



# 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 1,143 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 2018 Budget Highlights

Waterfront Department will fund \$3,908,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, the replacement of the Stearns Wharf waterline, and the Marina Two Restroom ADA remodel. The most significant capital project, Marina One replacement, will conclude in FY 2018 with the construction of Phase 8, A, B, C and D fingers, in the harbor's largest marina.



# DEPARTMENT SUMMARY

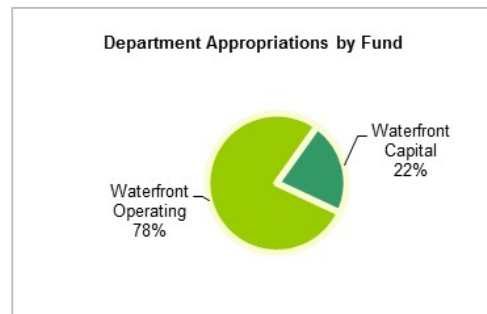
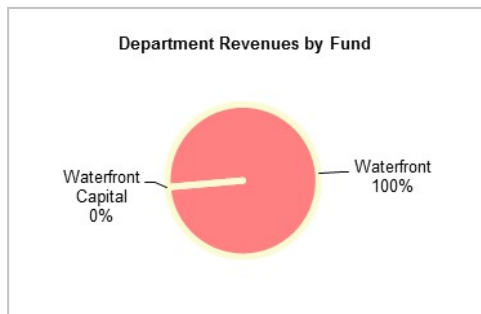
## Waterfront

### Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>46.00</b>	<b>47.00</b>	<b>47.00</b>	<b>47.00</b>	<b>47.00</b>
<b>Hourly Employee Hours</b>	<b>60,514</b>	<b>49,774</b>	<b>49,987</b>	<b>51,121</b>	<b>51,128</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 8,810,745	\$ 8,728,705	\$ 8,910,552	\$ 9,004,763	\$ 9,174,703
Interest Income	125,630	100,800	112,400	119,600	122,600
Inter-fund Reimbursement	1,777	-	-	-	-
Lease Income	5,145,777	5,103,500	5,253,126	5,357,853	5,464,674
Other Revenue	701,522	620,000	642,361	385,300	387,225
<b>Total Department Revenue</b>	<b>\$14,785,451</b>	<b>\$14,553,005</b>	<b>\$ 14,918,439</b>	<b>\$ 14,867,516</b>	<b>\$ 15,149,202</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 5,693,402	\$ 6,530,053	\$ 6,624,365	\$ 6,698,647	\$ 6,961,180
Supplies and Services	4,163,868	4,342,810	4,389,312	4,800,357	4,872,258
Special Projects	220,493	374,602	339,320	414,820	420,586
Capital Equipment	-	37,104	37,104	7,500	7,500
Debt Service	759,942	1,741,168	1,649,535	1,733,437	1,732,229
Non-Capital Equipment	44,920	233,200	221,700	101,364	103,391
Transfers Out	51,472	89,370	46,375	-	-
Appropriated Reserve	-	60,537	-	100,000	100,000
<b>Total Operating Expenditures</b>	<b>\$10,934,097</b>	<b>\$13,408,844</b>	<b>\$ 13,307,711</b>	<b>\$ 13,856,125</b>	<b>\$ 14,197,144</b>
<b>Capital Revenues</b>	<b>\$ 1,624,989</b>	<b>\$ 2,050,338</b>	<b>\$ 1,889,611</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>Capital Program</b>	<b>2,572,571</b>	<b>6,731,574</b>	<b>3,098,288</b>	<b>3,908,157</b>	<b>1,070,000</b>
<b>Total Department Expenditures</b>	<b>\$13,506,668</b>	<b>\$20,140,418</b>	<b>\$ 16,405,999</b>	<b>\$ 17,764,282</b>	<b>\$ 15,267,144</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ 2,903,772</b>	<b>\$ (3,537,075)</b>	<b>\$ 402,051</b>	<b>\$ (2,895,266)</b>	<b>\$ (116,442)</b>

The Waterfront Department is budgeted in the Waterfront Fund.

