



# DEPARTMENT SUMMARY

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## 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 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 2011 Budget Highlights

Waterfront Department will fund \$2,555,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, Marina 2 dock replacement, and installation of a solar thermal unit on one marina restroom. The most significant capital project will be the replacement of "O" and "P" fingers in Marina One, which is the second phase of a multi-year rehabilitation project for Marina One, the harbor's largest marina.

The Waterfront Department received approval for a loan of \$5.5 million from the California Department of Boating and Waterways to fund the first four phases of the Marina One Replacement project. The Department has also applied for an \$800,000 Boating and Waterways grant to replace concrete in the launch ramp.



# DEPARTMENT SUMMARY

## Waterfront

### Department Financial and Staffing Summary

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>
<b>Hourly Employee Hours</b>	<b>58,671</b>	<b>52,588</b>	<b>52,588</b>	<b>52,803</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 6,525,293	\$ 7,145,541	\$ 7,298,756	\$ 7,560,747
Interest Income	355,733	125,000	253,859	215,759
Lease Income	4,070,405	4,154,758	3,911,628	3,845,628
Other Revenue	220,390	97,049	158,523	128,650
<b>Total Department Revenue</b>	<b>\$ 11,171,821</b>	<b>\$ 11,522,348</b>	<b>\$ 11,622,766</b>	<b>\$ 11,750,784</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 5,425,194	\$ 5,530,336	\$ 5,530,336	\$ 5,480,825
Supplies and Services	3,384,270	3,418,348	3,345,174	3,315,670
Special Projects	41,643	122,559	121,869	134,884
Debt Service	920,094	1,673,572	1,673,572	1,665,997
Non-Capital Equipment	103,274	86,444	86,222	77,500
Appropriated Reserve	-	136,000	-	100,000
<b>Total Operating Expenditures</b>	<b>\$ 9,874,475</b>	<b>\$ 10,967,259</b>	<b>\$ 10,757,173</b>	<b>\$ 10,774,876</b>
<b>Capital Revenues</b>	<b>\$ 16,178</b>	<b>\$ 2,550,000</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>
<b>Capital Program</b>	<b>1,948,984</b>	<b>4,276,224</b>	<b>1,281,198</b>	<b>2,555,000</b>
<b>Total Department Expenditures</b>	<b>\$ 11,823,459</b>	<b>\$ 15,243,483</b>	<b>\$ 12,038,371</b>	<b>\$ 13,329,876</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ (635,460)</b>	<b>\$ (1,171,135)</b>	<b>\$ (415,605)</b>	<b>\$ (279,092)</b>

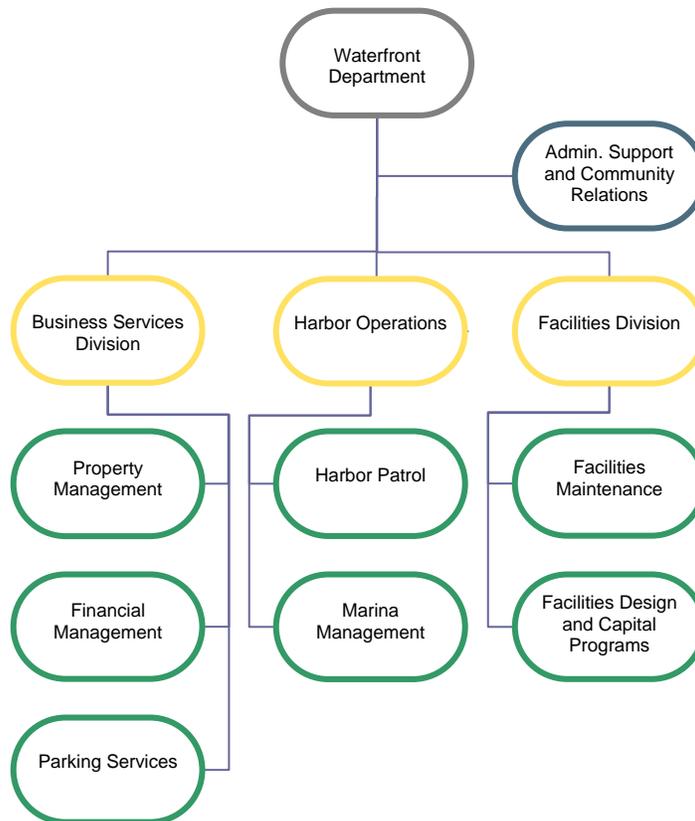
The Waterfront Department is budgeted in the Waterfront Fund.



