



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 1,133 slips in the Harbor, about 19% of which are used by commercial fishermen and 81% 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 nine parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.



Fiscal Year 2005 Budget Highlights

Waterfront Department will continue repairs to sections of the parapet wall and sidewalk of the 1,550-foot breakwater.

The dock structure and gangway for Fish Float North (commercial fishing berths) were replaced.

The Chandlery Building remodel/Waterfront Offices project was completed at 132 new square feet of leasable commercial space and providing the first permanent offices for the Waterfront Department.

The Federal Government proposed to cut funding for the annual maintenance dredging of the Harbor entrance for the first time in 10 years. Staff remains cautiously optimistic that the dredging program will be reinstated by October 2005 through lobbying efforts in Washington D.C. If Federal funding is cut, the Department will fund the dredge project from reserves.



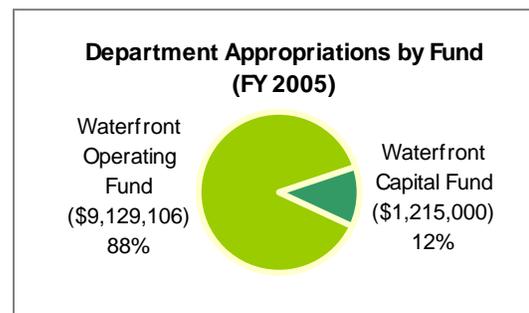
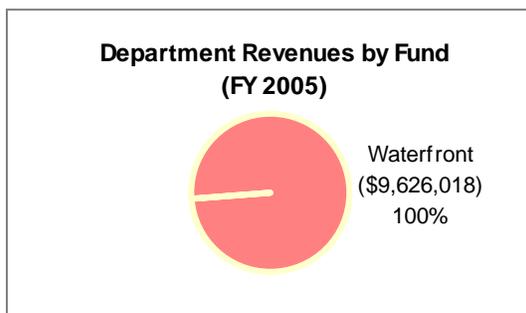
DEPARTMENT SUMMARY

Waterfront

Department Financial and Staffing Summary

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	46.00	45.00	45.00	45.00
Non-Permanent Employee Hours	n/a	n/a	n/a	66,941
Revenues				
Fees and Service Charges	5,182,468	5,515,021	5,659,721	5,825,209
Interest Income	221,310	220,000	220,000	160,000
Leases	3,454,305	3,483,709	3,583,709	3,555,809
Other	64,284	82,500	152,500	85,000
Total Department Revenue	\$ 8,922,367	\$ 9,301,230	\$ 9,615,930	\$ 9,626,018
Expenditures				
Salaries and Benefits	3,777,057	4,127,320	4,127,320	4,402,133
Supplies and Services	2,594,210	2,993,112	3,104,326	3,039,835
Transfers Out	-	-	-	9,325
Debt Service	1,323,595	1,485,913	1,585,913	1,476,138
Non-Capital Equipment	66,569	128,000	177,912	111,000
Equipment Capital	12	-	-	-
Miscellaneous	40,437	-	-	-
Appropriated Reserve	-	100,000	-	90,675
Total Department Expenditures	\$ 7,801,880	\$ 8,834,345	\$ 8,995,471	\$ 9,129,106
Capital Program	1,629,284	1,935,000	1,935,000	1,215,000
Total Department Expenditures	\$ 9,431,164	\$ 10,769,345	\$ 10,930,471	\$ 10,344,106
Addition to (Use of) Reserves	\$ (508,797)	\$ (1,468,115)	\$ (1,314,541)	\$ (718,088)

Department Fund Composition





DEPARTMENT SUMMARY

Waterfront

Program Organizational Chart



PROGRAMS & SERVICES

WATERFRONT PROGRAMS

➤ **Administrative Support and
Community Relations**

Property Management

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and
Capital Programs

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide direction and support to Waterfront Department Staff, along with effective communication and representation before Federal and State Agencies, local harbor community, residents and businesses.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the Department to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, State and Federal agencies.

Objectives for Fiscal Year 2005

- Ensure 80% of department program objectives are achieved.
- Implement a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communication, Navy ship and cruise ship visits and sponsored public/media meetings.



RECENT PROGRAM ACHIEVEMENTS

Department received final design and Council approval for the Chandlery Building Expansion/ Waterfront Offices Project at 132 Harbor Way.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	4.60	4.60	4.60	4.60
Non-Permanent Employee Hours	n/a	n/a	n/a	-
Expenditures				
Salaries and Benefits	388,183	404,865	404,865	451,456
Supplies and Services	865,915	979,102	981,078	1,041,013
Transfers Out	-	-	-	9,325
Debt Service	1,323,595	1,485,913	1,585,913	1,476,138
Non-Capital Equipment	29,087	30,000	32,012	30,000
Miscellaneous	40,437	-	-	-
Appropriated Reserve	-	100,000	-	90,675
Total Expenditures	\$ 2,647,217	\$ 2,999,880	\$ 3,003,868	\$ 3,098,607

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of department program objectives completed	80%	80%	80%

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

Administrative Support and
Community Relations

➤ **Property Management**

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RECENT PROGRAM ACHIEVEMENTS

Negotiated agreement with West Marine to temporarily vacate their lease premises during the Chandlery Remodel/ Waterfront Offices Project at 132 Harbor Way.

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases ensuring 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.