### Department Fund Composition

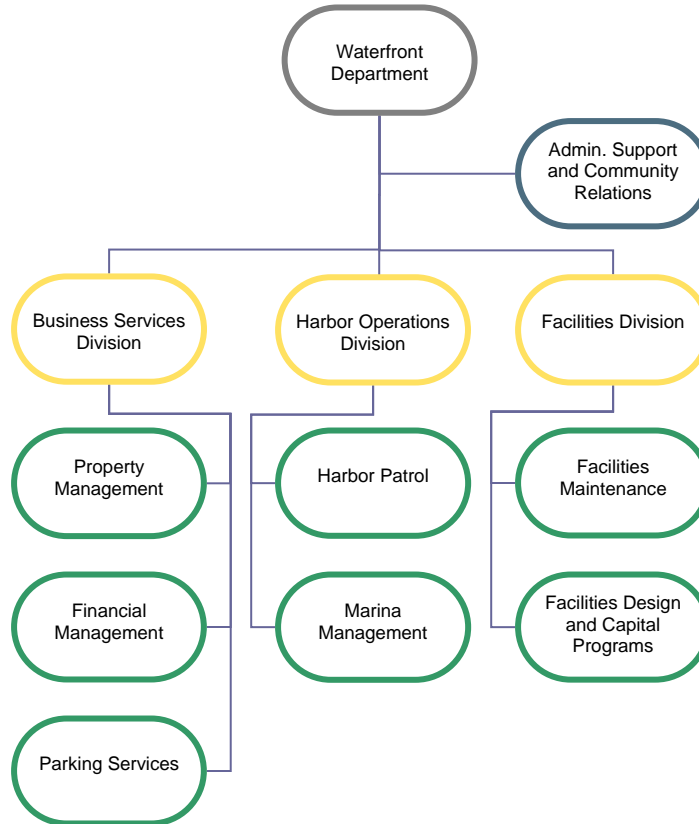




# DEPARTMENT SUMMARY

## 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 Program



### RECENT PROGRAM ACHIEVEMENTS

Negotiated two extra dredgings with Army Corps of Engineers for 300,000+ c.y. of sand removal.  
Also accommodated New Beginnings' clients overnight in Waterfront lots.

## 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.

### Project Objectives for Fiscal Year 2018

- 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.

## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>4.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 336,588	\$ 798,846	\$ 800,346	\$ 780,977	\$ 806,334
Supplies and Services	1,242,424	1,236,086	1,217,016	1,383,574	1,425,288
Special Projects	119,156	270,225	232,398	305,760	309,344
Non-Capital Equipment	18,384	38,200	38,200	38,964	39,743
Transfers Out	-	41,273	41,273	-	-
Appropriated Reserve	-	60,537	-	100,000	100,000
<b>Total Expenditures</b>	<b>\$ 1,716,552</b>	<b>\$ 2,445,167</b>	<b>\$ 2,329,233</b>	<b>\$ 2,609,275</b>	<b>\$ 2,680,709</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Ensure 85% of Department program objectives are achieved.</b>				
Percent of department performance objectives achieved	90%	85%	85%	85%

## Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
City-sponsored events coordinated	7	7	9	7
Department newsletter issues published by deadline	3	3	3	3
City News In Brief articles submitted	20	20	20	20
Film shoots processed	25	25	30	25
Cruise ship passengers served	75,021	85,000	65,000	37,000
Harbor Commission meetings held	9	9	9	9
Merchant Associations meetings attended	8	7	7	7
Media contacts (responded to or made)	29	30	30	30
Department press releases issued	9	8	8	8
Presentations to other agencies conducted	6	2	2	2
Inter-Agency meetings attended (Federal)	4	4	4	4
Inter-Agency meetings attended (State)	13	4	17	8
Inter-Agency meetings attended (Local)	7	6	12	8

## WATERFRONT PROGRAMS

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



### RECENT PROGRAM ACHIEVEMENTS

Property Management completed 17 lease agreements in FY 2017, including the majority of all Stearns Wharf leases.

## 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.

### Project Objectives for Fiscal Year 2018

- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.
- Monitor number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.


## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>1.55</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>0</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 35,787	\$ 40,000	\$ 35,597	\$ 36,309	\$ 37,035
Lease Income	5,145,777	5,103,500	5,253,126	5,357,853	5,464,674
Other Revenue	639,334	575,000	575,620	335,300	336,225
<b>Total Revenue</b>	<b>\$ 5,820,898</b>	<b>\$ 5,718,500</b>	<b>\$ 5,864,343</b>	<b>\$ 5,729,462</b>	<b>\$ 5,837,934</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 186,220	\$ 205,475	\$ 206,735	\$ 213,485	\$ 223,019
Supplies and Services	158,646	250,126	244,946	264,501	249,539
Transfers Out	-	165	165	-	-
<b>Total Expenditures</b>	<b>\$ 344,866</b>	<b>\$ 455,766</b>	<b>\$ 451,846</b>	<b>\$ 477,986</b>	<b>\$ 472,558</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Support tenants' sales through department funded marketing and promotions.</b>				
Total marketing expenditures	\$50,208	\$62,000	\$62,000	\$65,000
<b>Renew 86% of Business Activities Permits (BAPs) by September 1, 2016.</b>				
Percent of BAPs renewed by September 1	93%	86%	90%	86%
<b>Collect 95% of base rents collected by due date in lease.</b>				
Percent of base rents collected	96%	95%	95%	95%

## Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Business Activity Permits managed	66	60	62	55
Business Activity Permits renewed by September 1	65	55	50	50
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Leases audited	7	6	7	6
Lease contracts managed	64	65	65	65
 Tenant contacts regarding sustainability issues	176	120	210	120

## WATERFRONT PROGRAMS

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



### RECENT PROGRAM ACHIEVEMENTS

Implemented custom marina management software system, which handles point-of-sale and all billing functions. Software offers more payment options to slip permittees, tenants, and visitors.

## 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 2018

- 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.



## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Interest Income	\$ 125,630	\$ 100,800	\$ 112,400	\$ 119,600	\$ 122,600
<b>Total Revenue</b>	<b>\$ 125,630</b>	<b>\$ 100,800</b>	<b>\$ 112,400</b>	<b>\$ 119,600</b>	<b>\$ 122,600</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 182,811	\$ 200,742	\$ 205,272	\$ 200,538	\$ 205,136
Supplies and Services	121,813	151,791	141,051	160,660	167,245
Transfers Out	-	329	329	-	-
<b>Total Expenditures</b>	<b>\$ 304,624</b>	<b>\$ 352,862</b>	<b>\$ 346,652</b>	<b>\$ 361,198</b>	<b>\$ 372,381</b>

## WATERFRONT PROGRAMS

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



### RECENT PROGRAM ACHIEVEMENTS

A new Stearns Wharf parking kiosk was installed as well as eight additional self-pay parking units in Waterfront 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 6 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 2018

- Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting each quarter.

## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Hourly Employee Hours</b>	<b>41,777</b>	<b>30,370</b>	<b>30,370</b>	<b>31,498</b>	<b>31,498</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 2,922,707	\$ 2,886,500	\$ 2,921,344	\$ 2,979,677	\$ 3,039,177
Other Revenue	3,328	-	20,741	-	-
<b>Total Revenue</b>	<b>\$ 2,926,035</b>	<b>\$ 2,886,500</b>	<b>\$ 2,942,085</b>	<b>\$ 2,979,677</b>	<b>\$ 3,039,177</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 822,201	\$ 815,896	\$ 817,396	\$ 823,497	\$ 844,806
Supplies and Services	137,170	164,210	161,648	198,638	203,366
Non-Capital Equipment	8,462	95,000	100,000	25,500	26,010
Transfers Out	-	1,316	1,316	-	-
<b>Total Expenditures</b>	<b>\$ 967,833</b>	<b>\$ 1,076,422</b>	<b>\$ 1,080,360</b>	<b>\$ 1,047,635</b>	<b>\$ 1,074,182</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Ensure annual parking permit revenue of at least \$380,000.</b>				
Total permit revenue	\$459,861	\$380,000	\$421,155	\$425,000
<b>Maintain an annual operating expense of not more than 40% of revenue collected.</b>				
Operating expense as a percentage of revenue collected	33%	40%	32%	40%
<b>Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.</b>				
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
<b>Return 95% of customer phone calls within the first 24 hours.</b>				
Percent of phone calls returned within 24 hours	99%	95%	98%	95%
<b>Perform preventative parking equipment maintenance at least once per week to minimize equipment malfunctions and extend equipment performance.</b>				
Percent of preventative maintenance performed per weekly schedule	100%	95%	100%	95%

# PROGRAMS & SERVICES

## Parking Services (Continued)

### Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2016	FY 2017	FY 2017	FY 2018
Total permit revenue	\$459,861	\$380,000	\$421,155	\$425,000
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
Wharf tickets distributed	256,891	250,000	255,989	250,000
Harbor tickets distributed	174,561	150,000	165,133	160,000
Boat trailer tickets distributed	9,204	10,000	9,255	9,500
Outer lot tickets distributed	317,274	285,000	323,970	285,000
Operating expense	\$952,730	\$998,997	\$1 M	\$1 M
Collection envelopes collected	7,541	8,000	6,116	8,000

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## WATERFRONT PROGRAMS

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



### RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol will receive its first completely new boat in nearly 20 years. Patrol Boat #1 was made by local boat maker, Radon Boats.

