



DEPARTMENT SUMMARY

Waterfront

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

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,143 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

While the Harbor area is a mixture of ocean-dependent, ocean-related, and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

Fiscal Year 2022 Budget Highlights

- The Waterfront Department will begin setting aside funding annually, beginning with Fiscal Year 2022 (\$100,000) for future planning and projects related to the impacts of Sea Level Rise.





DEPARTMENT SUMMARY

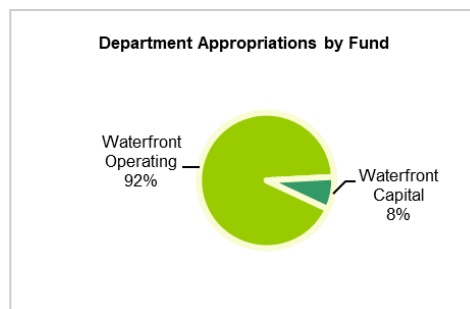
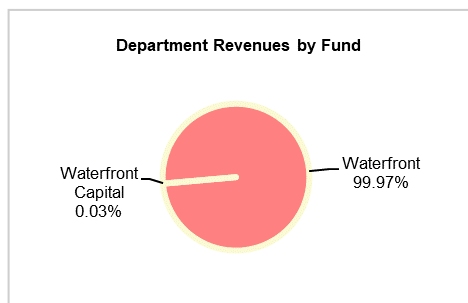
Waterfront

Department Financial and Staffing Summary

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|--------------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| Authorized Positions | 47.00 | 48.13 | 48.13 | 47.13 | 47.13 |
| Hourly Employee Hours | 44,004 | 50,894 | 50,882 | 53,358 | 53,358 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 9,137,759 | \$ 9,231,248 | \$ 9,275,420 | \$ 9,909,164 | \$ 10,169,050 |
| Grants | 33 | - | - | - | - |
| Interest Income | 312,964 | 224,800 | 123,000 | 89,945 | 89,240 |
| Lease Income | 5,077,768 | 4,737,897 | 3,805,000 | 5,030,000 | 5,547,816 |
| Other Revenue | 413,113 | 227,345 | 142,506 | 629,892 | 640,490 |
| Total Department Revenue | \$14,941,637 | \$14,421,290 | \$ 13,345,926 | \$ 15,659,001 | \$ 16,446,596 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 7,051,861 | \$ 7,404,058 | \$ 6,373,215 | \$ 7,707,953 | \$ 7,937,701 |
| Supplies and Services | 4,483,965 | 5,101,917 | 4,534,114 | 5,257,989 | 5,504,070 |
| Special Projects | 346,476 | 195,762 | 194,965 | 180,301 | 181,438 |
| Capital Equipment | - | 46,044 | 7,500 | 7,500 | 7,500 |
| Debt Service | 752,558 | 2,044,842 | 2,044,842 | 2,040,875 | 2,039,340 |
| Non-Capital Equipment | 135,104 | 179,391 | 177,010 | 131,370 | 133,047 |
| Transfers Out | 5,781,485 | 1,761,243 | 1,761,243 | 1,174,588 | 1,125,000 |
| Appropriated Reserve | - | 100,000 | - | 100,000 | 100,000 |
| Total Operating Expenditures | \$18,551,448 | \$16,833,257 | \$ 15,092,889 | \$ 16,600,576 | \$ 17,028,096 |
| Capital Revenues | \$ 30,613 | \$ 102,683 | \$ 182,783 | \$ 4,745 | \$ 4,740 |
| Capital Program | 1,079,002 | 3,249,471 | 2,441,902 | 1,400,000 | 1,025,000 |
| Total Department Expenditures | \$19,630,450 | \$20,082,728 | \$ 17,534,791 | \$ 18,000,576 | \$ 18,053,096 |
| Addition to (Use of) Reserves | \$ (4,658,200) | \$ (5,558,755) | \$ (4,006,082) | \$ (2,336,830) | \$ (1,601,760) |

The Waterfront Department is budgeted in the Waterfront Fund.

