**

Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

Encouraged
merchants to diversify
advertising
expenditures thereby
increasing their
exposure to potential
clientele.

Property Management (Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that 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.
- Ensure tenants receive the services entitled under their agreements.
- Support Wharf Merchants Association by monitoring number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.

Project Objectives for Fiscal Year 2020

- Develop and refine a marketing campaign and budget for Wharf and Harbor Merchants that maximizes exposure of Wharf and Harbor both locally and regionally.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	1.55	1.55	1.55	1.55	1.55
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 40,780	\$ 37,035	\$ 37,035	\$ 37,776	\$ 38,531
Lease Income	5,214,480	5,464,674	5,445,624	5,442,503	5,484,017
Other Revenue	429,678	336,225	342,100	487,950	489,709
Total Revenue	\$ 5,684,938	\$ 5,837,934	\$ 5,824,759	\$ 5,968,229	\$ 6,012,257
Expenditures					
Salaries and Benefits	\$ 203,762	\$ 225,770	\$ 227,226	\$ 235,714	\$ 242,108
Supplies and Services	186,831	249,152	244,930	311,577	317,871
Total Expenditures	\$ 390,593	\$ 474,922	\$ 472,156	\$ 547,291	\$ 559,979

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	\$67,676	\$65,000	\$65,000	\$66,000
Renew 95% of Business Activities Permits (BAPs) by September 1, 2018.				
Percent of BAPs renewed by September 1	97%	95%	96%	95%
Collect 95% of base rents collected by due date in lease.				
Percent of base rents collected	98%	95%	95%	95%
Tenant contacts regarding sustainability issues.				
Number of contacts regarding sustainability measures	177	175	175	175
Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.				
Percentage rent leases audited	25%	25%	25%	25%

PROGRAMS & SERVICES

Property Management (Continued)

Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2018	FY 2019	FY 2019	FY 2020
Business Activity Permits managed	62	60	60	60
Business Activity Permits renewed by September 1	67	60	60	60
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Lease contracts managed	60	65	65	64
Monitor number of pedestrians entering Stearns Wharf via thermal imaging system and provide data to Wharf Merchants Association.	833,148	1 M	800,000	800,000
Number of leases audited	5	5	5	5

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WATERFRONT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

The Department has recently achieved over 47% of the total billing accounts utilizing alternative payment methods.

Financial Management (Program No. 8113)

Mission Statement

Support the Waterfront Department by 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.
- Ensure department expenditures are within budget.
- Accurately prepare and send out approximately 13,000 slip/tenant billing statements per year.
- Maintain approximately 500 monthly ACH accounts to facilitate automatic payments.
- Send out approximately 320 statements per month.
- Maintain all aspects of point-of-sale system.
- Maintain all aspects of accounts receivable system.


Project Objectives for Fiscal Year 2020

- Provide systems maintenance and operational upkeep of new Total Marina Management software program in an effort to provide better customer service and more efficient billing and financial management of the Waterfront.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Interest Income	\$ 84,309	\$ 228,100	\$ 237,200	\$ 260,000	\$ 242,100
Total Revenue	\$ 84,309	\$ 228,100	\$ 237,200	\$ 260,000	\$ 242,100
Expenditures					
Salaries and Benefits	\$ 204,865	\$ 207,871	\$ 341,229	\$ 225,870	\$ 235,785
Supplies and Services	146,695	167,102	173,913	168,064	171,689
Total Expenditures	\$ 351,560	\$ 374,973	\$ 515,142	\$ 393,934	\$ 407,474

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
 Encourage slipholders and tenants to sign up for e-statements and alternative payment mechanisms to improve staff efficiency, cost savings, and waste generation.				
Percent of total billing accounts utilizing alternative payment methods	40%	40%	40%	40%
Ensure that 99% of business office cash drawers are balanced daily.				
Percentage of cash drawers balanced daily	100%	99%	100%	99%

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
 Percent of total statements sent as e-statements	25%	25%	25%	25%

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management

- **Parking Services**
Harbor Patrol
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

New security camera
system installed at
Harbor and Stearns
Wharf kiosks.

