



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 1,139 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 2014 Budget Highlights

Waterfront Department will fund \$1,455,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, Marina 1 dock replacement, and improvements to Sea Landing sidewalk and landscaping. The most significant capital project will continue with the design of Phases 5 through 8, and the construction start of Phase 5 of a multi-year reconstruction project for Marina One, the harbor's largest marina.



DEPARTMENT SUMMARY

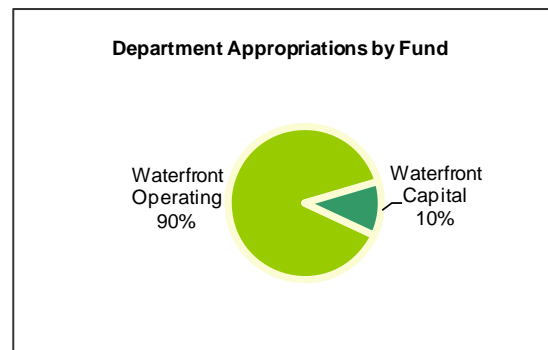
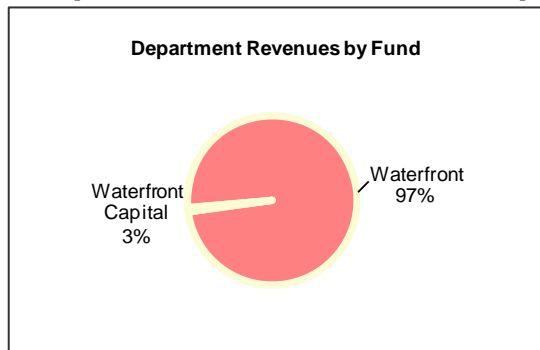
Waterfront

Department Financial and Staffing Summary

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|--------------------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 46.00 | 46.00 | 46.00 | 46.00 | 46.00 |
| Hourly Employee Hours | 57,621 | 52,603 | 52,803 | 49,881 | 48,891 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 7,584,912 | \$ 7,244,712 | \$ 7,472,954 | \$ 7,593,528 | \$ 7,795,928 |
| Interest Income | 166,113 | 150,900 | 147,139 | 137,700 | 132,000 |
| Lease Income | 4,240,675 | 4,390,952 | 4,680,835 | 4,321,839 | 4,418,849 |
| Other Revenue | 244,271 | 286,000 | 296,469 | 392,000 | 392,000 |
| Transfers In | 453,481 | - | - | - | - |
| Total Department Revenue | \$12,689,452 | \$12,072,564 | \$ 12,597,397 | \$ 12,445,067 | \$ 12,738,777 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 5,461,278 | \$ 5,741,416 | \$ 5,919,109 | \$ 5,866,308 | \$ 6,019,842 |
| Supplies and Services | 3,359,892 | 3,621,195 | 3,668,370 | 3,733,673 | 3,743,630 |
| Special Projects | 117,681 | 140,685 | 140,685 | 147,443 | 157,270 |
| Capital Equipment | 42,345 | 40,000 | 40,000 | - | - |
| Debt Service | 1,045,383 | 1,849,105 | 1,849,195 | 1,843,880 | 1,845,222 |
| Non-Capital Equipment | 77,961 | 129,369 | 129,369 | 107,500 | 72,500 |
| Transfers Out | 84,483 | 90,978 | 90,978 | 99,155 | - |
| Appropriated Reserve | - | 100,000 | - | 100,000 | 100,000 |
| Total Operating Expenditures | \$10,189,023 | \$11,712,748 | \$ 11,837,706 | \$ 11,897,959 | \$ 11,938,464 |
| Capital Revenues | \$ 1,569,240 | \$ 4,769,624 | \$ 4,476,286 | \$ 100,000 | \$ 1,676,000 |
| Capital Program | 2,456,964 | 4,609,559 | 3,715,328 | 1,545,000 | 3,061,000 |
| Total Department Expenditures | \$12,645,987 | \$16,322,307 | \$ 15,553,034 | \$ 13,442,959 | \$ 14,999,464 |
| Addition to (Use of) Reserves | \$ 1,612,705 | \$ 519,881 | \$ 1,520,649 | \$ (897,892) | \$ (584,687) |

The Waterfront Department is budgeted in the Waterfront Fund.