## 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 Wildlife, 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 2018

- 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 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Hourly Employee Hours</b>	<b>3,966</b>	<b>4,385</b>	<b>4,732</b>	<b>4,732</b>	<b>4,732</b>
Inter-fund Reimbursement	1,777	-	-	-	-
<b>Total Revenue</b>	<b>\$ 1,777</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 1,833,007	\$ 1,997,345	\$ 2,069,660	\$ 2,153,928	\$ 2,252,466
Supplies and Services	124,197	152,346	147,819	181,676	154,587
Special Projects	101,337	104,377	106,922	109,060	111,242
Non-Capital Equipment	15,922	80,000	75,000	16,500	16,830
Transfers Out	-	823	823	-	-
<b>Total Expenditures</b>	<b>\$ 2,074,463</b>	<b>\$ 2,334,891</b>	<b>\$ 2,400,224</b>	<b>\$ 2,461,164</b>	<b>\$ 2,535,125</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Respond to 96% of in-harbor emergencies within 5 minutes.</b>				
Percent of five-minute response times	99%	96%	96%	96%
<b>Achieve an average of 80 training hours per Harbor Patrol Officer.</b>				
Average training hours per officer	129	80	70	80
<b>Enhance public relations by conducting a minimum of 35 class tours or other public relations.</b>				
Class tours or public relations events	46	35	40	35
<b>Limit time lost due to injury to 410 or fewer hours.</b>				
Hours lost due to injury	610	410	410	410


## Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Joint agency drills	3	3	3	3
Calls for service	2,070	2,000	2,500	2,000
Emergency responses inside of harbor (tows not included)	89	100	100	100
Emergency responses outside of harbor (tows not included)	134	100	80	100
Emergency vessel tows	58	80	70	80
Non-emergency (courtesy) vessel tows	349	325	400	350

# PROGRAMS & SERVICES

## Harbor Patrol (Continued)

### Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
 Marine sanitation device inspections	443	600	800	700
Enforcement contacts	2,134	1,800	2,500	2,100
Arrests	214	160	180	160
Parking citations	674	600	660	600
Motor patrols	2,546	2,800	3,300	2,800
Foot patrols	2,892	3,000	3,200	3,200
Boat patrols	1,724	1,700	2,000	1,800
Medical emergency responses	163	150	140	150
Fire Service emergency responses	11	15	6	15
Marine mammal rescues	51	40	14	20
Bird rescues	24	60	40	60



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## WATERFRONT PROGRAMS

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

➤ **Marina Management**

Facilities Maintenance  
Facilities Design and Capital  
Program



### RECENT PROGRAM ACHIEVEMENTS

As part of the first harbor expansion in five years, Marina Management staff assigned four new 35' slips on Marina One F finger from Department's slip waiting list.

## 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 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 2018

- ✔ 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 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>1</b>	<b>221</b>	<b>221</b>	<b>227</b>	<b>234</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 5,852,251	\$ 5,802,205	\$ 5,953,611	\$ 5,988,777	\$ 6,098,491
Other Revenue	58,860	45,000	46,000	50,000	51,000
<b>Total Revenue</b>	<b>\$ 5,911,111</b>	<b>\$ 5,847,205</b>	<b>\$ 5,999,611</b>	<b>\$ 6,038,777</b>	<b>\$ 6,149,491</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 212,133	\$ 247,002	\$ 247,252	\$ 253,496	\$ 265,858
Supplies and Services	69,504	75,642	49,213	82,364	84,433
Capital Equipment	-	37,104	37,104	7,500	7,500
Transfers Out	-	658	658	-	-
<b>Total Expenditures</b>	<b>\$ 281,637</b>	<b>\$ 360,406</b>	<b>\$ 334,227</b>	<b>\$ 343,360</b>	<b>\$ 357,791</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>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).</b>				
Percent of trades, permits, and assignments processed within ten days	98.6%	95.0%	97.0%	96.0%
<b>Process 96% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.</b>				
Percent of visitor slip assignments processed within 30 minutes	94.2%	95.0%	95.0%	96.0%

## Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Trades, transfers, permits, or assignments processed	142	155	165	155
West Beach permit revenue	\$19,450	\$18,000	\$18,000	\$18,000
Catamaran permit revenue	\$9,400	\$8,500	\$8,500	\$8,500
Visitor occupancy days per year	14,987	13,000	13,500	14,000
Vessels aground or sunk in East Beach anchorage	1	6	6	4
Cost to dispose of vessels beached on East Beach	\$0	\$10,000	\$10,000	\$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  
Program



### RECENT PROGRAM ACHIEVEMENTS

Waterfront staff replaced 10 fingers of Marina Four per year entirely in-house. In FY 2017, staff will complete entire re-decking of Marina Four main walkways.