# DEPARTMENT SUMMARY

## Waterfront

### Program Organizational Chart





# DEPARTMENT SUMMARY

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## Waterfront

### Response to Economic Crisis

The Waterfront Department enterprise fund has not been impacted as severely as General Fund departments because its revenues are derived entirely from user fees such as parking fees, lease revenue, and marina fees. The Waterfront Department does not receive any tax revenue and therefore has not been directly affected by the downturn in sales tax, property tax and Transient Occupancy tax. As a result, the Waterfront Department has not been required to submit a budget reflecting 12% cuts in expenditures. In general, the Waterfront Department's budget challenges are driven by increasing expenditures and not declining revenues. The downturn in the economy has, however, negatively affected income from percentage rent leases.

### New Program Responsibilities

Effective July 1, 2009, (FY 2010) the Waterfront Department incurred new responsibilities including paying for Beach Lifeguards, and the Department took over maintenance of three additional public restrooms, the Dolphin Fountain, and payment for the July 4th fireworks contract. The new responsibilities represent approximately \$250,000 increase in expenditures each year. Additionally, effective August 1, 2010 (FY 2011) the Department will begin debt service payments on a new loan from the California Department of Boating and Waterways for the first four of ten planned phases to replace Marina 1, which consists of approximately half of the slips in the harbor. This new debt service payment will increase each year as funds are drawn and annual debt service payments are anticipated to reach \$338,000 when the fourth phase is complete. The Department's budget includes increased user fees to address these increasing expenses; additionally, \$1.9 million in projects in the Waterfront Department's six-year Capital Improvement Plan have been left unfunded.

### New/Enhanced Revenues (\$187,000)

The Waterfront Department budget includes a 4% slip fee increase on 20'-50' slips and new slip fee categories for berth ranging from 60' to 100'. For example, 60' berths will increase by 8.5%, 70' berths will increase by 17.7%, 80 foot berths by 27.7%, 90' berths by 38.6% and 100 foot berths by 50.4%. Additionally, slip transfer fees increased from \$250 to \$275 per foot on all slip sizes except 20' slips.

### Impacts to Programs and Services

The Waterfront Department budget does not include any hourly or permanent staffing reductions; the Department will remain at 46 FTE's. The Waterfront Department does not anticipate negative impacts to programs and services currently provided. The public counter will remain open seven days per week between 8 a.m. and 5 p.m. except Thanksgiving, Christmas and New Year's Day

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# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

- 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.

### Key Objectives for Fiscal Year 2011

- Ensure 85% of department program objectives are achieved.
- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy ship and cruise ship visits and sponsored public/media meetings.



### RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received \$1.6 million of federal funding for the Annual Maintenance Dredging of the Federal Channel in Santa Barbara Harbor for FY 2010.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Other Revenue	\$ 115,332	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 115,332</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 597,897	\$ 603,233	\$ 603,233	\$ 575,288
Supplies and Services	1,180,994	1,067,098	1,053,796	948,823
Special Projects	41,643	55,690	55,000	60,000
Debt Service	920,094	1,673,572	1,673,572	1,665,997
Non-Capital Equipment	15,333	12,500	12,500	12,500
Appropriated Reserve	-	100,000	-	100,000
<b>Total Expenditures</b>	<b>\$ 2,755,961</b>	<b>\$ 3,512,093</b>	<b>\$ 3,398,101</b>	<b>\$ 3,362,608</b>

## Program Performance Measures

Performance Measures	Actual FY 2009	Projected FY 2010	Adopted FY 2011
Ensure 85% of department program objectives are achieved	80%	93%	85%

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital  
Programs

## 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.
- Assure tenants receive the services entitled under their agreements.

### Key Objectives for Fiscal Year 2011

- Support tenants' sales through department funded marketing and promotions.
- Renew 86% of Business Activity Permits (BAPs) by September 1, 2010.
- Collect 95% of base rents by due date in lease.
- Maintain accurate reporting by auditing 25% of percentage rent leases annually.