Department Fund Composition

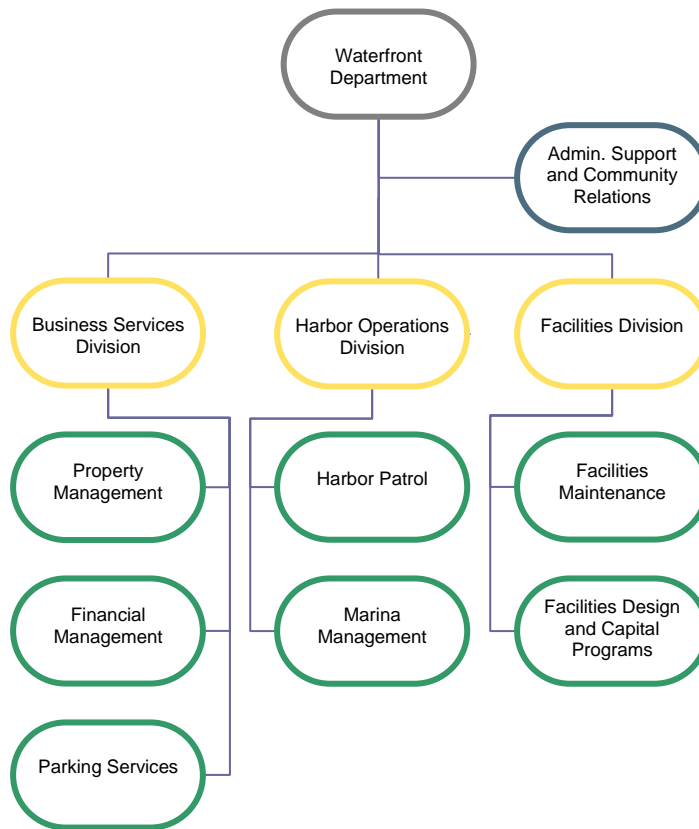




DEPARTMENT SUMMARY

Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

- **Administrative Support and Community Relations**
 - Property Management
 - Financial Management
 - Parking Services
 - Harbor Patrol
 - Marina Management
 - Facilities 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 and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state and federal agencies.

Project Objectives for Fiscal Year 2014

- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy and cruise ship visits and sponsored public/media meetings.



RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received \$2.24 million in federal funding for the Annual Maintenance Dredging of the Federal Channel in Santa Barbara Harbor for FY 2013

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.60 | 4.60 | 4.60 | 4.60 | 4.60 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Other Revenue | \$ 257 | \$ - | \$ - | \$ - | \$ - |
| Transfers In | 61,126 | - | - | - | - |
| Total Revenue | \$ 61,383 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 629,895 | \$ 582,446 | \$ 600,446 | \$ 625,734 | \$ 650,708 |
| Supplies and Services | 950,739 | 1,012,806 | 1,021,031 | 1,081,307 | 1,116,635 |
| Special Projects | 40,539 | 61,400 | 61,400 | 60,000 | 60,000 |
| Non-Capital Equipment | 13,286 | 33,700 | 33,700 | 22,500 | 12,500 |
| Appropriated Reserve | - | 100,000 | - | 100,000 | 100,000 |
| Total Expenditures | \$ 1,634,459 | \$ 1,790,352 | \$ 1,716,577 | \$ 1,889,541 | \$ 1,939,843 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Ensure 85% of Department program objectives are achieved. | | | | |
| Percent of department performance objectives achieved | 93% | 85% | 97% | 85% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| City-sponsored events coordinated | N/A | N/A | N/A | 7 |
| Department newsletter issues published by deadline | N/A | N/A | N/A | 3 |
| City News In Brief articles submitted | N/A | N/A | N/A | 36 |
| Film shoots processed | N/A | N/A | N/A | 15 |
| Navy ship visits coordinated | N/A | N/A | N/A | 1 |
| Cruise ship passengers served | N/A | N/A | N/A | 40,000 |
| Harbor Commission meetings held | N/A | N/A | N/A | 9 |
| Merchant Associations meetings attended | N/A | N/A | N/A | 10 |
| Media contacts (responded to or made) | N/A | N/A | N/A | 12 |
| Department press releases issued | N/A | N/A | N/A | 7 |
| Presentations to other agencies conducted | N/A | N/A | N/A | 2 |
| Inter-Agency meetings attended (Federal) | N/A | N/A | N/A | 4 |
| Inter-Agency meetings attended (State) | N/A | N/A | N/A | 4 |
| Inter-Agency meetings attended (Local) | N/A | N/A | N/A | 4 |

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.