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 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 6 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure daily audit procedures are being followed.
- Support various special events in public parking lots.
- Maintain active outreach and marketing program to promote the sale of annual Waterfront parking permits.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	3.10	3.10	3.10	3.10	3.10
Hourly Employee Hours	27,859	31,498	31,486	31,498	31,498
Revenues					
Fees and Service Charges	\$ 2,715,426	\$ 2,870,138	\$ 2,823,846	\$ 3,095,245	\$ 3,159,916
Other Revenue	(3,062)	-	15,000	-	-
Total Revenue	\$ 2,712,364	\$ 2,870,138	\$ 2,838,846	\$ 3,095,245	\$ 3,159,916
Expenditures					
Salaries and Benefits	\$ 729,554	\$ 834,441	\$ 797,743	\$ 928,724	\$ 957,483
Supplies and Services	155,265	200,875	190,810	237,662	244,561
Non-Capital Equipment	62,572	26,351	26,000	92,333	94,180
Transfers Out	-	31	31	-	-
Total Expenditures	\$ 947,392	\$ 1,061,698	\$ 1,014,584	\$ 1,258,719	\$ 1,296,224

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Ensure annual parking permit revenue of at least \$500,000.				
Total permit revenue	\$461,213	\$457,776	\$647,400	\$575,000
Maintain an annual operating expense of not more than 40% of revenue collected.				
Operating expense as a percentage of revenue collected	35%	40%	33%	40%
Return 95% of customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	99%	95%	99%	95%
Respond to parking equipment maintenance issues within 30 minutes of notification in order to effectively serve the public.				
Percent of maintenance issues responded to within 30 minutes	N/A	95%	95%	95%
Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting each quarter.				
Number of trainings held	5	4	4	4

PROGRAMS & SERVICES

Parking Services (Continued)

Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2018	FY 2019	FY 2019	FY 2020
Accuracy rate of cash drawers	99%	99%	99%	99%
Wharf entry tickets distributed	272,456	250,000	266,263	250,000
Harbor entry tickets distributed	161,852	150,000	171,889	150,000
Boat trailer entry tickets distributed	9,565	10,000	9,788	9,700
Self-pay lot transactions	N/A	260,000	302,360	275,000
Number of collection fee notices issued in self-pay lots	N/A	9,500	7,000	7,000
Number of special events supported	N/A	300	150	200

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services

- **Harbor Patrol**
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol has conducted 41 class tours and public tours by mid year. This focused public outreach has exceeded the annual target by almost 120%.

Harbor Patrol

(Program No. 8131)

Mission Statement

Harbor Patrol's primary duty is to enforce laws on land and water to facilitate the safe and orderly use of the Waterfront area. Other public safety duties include emergency medical care, boating education, ocean response and rescue, and emergency fire response services.

Program Activities

- Provide emergency response 7 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 City Fire, Santa Barbara County Fire, County Sheriff, California Department of Fish and Wildlife, Maritime Coordination Center, and U.S. Navy.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire prevention and response services.

Project Objectives for Fiscal Year 2020

- Survey slip permittees via Docklines Newsletter to help assess safety and security of marinas and related facilities. Quantify and categorize results, and develop priority plans for addressing outstanding issues.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	12.50	12.50	12.50	12.50	12.50
Hourly Employee Hours	4,131	4,732	4,732	4,800	4,800
Other Revenue	\$ 7,440	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 7,440	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 2,056,923	\$ 2,279,886	\$ 2,265,161	\$ 2,338,656	\$ 2,439,356
Supplies and Services	141,739	164,986	148,172	170,743	174,163
Special Projects	109,060	109,659	109,659	112,949	116,338
Miscellaneous	9,200	-	-	-	-
Non-Capital Equipment	31,674	16,830	16,830	17,167	17,510
Total Expenditures	\$ 2,348,595	\$ 2,571,361	\$ 2,539,822	\$ 2,639,515	\$ 2,747,367

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Respond to 96% of in-harbor emergencies within 5 minutes.				
Percent of five-minute response times	100%	96%	96%	96%
Achieve an average of 80 training hours per Harbor Patrol Officer, including all required Risk Management Safety Training.				
Average training hours per officer	122	80	80	80
Enhance public relations by conducting a minimum of 35 class tours, media interviews, or other public relations.				
Number of class tours or public relations events and contacts.	36	35	40	45
Perform motor patrols of Waterfront district.				
Motor patrols	N/A	2,800	2,800	2,800
Perform foot patrols throughout Waterfront.				
Foot patrols	N/A	3,200	3,200	3,200
Perform boat patrols in Waterfront jurisdiction.				
Boat patrols	N/A	1,800	1,800	1,800
Coordinate joint-agency response drills in the harbor.				
Joint agency drills conducted.	N/A	4	4	4