Department Fund Composition

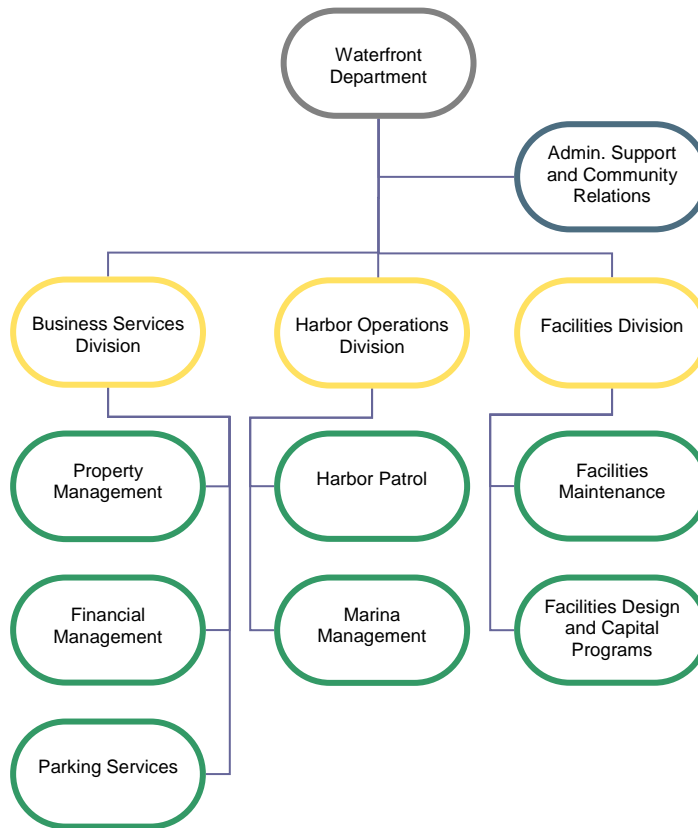




DEPARTMENT SUMMARY

Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

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

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2022

- Conduct cruise ship passenger fee survey.



RECENT PROGRAM ACHIEVEMENTS

Converted Waterfront newsletter, Docklines, from paper-based to digitally-based.

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|------------------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| Authorized Positions | 5.60 | 5.73 | 5.73 | 5.73 | 5.73 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,176,189 | \$ 844,825 | \$ 858,145 | \$ 954,456 | \$ 974,709 |
| Supplies and Services | 1,406,909 | 1,500,832 | 1,440,917 | 1,600,682 | 1,715,233 |
| Special Projects | 213,122 | 1,597 | 800 | 61,636 | 60,400 |
| Debt Service | 2,513 | 2,650 | 2,650 | 2,375 | 2,375 |
| Non-Capital Equipment | 22,887 | 45,051 | 46,500 | 61,010 | 61,530 |
| Transfers Out | 10,226 | 16,243 | 16,243 | - | - |
| Appropriated Reserve | - | 100,000 | - | 100,000 | 100,000 |
| Total Expenditures | \$ 2,831,846 | \$ 2,511,198 | \$ 2,365,255 | \$ 2,780,159 | \$ 2,914,247 |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Ensure Department program objectives are achieved. | | | | |
| Percent of department performance objectives achieved | 81% | 85% | 85% | 85% |
| Communicate harbor news and information with boating public through DockLines newsletter. | | | | |
| Number of newsletters published by deadline | 3 | 3 | 3 | 3 |
| Share Waterfront news, updates, and events with community. | | | | |
| Number of City News in Brief articles submitted | 13 | 16 | 12 | 15 |
| Ensure Waterfront staff are prepared to respond to public and/or staff emergency needs. | | | | |
| Percentage of Waterfront permanent staff and Parking Lead staff who are CPR certified | 89% | 80% | 80% | 80% |
| Support Waterfront businesses and encourage visitation by coordinating and supporting public events. | | | | |
| City-sponsored events coordinated | 7 | 8 | 3 | 6 |

Administrative Support and Community Relations (Continued)