Project Objectives for Fiscal Year 2014

- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.



RECENT PROGRAM ACHIEVEMENTS

Negotiated 7 lease renewals
(1 merger) with a total
annual Base Rent
income of \$567,431


Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| 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 | \$ 32,380 | \$ 35,000 | \$ 27,000 | \$ 30,000 | \$ 30,000 |
| Lease Income | 4,240,675 | 4,390,952 | 4,680,835 | 4,321,839 | 4,418,849 |
| Other Revenue | 212,578 | 250,000 | 270,638 | 377,000 | 377,000 |
| Transfers In | 15,458 | - | - | - | - |
| Total Revenue | \$ 4,501,091 | \$ 4,675,952 | \$ 4,978,473 | \$ 4,728,839 | \$ 4,825,849 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 137,483 | \$ 167,442 | \$ 174,042 | \$ 181,740 | \$ 190,337 |
| Supplies and Services | 168,021 | 205,386 | 205,386 | 209,308 | 209,676 |
| Total Expenditures | \$ 305,504 | \$ 372,828 | \$ 379,428 | \$ 391,048 | \$ 400,013 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Support tenants' sales through department funded marketing and promotions. | | | | |
| Total marketing expenditures | \$56,033 | \$50,000 | \$53,515 | \$50,000 |
| Renew 86% of Business Activities Permits (BAPs) by September 1. | | | | |
| Percent of BAPs renewed by September 1 | 93% | 86% | 97% | 86% |
| Collect 95% of base rents collected by due date in lease. | | | | |
| Percent of base rents collected | 97% | 95% | 95% | 95% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Business Activity Permits managed | 70 | 70 | 70 | 70 |
| Business Activity Permits renewed by September 1 | 70 | 60 | 60 | 60 |
| Percent of tenants audited for accurate percentage rent reporting | 25% | 25% | 25% | 25% |
| Cost to audit percentage rent leases | \$32,840 | \$33,000 | \$33,000 | \$33,000 |
| Leases audited | 8 | 8 | 8 | 8 |
| Lease contracts managed | 64 | 65 | 65 | 65 |
|  Tenant contacts regarding sustainability issues (Green Objective) | 95 | 70 | 70 | 70 |

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.

Project Objectives for Fiscal Year 2014

- Complete budget within timeline set by Finance Department.
- Ensure department expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.



RECENT PROGRAM ACHIEVEMENTS

Tracked the Self-Pay
Parking System's
revenue collection
component

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Interest Income | \$ 166,113 | \$ 150,900 | \$ 147,139 | \$ 137,700 | \$ 132,000 |
| Transfers In | 17,034 | - | - | - | - |
| Total Revenue | \$ 183,147 | \$ 150,900 | \$ 147,139 | \$ 137,700 | \$ 132,000 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 150,735 | \$ 172,699 | \$ 176,699 | \$ 181,568 | \$ 186,493 |
| Supplies and Services | 30,329 | 29,127 | 61,127 | 69,308 | 70,039 |
| Total Expenditures | \$ 181,064 | \$ 201,826 | \$ 237,826 | \$ 250,876 | \$ 256,532 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Process 90% of requisitions and claims within 21 days of receipt. | | | | |
| Percent of requisitions and claims processed within 21 days | 95% | 90% | 90% | 90% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|-----------------------------------|-------------------|-------------------|----------------------|--------------------|
| Deposits processed | 829 | 825 | 825 | 825 |
| Requisitions and claims processed | 1,775 | 2,100 | 1,750 | 1,700 |
| Billing accounts processed | 13,736 | 13,800 | 13,700 | 13,800 |