### RECENT PROGRAM ACHIEVEMENTS

Converted 72 Business Activity Permit renewals to August 1st. This change will improve staff efficiency, be more streamline, and less cumbersome.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 6,824	\$ 6,750	\$ 9,180	\$ 9,180
Lease Income	4,070,405	4,154,758	3,911,628	3,845,628
Other Revenue	62,801	87,549	133,652	103,779
<b>Total Revenue</b>	<b>\$ 4,140,030</b>	<b>\$ 4,249,057</b>	<b>\$ 4,054,460</b>	<b>\$ 3,958,587</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 154,260	\$ 156,822	\$ 156,822	\$ 153,743
Supplies and Services	84,858	108,307	45,843	89,777
<b>Total Expenditures</b>	<b>\$ 239,118</b>	<b>\$ 265,129</b>	<b>\$ 202,665</b>	<b>\$ 243,520</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2009</b>	<b>Projected FY 2010</b>	<b>Adopted FY 2011</b>
Business Activity Permits managed	72	72	70
Business Activity Permits renewed within 30 days of expiration	60	29	62
Percent of Business Activity Permits renewed within 30 days of expiration	98%	91%	86%
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%
Cost to audit percentage rent leases	\$33,475	\$37,000	\$39,000
Percent of base rents collected by due date in lease	97%	96%	95%
Leases audited	8	8	8
Lease contracts managed	64	69	69
Number of tenant contacts regarding sustainability issues (Green Objective)	48	45	45

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations

Property Management

➤ **Financial Management**

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital  
Programs

## 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.

### Key Objectives for Fiscal Year 2011

- Process 90% of requisitions and claims within 21 days of receipt.
- Complete budget within timeline set by Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.



### RECENT PROGRAM ACHIEVEMENTS

Assisted the lead instructor in the City's Leap Training Program with advanced excel spreadsheet training.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	1.75	1.75	1.75	1.75
<b>Hourly Employee Hours</b>	0	0	0	0
<b>Revenues</b>				
Interest Income	\$ 355,733	\$ 125,000	\$ 253,859	\$ 215,759
<b>Total Revenue</b>	<b>\$ 355,733</b>	<b>\$ 125,000</b>	<b>\$ 253,859</b>	<b>\$ 215,759</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 172,981	\$ 168,641	\$ 168,641	\$ 161,648
Supplies and Services	23,045	27,169	27,169	27,032
<b>Total Expenditures</b>	<b>\$ 196,026</b>	<b>\$ 195,810</b>	<b>\$ 195,810</b>	<b>\$ 188,680</b>

## Program Performance Measures

<b>Performance Measures</b>	Actual FY 2009	Projected FY 2010	Adopted FY 2011
Percent of requisitions and claims processed within 21 days	100%	95%	90%
Deposits processed	819	825	825
Requisitions and claims processed	2,017	2,100	2,100
Billing accounts processed	13,795	13,800	13,800

## 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

Installed new entrance signs at Waterfront Parking lots consolidating multiple signs into one main sign for each lot.

## 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 5 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 2011

- Maintain annual parking permit revenues of at least \$325,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 31% of revenue collected from Stearns Wharf.
- Maintain a high standard of customer service by holding an annual Waterfront Parking staff training meeting in April 2011.
- Develop a stall numbering system in the Main Harbor Lot for better staff emergency response and communication.
- Inventory Waterfront parking signage for consistent language and replace signs as needed.
- Research alternative pay-in-advance parking systems that utilize cash, credit, and debit card payment options.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Hourly Employee Hours</b>	<b>39,644</b>	<b>35,496</b>	<b>35,496</b>	<b>35,496</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 1,793,609	\$ 2,157,597	\$ 2,160,381	\$ 2,160,381
<b>Total Revenue</b>	<b>\$ 1,793,609</b>	<b>\$ 2,157,597</b>	<b>\$ 2,160,381</b>	<b>\$ 2,160,381</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 778,317	\$ 783,382	\$ 783,382	\$ 766,074
Supplies and Services	94,943	99,858	99,447	106,634
Non-Capital Equipment	36,540	42,017	42,017	35,000
<b>Total Expenditures</b>	<b>\$ 909,800</b>	<b>\$ 925,257</b>	<b>\$ 924,846</b>	<b>\$ 907,708</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2009</b>	<b>Projected FY 2010</b>	<b>Adopted FY 2011</b>
Total permit revenue	\$325, 536	\$323,000	\$325,000
Operating expenses as a percent of revenue collected	51%	55%	55%
Accuracy rate of Cash Drawers	99.95%	99%	99%
Annual operating labor cost as a percentage of revenue collected from Stearns Wharf	30.5%	31%	31%
Wharf tickets distributed	258,021	265,000	277,000
Harbor tickets distributed	147,724	150,000	144,000
Boat Trailer tickets distributed	10,076	10,500	10,000
Outer Lot tickets distributed	350,909	310,000	290,000
Total operating expense	\$904,848	\$925,257	\$923,100
Collection envelopes collected	5,858	6,000	7,500