Other Program Measures

| | Actual | Budget | Projected | Proposed |
|--|---------|---------|-----------|----------|
| | FY 2020 | FY 2021 | FY 2021 | FY 2022 |
| Film shoots processed | 19 | 20 | 15 | 15 |
| Cruise ship passengers served | 26,390 | 45,000 | 9,000 | 90,000 |
| Harbor Commission meetings held | 9 | 9 | 9 | 9 |
| Merchant Associations meetings attended | 3 | 7 | 0 | 4 |
| Media contacts (responded to or made) | 27 | 25 | 25 | 25 |
| Department press releases issued | 8 | 8 | 4 | 6 |
| Presentations to other agencies conducted | 2 | 2 | 1 | 2 |
| Inter-Agency meetings attended (Local, State, and Federal) | 5 | 20 | 10 | 10 |
| Professional organization meetings and events attended | 4 | 6 | 6 | 6 |

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Design and Capital
Program

Facilities Maintenance

Property Management (Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of service and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Ensure tenants receive the services entitled under their agreements.
- Support Wharf Merchants Association by monitoring number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.

Project Objectives for Fiscal Year 2022

- Develop and refine a marketing campaign and budget for Wharf and Harbor Merchants that maximizes exposure of Wharf and Harbor both locally and regionally.
- Work with Tenants to adopt and promote environmentally sound business practices including Green Business Certification.
- Assist Waterfront Department Tenants with economic recovery efforts in response to the COVID-19 pandemic.

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|------------------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| 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 | \$ 43,688 | \$ 38,531 | \$ 45,000 | \$ 39,302 | \$ 40,088 |
| Lease Income | 5,077,768 | 4,737,897 | 3,805,000 | 5,030,000 | 5,547,816 |
| Other Revenue | 267,122 | 74,285 | 25,000 | 475,771 | 485,286 |
| Total Revenue | \$ 5,388,578 | \$ 4,850,713 | \$ 3,875,000 | \$ 5,545,073 | \$ 6,073,190 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 231,211 | \$ 244,579 | \$ 243,783 | \$ 261,473 | \$ 267,172 |
| Supplies and Services | 181,506 | 265,650 | 95,092 | 182,309 | 242,756 |
| Total Expenditures | \$ 412,717 | \$ 510,229 | \$ 338,875 | \$ 443,782 | \$ 509,928 |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Support tenants' sales through department funded marketing and promotions. | | | | |
| Total marketing expenditures | \$58,823 | \$80,000 | \$25,000 | \$80,000 |
| Renew Business Activities Permits (BAPs) by September 1, 2020. | | | | |
| Percent of BAPs renewed by September 1 | 94% | 94% | 94% | 94% |
| Collect base rents by due date in lease. | | | | |
| Percent of base rents collected | 80% | 95% | 50% | 95% |
| Maintain accurate sales reporting by auditing percentage rent leases annually. | | | | |
| Percentage rent leases audited | 25% | 25% | 20% | 25% |

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Business Activity Permits managed | 71 | 70 | 70 | 70 |
| Business Activity Permits renewed by September 1 | 68 | 65 | 65 | 65 |
| Lease contracts managed | 61 | 61 | 61 | 61 |
| Monitor number of pedestrians entering Stearns Wharf via thermal imaging system and provide data to Wharf Merchants Association. | 649,214 | 795,000 | 795,000 | 795,000 |

WATERFRONT PROGRAMS

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

Financial Management (Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.
- Ensure department expenditures are within budget.
- Accurately prepare and send out approximately 13,000 slip/tenant billing statements per year.
- Maintain approximately 500 monthly ACH accounts to facilitate automatic payments.
- Send out approximately 320 e-statements per month.
- Maintain all aspects of point-of-sale system.
- Maintain all aspects of accounts receivable system.
- Bill Slipholders for utilities.

Project Objectives for Fiscal Year 2022

- Assist in selection and implementation of a new marina management software system.



RECENT PROGRAM ACHIEVEMENTS

Half of all tenants and slip permittees are now participating in e-statements and on-line payment methods.