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

Expanded the self-pay parking system with credit card capabilities to include Cabrillo East and West, Garden Street and Palm Park parking lots

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 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Project Objectives for Fiscal Year 2014

- Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting at the beginning of each quarter.
- Research and implement new parking infrastructure equipment to replace the outdated, aging Canadian Parking Equipment at Stearns Wharf and Harbor Main lots.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 3.10 | 3.10 | 3.10 | 3.10 | 3.10 |
| Hourly Employee Hours | 40,922 | 35,496 | 35,496 | 31,280 | 30,290 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 2,271,185 | \$ 2,137,240 | \$ 2,262,267 | \$ 2,262,750 | \$ 2,327,416 |
| Transfers In | 26,341 | - | - | - | - |
| Total Revenue | \$ 2,297,526 | \$ 2,137,240 | \$ 2,262,267 | \$ 2,262,750 | \$ 2,327,416 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 769,581 | \$ 805,878 | \$ 816,578 | \$ 749,409 | \$ 753,486 |
| Supplies and Services | 88,597 | 80,439 | 80,439 | 135,506 | 134,942 |
| Non-Capital Equipment | 46,999 | 50,000 | 50,000 | 50,000 | 25,000 |
| Total Expenditures | \$ 905,177 | \$ 936,317 | \$ 947,017 | \$ 934,915 | \$ 913,428 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Ensure annual parking revenue of at least \$350,000. | | | | |
| Total permit revenue | \$364,353 | \$318,500 | \$345,000 | \$350,000 |
| Maintain an annual operating expense of not more than 55% of revenue collected. | | | | |
| Operating expense as a percentage of revenue collected | 40% | ≤55% | 40% | ≤55% |
| Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots. | | | | |
| Accuracy rate of cash drawers | 99.9% | 99% | 99% | 99% |
| Return 95% of customer phone calls within the first 24 hours. | | | | |
| Percent of phone calls returned within 24 hours | N/A | N/A | N/A | 95% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Total permit revenue | \$364,353 | \$318,500 | \$345,000 | \$350,000 |
| Accuracy rate of cash drawers | 99.97% | 99% | 99% | 99% |
| Attendant salary savings at Garden Street lot | N/A | \$15,000 | \$20,000 | \$17,000 |
| Wharf tickets distributed | 249,686 | 250,000 | 251,100 | 250,000 |
| Harbor tickets distributed | 138,479 | 144,000 | 245,900 | 144,000 |
| Boat trailer tickets distributed | 9,933 | 10,000 | 9,600 | 10,000 |
| Outer lot tickets distributed | 274,707 | 285,000 | 221,850 | 285,000 |
| Operating expense | \$907,704 | \$923,000 | \$936,317 | \$939,484 |
| Collection envelopes collected | 9,306 | 8,000 | 8,580 | 8,500 |

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

Facilitated joint training with Fire Department's new Water Rescue Team

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.

Project Objectives for Fiscal Year 2014

- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 12.50 | 12.50 | 12.50 | 12.50 | 12.50 |
| Hourly Employee Hours | 3,721 | 4,385 | 4,385 | 4,385 | 4,385 |
| Other Revenue | \$ 101 | \$ - | \$ 10,831 | \$ - | \$ - |
| Transfers In | 141,115 | - | - | - | - |
| Total Revenue | \$ 141,216 | \$ - | \$ 10,831 | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,785,152 | \$ 1,814,074 | \$ 1,885,352 | \$ 1,855,303 | \$ 1,890,119 |
| Supplies and Services | 101,730 | 110,669 | 117,669 | 125,873 | 128,443 |
| Special Projects | 77,020 | 79,285 | 79,285 | 87,443 | 97,270 |
| Non-Capital Equipment | 5,608 | 24,329 | 24,329 | 15,000 | 15,000 |
| Total Expenditures | \$ 1,969,510 | \$ 2,028,357 | \$ 2,106,635 | \$ 2,083,619 | \$ 2,130,832 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Respond to 96% of in-harbor emergencies within 5 minutes. | | | | |
| Percent of five-minute response times | 96% | 96% | 96% | 96% |
| Achieve an average of 70 training hours per Harbor Patrol Officer. | | | | |
| Average training hours per officer | 50 | 50 | 70 | 70 |
| Enhance public relations by conducting a minimum of 35 class tours or other public relations. | | | | |
| Class tours or public relations events | 35 | 35 | 35 | 35 |
| Limit time lost due to injury to 410 or fewer hours. | | | | |
| Hours lost due to injury | 1,680 | 410 | 410 | 410 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Joint agency drills | 10 | 2 | 4 | 3 |
| Calls for service | 1,810 | 1,900 | 2,500 | 1,900 |
| Emergency responses inside of harbor (tows not included) | 85 | 100 | 140 | 100 |
| Emergency responses outside of harbor (tows not included) | 92 | 100 | 120 | 100 |
| Emergency vessel tows | 78 | 100 | 120 | 100 |