## 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

Waterfront Department received the Safety First Award in part due to the efforts of Harbor Patrol in finding ergonomic equipment improvements, training and three years of zero lost work hours.

## 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 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 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.

### Key Objectives for Fiscal Year 2011

- Respond to 94% of in-harbor emergencies within 5 minutes.
- Achieve an average of 50 training hours per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 35 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.
- Coordinate two joint (Fire & Harbor Patrol) emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

## Financial and Staffing Information

	Actual	Amended	Projected	Adopted
	FY 2009	FY 2010	FY 2010	FY 2011
<b>Authorized Positions</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Hourly Employee Hours</b>	<b>4,465</b>	<b>4,385</b>	<b>4,385</b>	<b>4,385</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 1,629,331	\$ 1,676,499	\$ 1,676,499	\$ 1,752,833
Supplies and Services	112,418	103,771	103,771	107,094
Special Projects	-	66,869	66,869	74,884
Non-Capital Equipment	28,276	15,705	15,705	15,000
<b>Total Expenditures</b>	<b>\$ 1,770,025</b>	<b>\$ 1,862,844</b>	<b>\$ 1,862,844</b>	<b>\$ 1,949,811</b>

## Program Performance Measures

<b>Performance Measures</b>	Actual	Projected	Adopted
	FY 2009	FY 2010	FY 2011
Percent of 5 minute emergency response times	97%	95%	94%
Training hours per officer	79.91	50	50
Class tours or other public relations events	37	35	35
Hours lost due to injury	0	0	410
Number of joint (Fire & Harbor Patrol) drills	N/A	6	2
Calls for Service	1,983	2,000	2,000
Emergency responses inside of harbor (tows not included)	101	80	100
Emergency responses outside of harbor (tows not included)	115	120	100
Emergency vessel tows	140	110	130
Non-emergency (courtesy) vessel tows	331	400	320
Marine sanitation device inspections	992	1,040	1,200
Enforcement contacts	1,458	1,400	1,500
Arrests	104	130	110
Parking citations	432	480	500
Motor patrols	2,948	2,860	2,800
Foot patrols	3,872	3,500	4,000
Boat patrols	1,972	1,800	2,000
Medical emergency responses	N/A	100	80
Fire Service emergency responses	N/A	18	15
Marine mammal rescues	53	30	40
Bird rescues	N/A	25	25

# PROGRAMS & SERVICES

## 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 database construction and successfully tested reverse 911 system at Waterfront.

## 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 2011

- Process 92% 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).
- Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- 🍃 Support Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).
- 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.
- Pursue implementation of an automated information distribution program in the Waterfront.
- 🍃 Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via 2 articles in department newsletter *Docklines*.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>792</b>	<b>815</b>	<b>815</b>	<b>250</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 4,724,860	\$ 4,981,194	\$ 5,129,195	\$ 5,391,186
Other Revenue	27,169	9,500	24,871	24,871
<b>Total Revenue</b>	<b>\$ 4,752,029</b>	<b>\$ 4,990,694</b>	<b>\$ 5,154,066</b>	<b>\$ 5,416,057</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 217,675	\$ 231,720	\$ 231,720	\$ 219,820
Supplies and Services	70,987	62,851	62,851	55,359
<b>Total Expenditures</b>	<b>\$ 288,662</b>	<b>\$ 294,571</b>	<b>\$ 294,571</b>	<b>\$ 275,179</b>

## Program Performance Measures

<b>Performance Measures</b>	Actual FY 2009	Projected FY 2010	Adopted FY 2011
Trades, transfers, permits or assignments processed	123	125	150
Percent of trades, transfers, permits or assignments processed within 10 days	94.6%	95%	92%
Percent of visitor slip assignments processed within 30 minutes	94.4%	95%	95%
West Beach permit revenue	\$13,900	\$8,750	\$9,000
Catamaran permit revenue	\$10,600	\$12,400	\$12,400
Visitor occupancy days per year	22,719	20,000	20,000
Vessels aground or sunk in East Beach anchorage	6	15	10
Cost to dispose of vessels beached on East Beach	\$3,492	\$12,800	\$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

Completed several in-house capital improvement projects including: Travel Lift Improvements, a Passenger Loading Ramp generator upgrade and installation of security lighting on Stearns Wharf.