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|------------------------------|-------------------|--------------------|----------------------|------------------------|---------------------|
| Authorized Positions | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Interest Income | \$ 312,964 | \$ 224,800 | \$ 123,000 | \$ 89,945 | \$ 89,240 |
| Total Revenue | \$ 312,964 | \$ 224,800 | \$ 123,000 | \$ 89,945 | \$ 89,240 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 231,525 | \$ 242,643 | \$ 236,081 | \$ 261,395 | \$ 269,330 |
| Supplies and Services | 144,658 | 237,748 | 203,869 | 243,169 | 248,336 |
| Total Expenditures | \$ 376,183 | \$ 480,391 | \$ 439,950 | \$ 504,564 | \$ 517,666 |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Encourage slipholders and tenants to sign up for e-statements and alternative payment mechanisms to improve staff efficiency, cost savings, and waste generation. | | | | |
| Percent of total billing accounts utilizing alternative payment methods | 48% | 50% | 50% | 60% |
| Ensure that Business Office cash drawers are balanced daily. | | | | |
| Percentage of cash drawers balanced daily | 100% | 99% | 99% | 99% |
| Provide systems maintenance and operational upkeep of Total Marina Management software program. | | | | |
| Percentage of time Marina Management software system is up and running. | N/A | 95% | 95% | 95% |

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Percent of total statements sent as e-statements | 31% | 32% | 42% | 50% |

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management

➤ **Parking Services**

Harbor Patrol
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance

Parking Services (Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

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



RECENT PROGRAM ACHIEVEMENTS

Implementation and enforcement of Waterfront Parking Permit Ordinance has resulted in substantially increased public parking availability in Waterfront Parking Lots.

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|------------------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| Authorized Positions | 3.10 | 4.10 | 4.10 | 4.10 | 4.10 |
| Hourly Employee Hours | 27,859 | 31,498 | 31,486 | 31,498 | 31,498 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 2,467,188 | \$ 2,788,934 | \$ 2,510,041 | \$ 2,999,109 | \$ 3,059,092 |
| Other Revenue | (87) | - | - | - | - |
| Total Revenue | \$ 2,467,102 | \$ 2,788,934 | \$ 2,510,041 | \$ 2,999,109 | \$ 3,059,092 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 769,483 | \$ 927,671 | \$ 651,151 | \$ 971,010 | \$ 990,429 |
| Supplies and Services | 177,470 | 268,557 | 183,223 | 220,573 | 225,182 |
| Non-Capital Equipment | 75,440 | 95,179 | 90,000 | 25,000 | 25,500 |
| Total Expenditures | \$ 1,022,393 | \$ 1,291,407 | \$ 924,374 | \$ 1,216,583 | \$ 1,241,111 |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Ensure annual parking permit revenue of at least \$575,000. | | | | |
| Total permit revenue | \$504,479 | \$575,000 | \$517,670 | \$600,000 |
| Maintain an annual operating expense of not more than 40% of revenue collected. | | | | |
| Operating expense as a percentage of revenue collected | 43% | 40% | 40% | 40% |
| Return customer phone calls within the first 24 hours. | | | | |
| Percent of phone calls returned within 24 hours | 100% | 95% | 95% | 95% |
| Respond to parking equipment maintenance issues within 30 minutes of notification in order to effectively serve the public. | | | | |
| Percent of maintenance issues responded to within 30 minutes | 100% | 95% | 95% | 95% |
| Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting each quarter. | | | | |
| Number of trainings held | 7 | 4 | 5 | 4 |

PROGRAMS & SERVICES

Parking Services (Continued)

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Accuracy rate of cash drawers | 99% | 99% | 99% | 99% |
| Wharf entry tickets distributed | 231,657 | 270,000 | 264,760 | 280,000 |
| Harbor entry tickets distributed | 131,481 | 155,000 | 151,600 | 160,000 |
| Boat trailer entry tickets distributed | 4909 | 9700 | 9306 | 9700 |
| Self-pay lot transactions | 235,466 | 275,000 | 225,000 | 275,000 |
| Number of collection fee notices issued in self-pay lots | 5,665 | 7,000 | 7,000 | 8,000 |
| Number of special events supported | 83 | 170 | 0 | 100 |

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services

Harbor Patrol

Marina Management
Facilities Design and Capital
Program
Facilities Maintenance

Harbor Patrol

(Program No. 8131)

Mission Statement

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

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara City Fire, Santa Barbara County Fire, County Sheriff, California Department of Fish and Wildlife, Maritime Coordination Center, and U.S. Navy.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire prevention and response services.