PROGRAMS & SERVICES

Harbor Patrol (Continued)

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Calls for service	1,880	2,000	2,000	2,000
Emergency responses inside of harbor (tows not included)	106	100	100	100
Emergency responses outside of harbor (tows not included)	95	100	100	100
Emergency vessel tows	79	80	80	80
Non-emergency (courtesy) vessel tows	390	300	300	300
Marine sanitation device inspections	597	750	750	750
Enforcement contacts	2,466	2,500	2,500	2,500
Arrests	184	160	160	160
Parking citations	848	700	700	700
Motor patrols	2,384	2,800	2,800	2,800
Foot patrols	3,006	3,200	3,200	3,200
Boat patrols	1,682	1,800	1,800	1,800
Medical emergency responses	67	150	150	150
Fire Service emergency responses	10	12	12	6
Marine mammal rescues	35	20	20	15
Bird rescues	17	40	40	30
Hours lost due to injury	230	410	410	410

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WATERFRONT PROGRAMS

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

➤ **Marina Management**
Facilities Design and Capital
Program
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

Hired two new staff
and coordinated
with Facilities Division
to replace upgraded
marina-gate key
cards.

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 1,143-slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor & Seafood Festival, Fourth of July, cruise ship visits, 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 skiffs, catamarans, outrigger canoes, and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users, and visitors.
- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Accommodate cruise ship visits by working with cruise ship lines, government agencies, and community hospitality organizations.


Project Objectives for Fiscal Year 2020

- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Train staff on use of new marina management software.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	915	0	0	250	250
Revenues					
Fees and Service Charges	\$ 6,346,116	\$ 6,268,491	\$ 6,294,965	\$ 6,301,678	\$ 6,405,623
Grants	22,243	-	-	-	-
Other Revenue	71,578	51,000	47,000	52,020	53,060
Total Revenue	\$ 6,439,936	\$ 6,319,491	\$ 6,341,965	\$ 6,353,698	\$ 6,458,683
Expenditures					
Salaries and Benefits	\$ 213,725	\$ 268,789	\$ 265,054	\$ 267,620	\$ 281,218
Supplies and Services	55,405	106,898	85,327	86,968	88,727
Capital Equipment	1,910	31,044	31,044	7,500	7,500
Total Expenditures	\$ 271,040	\$ 406,731	\$ 381,425	\$ 362,088	\$ 377,445

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Process 96% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).				
Percent of trades, permits and assignments processed within ten days	96%	96%	98%	96%
Process 96% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 30 minutes	96.5%	96%	96%	96%
 Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via articles in department newsletter, DockLines.				
Number of clean marina articles shared	N/A	2	2	2

PROGRAMS & SERVICES

Marina Management (Continued)

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Trades, transfers, permits or assignments processed	172	175	180	175
Visitor occupancy days per year	15,589	15,000	15,500	15,000
Vessels aground or sunk in East Beach anchorage	4	4	4	4
Cost to dispose of vessels beached on East Beach	\$6,900	\$10,000	\$9,000	\$10,000
West Beach permits issued	57	55	55	55
Catamaran permits issued	43	40	40	40

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WATERFRONT PROGRAMS

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

➤ **Facilities Design and Capital Program**
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

Completed preliminary plans and cost estimate for an updated Video Management System. Plan will be used to apply for Department of Homeland Security grant.

Facilities Design and Capital Program

(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.
- Coordinate with Public Works and Purchasing staff in the bid, award, and inspection of Waterfront Capital Projects.
- 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.