## 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 2018

- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Replace 10 marina fingers on Marina 4.
- Complete installation of new power centers and submeters on Marinas Two through Four.

## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
<b>Hourly Employee Hours</b>	<b>14,771</b>	<b>14,798</b>	<b>14,664</b>	<b>14,664</b>	<b>14,664</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 1,851,294	\$ 1,987,353	\$ 2,001,181	\$ 1,989,962	\$ 2,072,757
Supplies and Services	2,305,303	2,291,473	2,413,048	2,512,336	2,570,706
Non-Capital Equipment	2,152	20,000	8,500	20,400	20,808
Transfers Out	-	44,312	1,317	-	-
<b>Total Expenditures</b>	<b>\$ 4,158,749</b>	<b>\$ 4,343,138</b>	<b>\$ 4,424,046</b>	<b>\$ 4,522,698</b>	<b>\$ 4,664,271</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Achieve 85% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.</b>				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2, and PB3)	94.8%	85.0%	85.0%	85.0%
<b>Minimize time lost due to injury at 690 or fewer hours.</b>				
Lost staff hours due to injury	70	690	690	690
<b>Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance.</b>				
Percent of in-service days for Ice House	96.1%	90.0%	90.0%	90.0%
<b>Track labor and material costs for fiberglass jacket installation.</b>				
Average cost per pile jacket installation (labor and materials)	N/A	\$5,500	\$5,500	\$5,500

## Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Work orders completed	2,477	2,600	2,600	2,700
Track Ice House labor, material, service, and repair costs	N/A			\$55,000
Labor and material costs for marina finger replacement per square foot	\$35	\$35	\$35	\$38
Labor cost of Harbor preventative maintenance tasks	N/A	N/A	N/A	\$150,000
Labor cost of Wharf preventative maintenance tasks	N/A	N/A	N/A	\$120,000
Track fiberglass jacket installation labor and material costs	\$5,500	\$5,500	\$5,500	\$5,500

## WATERFRONT PROGRAMS

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



### RECENT PROGRAM ACHIEVEMENTS

Addition of new ADA accessible Sea Landing gangway along with Sea Landing boardwalk provides access from the Sea Landing sidewalk to the rock groin.

## 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.

### Project Objectives for Fiscal Year 2018

- 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.
- Construct Phase 8 of the Marina One Replacement Project.
- Remodel Marina 2 Restroom.
- Complete Stearns Wharf Waterline Replacement.

## Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</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>0</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 269,148	\$ 277,394	\$ 276,523	\$ 282,764	\$ 290,804
Supplies and Services	4,811	21,136	14,571	16,608	17,094
Debt Service	759,942	1,741,168	1,649,535	1,733,437	1,732,229
Transfers Out	51,472	494	494	-	-
<b>Total Expenditures</b>	<b>\$ 1,085,373</b>	<b>\$ 2,040,192</b>	<b>\$ 1,941,123</b>	<b>\$ 2,032,809</b>	<b>\$ 2,040,127</b>
Capital Revenues	\$ 1,624,989	\$ 2,050,338	\$ 1,889,611	\$ 1,500	\$ 1,500
Capital Program	2,572,571	6,731,574	3,098,288	3,908,157	1,070,000
<b>Addition to (Use of ) Reserves</b>	<b>\$ (2,032,955)</b>	<b>\$ (6,721,428)</b>	<b>\$ (3,149,800)</b>	<b>\$ (5,939,466)</b>	<b>\$ (3,108,627)</b>

## Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Complete 80% of minor capital projects under \$100,000 according to the approved budget.</b>				
Percent of minor capital projects completed on schedule	79%	80%	80%	80%
<b>Complete 75% of minor capital projects that are constructed under \$100,000 according to the approved budget.</b>				
Percent of minor capital projects within budget	83%	75%	75%	75%

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