Project Objectives for Fiscal Year 2022

- Provide guidance and design consultation for Patrol Boat 3 replacement.



RECENT PROGRAM ACHIEVEMENTS

To increase security at the harbor, the Waterfront upgraded an antiquated security video system with Pan, Tilt, Zoom (PTZ) and thermal imaging capabilities.

Financial and Staffing Information

| | Actual | Amended | Projected | Recommended | Proposed |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2021 | FY 2022 | FY 2023 |
| Authorized Positions | 12.50 | 12.50 | 12.50 | 12.50 | 12.50 |
| Hourly Employee Hours | 4,131 | 4,732 | 4,732 | 4,800 | 4,800 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 2,133,740 | \$ 2,464,822 | \$ 2,108,449 | \$ 2,528,595 | \$ 2,614,911 |
| Supplies and Services | 122,040 | 171,014 | 147,368 | 169,119 | 166,310 |
| Special Projects | 112,949 | 116,338 | 116,338 | 118,665 | 121,038 |
| Non-Capital Equipment | 25,287 | 17,510 | 17,510 | 17,860 | 18,217 |
| Total Expenditures | \$ 2,425,658 | \$ 2,769,684 | \$ 2,389,665 | \$ 2,834,239 | \$ 2,920,476 |

Measurable Objectives for Fiscal Year 2022

| | Actual | Budget | Projected | Proposed |
|---|---------|---------|-----------|----------|
| | FY 2020 | FY 2021 | FY 2021 | FY 2022 |
| Respond to in-harbor emergencies within five minutes. | | | | |
| Percent of five-minute response times | 100% | 96% | 96% | 95% |
| Achieve an average of 80 training hours per Harbor Patrol Officer, including all required Risk Management Safety Training. | | | | |
| Average training hours per officer | 80 | 80 | 65 | 80 |
| Enhance public relations by conducting class tours, media interviews, or other public relations. | | | | |
| Number of class tours or public relations events and contacts. | 28 | 25 | 25 | 25 |
| Perform motor patrols of Waterfront district. | | | | |
| Motor patrols | 2,349 | 2,500 | 2,500 | 2,500 |
| Perform foot patrols throughout Waterfront. | | | | |
| Foot patrols | 3,394 | 3,200 | 3,000 | 3,000 |
| Perform boat patrols in Waterfront jurisdiction. | | | | |
| Boat patrols | 1,562 | 1,600 | 1,500 | 1,500 |
| Coordinate joint-agency response drills in the harbor. | | | | |
| Joint agency drills conducted. | 7 | 4 | 2 | 4 |

PROGRAMS & SERVICES

Harbor Patrol

(Continued)

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Calls for service | 1,882 | 2,000 | 2,000 | 2,000 |
| Emergency responses inside of harbor (tows not included) | 147 | 120 | 120 | 120 |
| Emergency responses outside of harbor (tows not included) | 97 | 100 | 100 | 95 |
| Emergency vessel tows | 88 | 100 | 100 | 80 |
| Non-emergency (courtesy) vessel tows | 238 | 200 | 200 | 200 |
| Marine sanitation device inspections | 546 | 750 | 250 | 500 |
| Enforcement contacts | 1,882 | 2,250 | 2,250 | 2,250 |
| Arrests | 102 | 160 | 160 | 160 |
| Parking citations | 716 | 700 | 700 | 700 |
| Medical emergency responses | 161 | 150 | 150 | 150 |
| Fire Service emergency responses | 13 | 6 | 6 | 6 |
| Marine mammal rescues | 10 | 10 | 10 | 10 |
| Bird rescues | 6 | 5 | 5 | 5 |
| Hours lost due to injury | 0 | 410 | 410 | 300 |

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WATERFRONT PROGRAMS

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

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

Marina Management (Program No. 8141)

Mission Statement

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

Program Activities

- Manage a 1,143-slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor & Seafood Festival, Fourth of July, cruise ship visits, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiffs, catamarans, outrigger canoes, and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users, and visitors.
- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Accommodate cruise ship visits by working with cruise ship lines, government agencies, and community hospitality organizations.