## 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 2011

- Achieve 80% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.
- Accomplish 90% of preventative maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 690 or fewer hours.
- Encourage 55% of staff to participate in flex work schedules.
- Track numbers of preventative and routine work orders.
- Rebuild ten marina slip fingers of various lengths in Marina 2.
- Install a total of 50 dock boxes at Marinas 3 and 4.

## Financial and Staffing Information

	Actual	Amended	Projected	Adopted
	FY 2009	FY 2010	FY 2010	FY 2011
<b>Authorized Positions</b>	<b>17.30</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
<b>Hourly Employee Hours</b>	<b>13,770</b>	<b>11,892</b>	<b>11,892</b>	<b>12,672</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 1,632,725	\$ 1,664,498	\$ 1,664,498	\$ 1,629,528
Supplies and Services	1,807,965	1,941,814	1,944,567	1,973,835
Non-Capital Equipment	22,650	16,222	16,000	15,000
<b>Total Expenditures</b>	<b>\$ 3,463,340</b>	<b>\$ 3,622,534</b>	<b>\$ 3,625,065</b>	<b>\$ 3,618,363</b>

## Program Performance Measures

Performance Measures	Actual	Projected	Adopted
	FY 2009	FY 2010	FY 2011
Percent of in-service days for Harbor Patrol Fleet (each vessel)	81%	82%	80%
Percent of preventative maintenance tasks completed	96%	90%	90%
Lost staff hours due to injury	259.5	400	690
Labor cost for vessel maintenance	\$65,550	\$70,000	\$70,000
Labor cost of preventative maintenance tasks	\$260,100	\$250,000	\$250,000
Labor and equipment cost for holiday and special events	\$43,753	\$55,000	\$45,000
Hours per dock box installation	N/A	10	10
Number of routine work orders completed	2,153	1,700	1,700
Number of preventative maintenance work orders completed	530	550	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 Phase 1 of the Marina 1 Replacement Project which included replacing 1200 feet of Marina 1 marginal walkway, a longer and wider aluminum gangway, and an upgrade of landside utilities.

## 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 2011

- Complete 80% of minor capital projects under \$100,000 in FY2011 according to the approved schedule.
- Complete 70% of minor capital projects that are constructed under \$100,000, according to the approved budget.
- Install 200' of recycled plastic bull rails on Stearns Wharf every year.
- 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.
- Participate in implementation of citywide Geographic Information System (GIS).
- Construct Phase 2 of Marina 1 Replacement Project which includes the replacement of O & P fingers' walkway and slips.

## Financial and Staffing Information

	Actual FY 2009	Amended FY 2010	Projected FY 2010	Adopted FY 2011
<b>Authorized Positions</b>	<b>2.70</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Other Revenue	\$ 15,088	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 15,088</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 242,008	\$ 245,541	\$ 245,541	\$ 221,891
Supplies and Services	9,060	7,480	7,730	7,116
Non-Capital Equipment	475	-	-	-
Appropriated Reserve	-	36,000	-	-
<b>Total Expenditures</b>	<b>\$ 251,543</b>	<b>\$ 289,021</b>	<b>\$ 253,271</b>	<b>\$ 229,007</b>
Capital Revenues	\$ 16,178	\$ 2,550,000	\$ -	\$ 1,300,000
Capital Program	1,948,984	4,276,224	1,281,198	2,555,000
<b>Addition to (Use of ) Reserves</b>	<b>\$ (2,169,261)</b>	<b>\$ (2,015,245)</b>	<b>\$ (1,534,469)</b>	<b>\$ (1,484,007)</b>

## Program Performance Measures

Performance Measures	Actual FY 2009	Projected FY 2010	Adopted FY 2011
Percent of minor capital projects completed on schedule	82%	80%	80%
Percent of minor capital projects completed within budget	79%	72%	70%

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