PROGRAMS & SERVICES

Harbor Patrol

(Program No. 8131)

Other Program Measures (Cont'd)

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--------------------------------------|-------------------|-------------------|----------------------|--------------------|
| Non-emergency (courtesy) vessel tows | 297 | 400 | 400 | 350 |
| Marine sanitation device inspections | 640 | 1,000 | 1,200 | 1,000 |
| Enforcement contacts | 1,257 | 1,400 | 1,800 | 1,400 |
| Arrests | 66 | 130 | 130 | 130 |
| Parking citations | 403 | 400 | 500 | 400 |
| Motor patrols | 2,666 | 2,800 | 3,000 | 2,800 |
| Foot patrols | 3,766 | 3,500 | 4,000 | 3,500 |
| Boat patrols | 1,735 | 1,700 | 1,800 | 1,700 |
| Medical emergency responses | 118 | 100 | 150 | 100 |
| Fire Service emergency responses | 9 | 15 | 15 | 15 |
| Marine mammal rescues | 46 | 40 | 40 | 40 |
| Bird rescues | 81 | 20 | 100 | 80 |

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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



RECENT PROGRAM ACHIEVEMENTS

Completed RFP for
new Marina
Management
software, and
emailed to
prospective vendors

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 1,139 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor 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 skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

Project Objectives for Fiscal Year 2014

- 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.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies and community hospitality organizations.
- 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 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | 0 | 250 | 250 | 250 | 250 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 5,281,347 | \$ 5,072,472 | \$ 5,183,687 | \$ 5,300,778 | \$ 5,438,512 |
| Other Revenue | 31,335 | 36,000 | 15,000 | 15,000 | 15,000 |
| Transfers In | 21,239 | - | - | - | - |
| Total Revenue | \$ 5,333,921 | \$ 5,108,472 | \$ 5,198,687 | \$ 5,315,778 | \$ 5,453,512 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 183,864 | \$ 231,715 | \$ 250,780 | \$ 228,675 | \$ 239,129 |
| Supplies and Services | 66,537 | 62,967 | 62,967 | 70,154 | 71,716 |
| Capital Equipment | - | 40,000 | 40,000 | - | - |
| Total Expenditures | \$ 250,401 | \$ 334,682 | \$ 353,747 | \$ 298,829 | \$ 310,845 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Process 95% 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 | 93.8% | 92% | 95% | 95% |
| Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor. | | | | |
| Percent of visitor slip assignments processed within 30 minutes | 95% | 95% | 95% | 95% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Trades, transfers, permits or assignments processed | 161 | 150 | 159 | 150 |
| West Beach permit revenue | \$16,000 | \$15,000 | \$15,000 | \$15,000 |
| Catamaran permit revenue | \$7,800 | \$9,000 | \$8,800 | \$8,000 |
| Visitor occupancy days per year | 14,192 | 17,000 | 12,385 | 15,000 |
| Vessels aground or sunk in East Beach anchorage | 6 | 10 | 4 | 6 |
| Cost to dispose of vessels beached on East Beach | \$1,500 | \$13,000 | \$3,000 | \$10,000 |

WATERFRONT PROGRAMS

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

➤ **Facilities Maintenance**

Facilities Design and Capital
Programs

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 2014

- Rebuild 16 20-foot marina slip fingers in Marina 2.
- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Track labor and material cost for fiberglass pile jacket installation.