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|------------------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | 915 | 0 | 0 | 250 | 250 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 6,626,883 | \$ 6,403,783 | \$ 6,720,379 | \$ 6,870,753 | \$ 7,069,870 |
| Grants | 33 | - | - | - | - |
| Other Revenue | 146,077 | 153,060 | 117,506 | 154,121 | 155,204 |
| Total Revenue | \$ 6,772,993 | \$ 6,556,843 | \$ 6,837,885 | \$ 7,024,874 | \$ 7,225,074 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 186,293 | \$ 253,585 | \$ 233,642 | \$ 309,571 | \$ 321,987 |
| Supplies and Services | 58,127 | 91,935 | 58,931 | 71,120 | 73,289 |
| Capital Equipment | - | 46,044 | 7,500 | 7,500 | 7,500 |
| Total Expenditures | \$ 244,420 | \$ 391,564 | \$ 300,073 | \$ 388,191 | \$ 402,776 |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Process 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 | 49% | 90% | 80% | 90% |
| Process visitor slip assignments within 15 minutes of vessel arrival at the harbor. | | | | |
| Percent of visitor slip assignments processed within 15 minutes. | 100% | 96% | 96% | 95% |
| Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via articles in department newsletter, DockLines. | | | | |
| Number of clean marina articles shared | 4 | 3 | 3 | 3 |
| 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. | | | | |
| 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. | | 1 | 1 | 1 |

PROGRAMS & SERVICES

Marina Management (Continued)

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Slip permit trades and transfers. Slip permit waitlist and liveaboard assignments. | 167 | 175 | 175 | 175 |
| Visitor slip occupancy days per year | 22,393 | 15,000 | 15,000 | 15,000 |
| Vessels aground or sunk in City waters | 7 | 5 | 5 | 5 |
| Cost to dispose of vessels grounded or sunk in City waters. | \$9,952 | \$10,000 | \$10,000 | \$10,000 |
| West Beach permits issued | 39 | 55 | 55 | 55 |
| Catamaran permits issued | 32 | 40 | 40 | 40 |

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WATERFRONT PROGRAMS

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

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

Facilities Design and Capital Program (Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects
- Manage capital improvement projects including inspection, scheduling and public notification.
- Coordinate with Public Works and Purchasing staff in the bid, award, and inspection of Waterfront Capital Projects.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.

Project Objectives for Fiscal Year 2022

- Prepare evaluation of Ice House, develop replacement or renovation alternatives and construct improvements.
- Upgrade lighting in Harbor Main Parking Lot
- Replace Accommodation Dock Gangway with ADA compliant ramp
- Ensure all Waterfront capital projects and major maintenance projects account for the impacts of sea-level rise. Assist with implementation of the Sea-Level Rise Adaptation Program through participation in the Sea-Level Rise Interdepartmental Team and oth



RECENT PROGRAM ACHIEVEMENTS

Financial and Staffing Information

| | Actual FY 2020 | Amended FY 2021 | Projected FY 2021 | Recommended FY 2022 | Proposed FY 2023 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 287,223 | \$ 304,726 | \$ 162,583 | \$ 321,231 | \$ 335,810 |
| Supplies and Services | 7,547 | 20,276 | 9,748 | 25,745 | 26,705 |
| Special Projects | 20,405 | 77,827 | 77,827 | - | - |
| Debt Service | 750,046 | 2,042,192 | 2,042,192 | 2,038,500 | 2,036,965 |
| Total Expenditures | \$ 6,791,834 | \$ 4,190,021 | \$ 4,037,350 | \$ 3,560,064 | \$ 3,524,480 |
| Capital Revenues | \$ 30,613 | \$ 102,683 | \$ 182,783 | \$ 4,745 | \$ 4,740 |
| Capital Program | 1,079,002 | 3,249,471 | 2,441,902 | 1,400,000 | 1,025,000 |
| Addition to (Use of) Reserves | \$ (7,840,223) | \$ (7,336,809) | \$ (6,296,469) | \$ (4,955,319) | \$ (4,544,740) |