Project Objectives for Fiscal Year 2020

- Prepare evaluation of Ice House, develop replacement or renovation alternatives and construct improvements.
- Design upgrades to Video Management system for the Harbor and Stearns Wharf. Apply for DHS grants and install system components as funds become available.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	0	0	0	0	0
Other Revenue	\$ (24)	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ (24)	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 277,985	\$ 291,257	\$ 287,835	\$ 297,223	\$ 304,343
Supplies and Services	36,428	17,693	12,289	20,935	19,946
Special Projects	-	41,932	41,932	-	-
Debt Service	775,808	2,046,238	2,046,238	2,043,647	2,042,192
Total Expenditures	\$ 1,090,221	\$ 2,397,120	\$ 2,388,294	\$ 2,361,805	\$ 2,366,481
Capital Revenues	\$ 1,691,903	\$ 48,032	\$ 49,432	\$ 8,400	\$ 7,700
Capital Program	4,559,322	2,677,920	2,633,033	2,170,000	2,445,000
Addition to (Use of) Reserves	\$ (3,957,664)	\$ (5,027,008)	\$ (4,971,895)	\$ (4,523,405)	\$ (4,803,781)

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Complete 80% of minor capital projects under \$100,000 according to the approved budget.				
Percent of minor capital projects completed on schedule	79%	80%	82%	80%
Complete 80% of minor capital projects that are constructed under \$100,000 according to the approved budget.				
Percent of minor capital projects within budget	80%	75%	91%	80%
Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.				
Percent of compliance with permit conditions.	N/A	100%	100%	100%

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Total estimated value of major capital projects planned for fiscal year.	N/A	\$1 M	\$1 M	\$2 M
Total number of minor and major capital projects under active planning, design, and permitting.	N/A	20	20	24

WATERFRONT PROGRAMS

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

➤ **Facilities Maintenance**



RECENT PROGRAM ACHIEVEMENTS

Updated Stearns Wharf pile inventory and completed inspection of over 500 piles ahead of schedule.

Facilities Maintenance

(Program No. 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.

Project Objectives for Fiscal Year 2020

- Install 10 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Replace 10 marina fingers on Marina 4.
- Update inventory of Stearns Wharf heavy timber.

Financial and Staffing Information

	Actual FY 2018	Amended FY 2019	Projected FY 2019	Adopted FY 2020	Proposed FY 2021
Authorized Positions	17.50	17.50	17.50	17.50	17.50
Hourly Employee Hours	11,098	14,664	14,664	16,810	16,810
Expenditures					
Salaries and Benefits	\$ 1,793,784	\$ 2,085,538	\$ 2,001,140	\$ 2,151,260	\$ 2,244,479
Supplies and Services	2,150,836	2,745,921	2,512,552	2,577,876	2,643,429
Non-Capital Equipment	19,925	20,808	20,808	21,228	21,651
Transfers Out	-	11,223	11,223	-	-
Total Expenditures	\$ 3,964,545	\$ 4,863,490	\$ 4,545,723	\$ 4,750,364	\$ 4,909,559

Measurable Objectives for Fiscal Year 2020

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Achieve 85% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2 and PB3)	95.5%	85%	85%	85%
Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance.				
Percent of in-service days for Ice House	93.5%	90%	95%	90%
Inspect a minimum of 500 wooden piles per year on Stearns Wharf.				
Number of wooden piles inspected.	N/A	500	500	500
Complete an average of 24 training hours per staff member.				
Average number of training hours per staff member.	N/A	20	24	24

Other Program Measures

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Work orders/tasks completed	2,746	2,750	1,964	2,000
Track labor and materials for inspection, repair, and maintenance of Ice House	\$44,163	\$57,000	\$80,000	\$60,000
Labor hours of preventative maintenance tasks	N/A	2,500	2,200	2,500
Track labor and materials for inspection, repair, and maintenance of Stearns Wharf sewer ejector pods	N/A	\$25,000	\$26,000	\$25,000
Track replacement costs for Stearns Wharf epoxy piles	N/A	\$9,700	\$9,700	\$9,700
Labor cost for vessel maintenance	N/A	\$55,000	\$45,000	\$55,000
Labor hours for holiday and special events	N/A	1,400	1,400	1,400

PROGRAMS & SERVICES

Facilities Maintenance (Continued)

Other Program Measures (Cont'd)

	Actual FY 2018	Budget FY 2019	Projected FY 2019	Adopted FY 2020
Track labor hours of wooden finger replacement in Marinas 2 - 4	N/A	500	410	500