RECENT PROGRAM ACHIEVEMENTS

Implemented a new Maintenance Program (Carti-graph) to track Work Orders and preventative maintenance Work orders.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 17.50 | 17.50 | 17.50 | 17.50 | 17.50 |
| Hourly Employee Hours | 12,979 | 12,472 | 12,672 | 13,966 | 13,966 |
| Revenues | | | | | |
| Transfers In | \$ 147,745 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 147,745 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,576,354 | \$ 1,729,548 | \$ 1,772,148 | \$ 1,794,270 | \$ 1,853,382 |
| Supplies and Services | 1,947,620 | 2,112,815 | 2,112,765 | 2,034,532 | 2,004,074 |
| Special Projects | 122 | - | - | - | - |
| Capital Equipment | 42,345 | - | - | - | - |
| Non-Capital Equipment | 12,068 | 21,340 | 21,340 | 20,000 | 20,000 |
| Total Expenditures | \$ 3,578,509 | \$ 3,863,703 | \$ 3,906,253 | \$ 3,848,802 | \$ 3,877,456 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| 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) | 89% | 85% | 89% | 85% |
| Minimize time lost due to injury at 690 or fewer hours. | | | | |
| Lost staff hours due to injury | 300 | 690 | 690 | 690 |
| Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance. | | | | |
| Percent of in-service days for Ice House | N/A | N/A | N/A | 90% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Labor cost for vessel maintenance | \$61,435 | \$70,000 | \$70,000 | \$70,000 |
| Labor cost of preventative maintenance tasks | \$127,000 | \$250,000 | \$250,000 | \$250,000 |
| Cost of holiday and special events (labor and equipment) | \$33,850 | \$45,000 | \$45,000 | \$45,000 |
| Routine work orders completed | 1,268 | 1,700 | 1,350 | 1,700 |
| Dock fingers replaced in Marina 2 | 10 | 16 | 16 | 16 |
| Cost per linear foot of dock fingers replaced | \$250 | \$250 | \$250 | \$250 |
| Percent of in-service days for Ice House | N/A | N/A | N/A | 90% |
| Pile jackets installed at Stearns Wharf | N/A | N/A | N/A | 16 |
| Average cost per pile jacket installation (labor and materials) | N/A | N/A | N/A | \$5,200 |

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 4
the of Marina One
Replacement Project
which included
replacing "L" and
"M" Fingers

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.

Project Objectives for Fiscal Year 2014

- 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 preliminary design for Phases 5 through 8 of the Marina One Replacement Project.
- Obtain permits for endtie-widening projects at Marinas Two, Three and Four.
- Develop plan to retrofit or replace Ice House condenser and install unit.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Transfers In | \$ 23,423 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 23,423 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 228,214 | \$ 237,614 | \$ 243,064 | \$ 249,609 | \$ 256,188 |
| Supplies and Services | 6,319 | 6,986 | 6,986 | 7,685 | 8,105 |
| Debt Service | 1,045,383 | 1,849,105 | 1,849,195 | 1,843,880 | 1,845,222 |
| Transfers Out | 84,483 | 90,978 | 90,978 | 99,155 | - |
| Total Expenditures | \$ 1,364,399 | \$ 2,184,683 | \$ 2,190,223 | \$ 2,200,329 | \$ 2,109,515 |
| Capital Revenues | \$ 1,569,240 | \$ 4,769,624 | \$ 4,476,286 | \$ 100,000 | \$ 1,676,000 |
| Capital Program | 2,456,964 | 4,609,559 | 3,715,328 | 1,545,000 | 3,061,000 |
| Addition to (Use of) Reserves | \$ (2,228,700) | \$ (2,024,618) | \$ (1,429,265) | \$ (3,645,329) | \$ (3,494,515) |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Complete 80% of minor capital projects under \$100,000 according to the approved budget. | | | | |
| Percent of minor capital projects completed on schedule | 77% | 80% | 80% | 80% |
| Complete 70% of minor capital projects that are constructed under \$100,000 according to the approved budget. | | | | |
| Percent of minor capital projects within budget | 85% | 70% | 70% | 70% |

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