Measurable Objectives for Fiscal Year 2022

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Complete minor capital projects per Waterfront plan | | | | |
| Percent of minor capital projects completed on schedule | 71% | 80% | 80% | 80% |
| Complete minor capital projects that are constructed under \$100,000 according to the approved budget. | | | | |
| Percent of minor capital projects within budget | 86% | 80% | 80% | 80% |
| Comply with regulatory requirements pertaining to project development, environmental monitoring, and maintenance activities. | | | | |
| Percent of compliance with permit conditions. | 100% | 100% | 100% | 100% |

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|---|-------------------|-------------------|----------------------|---------------------|
| Total estimated value of major capital projects planned for fiscal year. | \$2 M | \$2 M | \$3 M | \$2 M |
| Total estimated number of major capital projects planned for fiscal year. | 8 | 24 | 22 | 13 |

WATERFRONT PROGRAMS

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

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 2022

- Update inventory of Stearns Wharf heavy timber.



RECENT PROGRAM ACHIEVEMENTS

Installed fiberglass jackets on 11 Wharf piles to protect and extend their useful life.

Financial and Staffing Information

| | Actual | Amended | Projected | Recommended | Proposed |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2021 | FY 2022 | FY 2023 |
| Authorized Positions | 17.50 | 17.50 | 17.50 | 16.50 | 16.50 |
| Hourly Employee Hours | 11,098 | 14,664 | 14,664 | 16,810 | 16,810 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 2,036,197 | \$ 2,121,207 | \$ 1,879,381 | \$ 2,100,222 | \$ 2,163,353 |
| Supplies and Services | 2,385,707 | 2,545,905 | 2,394,966 | 2,745,272 | 2,806,259 |
| Non-Capital Equipment | 11,490 | 21,651 | 23,000 | 27,500 | 27,800 |
| Transfers Out | 13,004 | - | - | - | - |
| Total Expenditures | \$ 4,446,398 | \$ 4,688,763 | \$ 4,297,347 | \$ 4,872,994 | \$ 4,997,412 |

Measurable Objectives for Fiscal Year 2022

| | Actual | Budget | Projected | Proposed |
|--|---------|---------|-----------|----------|
| | FY 2020 | FY 2021 | FY 2021 | FY 2022 |
| Maximize 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) | 98% | 85% | 85% | 95% |
| Maximize in-service days for the Ice House through facility upgrades and preventative maintenance. | | | | |
| Percent of in-service days for Ice House | 93% | 90% | 90% | 90% |
| Inspect wooden piles on Stearns Wharf. | | | | |
| Number of wooden piles inspected. | 529 | 500 | 500 | 500 |
| Meet required annual safety training hours. | | | | |
| Average number of training hours per staff member. | 28 | 24 | 24 | 24 |
| Install fiberglass pile jacket to extend the life of wooden piles. | | | | |
| Install fiberglass pile jackets with epoxy grout. | 11 | 10 | 10 | 10 |
| Replace Marina dock fingers | | | | |
| Replace Marina dock fingers | 8 | 10 | 10 | 10 |

PROGRAMS & SERVICES

Facilities Maintenance (Continued)

Other Program Measures

| | Actual FY 2020 | Budget FY 2021 | Projected FY 2021 | Proposed FY 2022 |
|--|-------------------|-------------------|----------------------|---------------------|
| Work orders/tasks completed | 2,394 | 2,000 | 2,000 | 2,500 |
| Track labor and materials costs for inspection, repair, and maintenance of Ice House | \$51,898 | \$60,000 | | \$70,000 |
| Labor hours of preventative maintenance tasks | 1,150 | 2,500 | 1,250 | 1,250 |
| Track labor and materials for inspection, repair, and maintenance of Stearns Wharf sewer system. | \$31,073 | \$25,000 | \$25,000 | \$30,000 |
| Track installation costs for Stearns Wharf epoxy piles. | \$7,500 | \$9,700 | \$9,700 | \$12,000 |
| Labor cost for vessel maintenance | \$57,556 | \$55,000 | \$55,000 | \$55,000 |
| Labor hours for holiday and special events | 1,042 | 1,400 | 0 | 1,400 |
| Track labor hours of wooden finger replacement in marinas | 517 | 500 | 500 | 500 |