Objectives for Fiscal Year 2005

- Audit 25% of percentage rent leases.
- Renew 85% of Business Activity Permits (BAPs) within 30 days of permit expiration.
- Contribute to 3 advertising and promotional programs designed to enhance Waterfront tenant revenues.
- Implement and improve tracking method for tenant rent payments.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	1.55	1.55	1.55	1.55
Non-Permanent Employee Hours	n/a	n/a	n/a	-
Revenues				
Leases	3,454,305	3,483,709	3,583,709	3,555,809
Fees and Service Charges	14,036	10,000	15,000	6,000
Other	33,382	75,000	145,000	75,000
Total Revenue	\$ 3,501,723	\$ 3,568,709	\$ 3,743,709	\$ 3,636,809
Expenditures				
Salaries and Benefits	108,052	117,417	117,417	132,281
Supplies and Services	83,207	96,840	131,422	88,961
Total Expenditures	\$ 191,259	\$ 214,257	\$ 248,839	\$ 221,242

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Lease contracts managed	53	57	57
Leases audited	12	12	12
Percent of tenants audited for accurate percentage rent reporting	n/a	25%	25%
Business Activity Permits managed	80	70	70
Business Activity Permits renewed	72	72	72
Percent of Business Activity Permits renewed within 30 days of expiration	n/a	90%	85%

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

Administrative Support and
Community Relations

Property Management

➤ **Financial Management**

Parking Services

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Facilities Design and
Capital Programs



RECENT PROGRAM ACHIEVEMENTS

Approximately 25% of
slipholders now use the
City's Automatic
Payment System to pay
their monthly slip fees,
reducing staff time spent
accounting for slip
payments.

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department with 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.

Objectives for Fiscal Year 2005

- Ensure 99% of all Business Office cash drawers are balanced daily.
- Process 85% of requisitions and claims within 60 days of receipt.
- Prepare department billing with 100% resolution of billing errors within 3 billing cycles.
- Complete department budget within submittal within the timeline set by the Finance Department.
- Ensure program expenditures are within budget.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	1.75	1.75	1.75	1.75
Non-Permanent Employee Hours	n/a	n/a	n/a	-
Revenues				
Interest Income	221,310	220,000	220,000	160,000
Total Revenue	\$ 221,310	\$ 220,000	\$ 220,000	\$ 160,000
Expenditures				
Salaries and Benefits	110,037	118,806	118,806	132,306
Supplies and Services	14,904	17,772	21,044	18,423
Total Expenditures	\$ 124,941	\$ 136,578	\$ 139,850	\$ 150,729

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of cash drawers balanced	n/a	n/a	99%
Percent of requisitions and claims processed within 60 days	85%	85%	85%
Prepare department billing errors with 100% resolution of billing errors within 3 billing cycles	100%	100%	100%
Deposits processed	850	1,000	1,000
Requisitions and claims processed	n/a	2,000	2,000
Billing accounts processed	n/a	14,000	14,000

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

Administrative Support and
Community Relations

Property Management

Financial Management

➤ **Parking Services**

Harbor Patrol

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Facilities Design and
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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 nine parking lots throughout the Waterfront area.
- Monitor and collect revenue at three Honor Fee collections sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Objectives for Fiscal Year 2005

- Maintain annual parking permit revenues of at least \$230,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Achieve an 85% annual collection rate on parking fee collection envelopes issued.
- Ensure 95% of all parking cash drawers are balanced daily.

RECENT PROGRAM ACHIEVEMENTS

Parking Services improved employee safety and cash handling accountability by installing a security surveillance system in the main Harbor and Stearns Wharf parking kiosks.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	3.10	3.10	3.10	3.10
Non-Permanent Employee Hours	n/a	n/a	n/a	36,521
Revenues				
Fees and Service Charges	1,309,924	1,500,300	1,506,200	1,571,000
Other	195	-	-	-
Total Revenue	\$ 1,310,119	\$ 1,500,300	\$ 1,506,200	\$ 1,571,000
Expenditures				
Salaries and Benefits	645,467	687,637	687,637	624,754
Supplies and Services	82,276	99,840	102,856	108,515
Non-Capital Equipment	19,023	75,000	113,461	50,000
Total Expenditures	\$ 746,766	\$ 862,477	\$ 903,954	\$ 783,269

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Total permit revenue	\$230,000	\$230,000	\$230,000
Operating expenses as a percent of revenue collected	65%	54%	55%
Collection rate on parking fee collection envelopes issued	85%	85%	85%
Collection envelopes collected	25,000	12,000	12,000
Percent of cash drawers balanced	n/a	n/a	95%
Total Wharf Tickets distributed	271,700	271,700	271,700
Total Harbor Tickets distributed	147,900	147,900	147,900
Total Boat Trailer Tickets distributed	n/a	11,500	11,500
Total Outer Lot Tickets distributed	289,430	289,500	289,500

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

Administrative Support and
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Parking Services

➤ **Harbor Patrol**

Marina Management

Facilities Maintenance

Facilities Design and
Capital Programs



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 seven 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.

Objectives for Fiscal Year 2005

- Respond to 93% of in-harbor emergencies within 5 minutes.
- Achieve a minimum average of 100 hours of training per Harbor Patrol Officer.
- Enhance public relations by conducting 36 class tours or other public relations events.

RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol performed 1,230 Marine Sanitation Device (MSD) inspections and made 1,275 law enforcement contacts in fiscal year 2003.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	12.50	12.50	12.50	12.50
Non-Permanent Employee Hours	n/a	n/a	n/a	4,732
Expenditures				
Salaries and Benefits	1,093,220	1,144,650	1,144,650	1,266,578
Supplies and Services	79,180	128,360	138,602	123,690
Non-Capital Equipment	15,119	9,500	15,566	16,500
Total Expenditures	\$ 1,187,519	\$ 1,282,510	\$ 1,298,818	\$ 1,406,768

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of 5 minute emergency response times	90%	93%	93%
Calls for service	3,000	1,200	1,200
Emergency responses inside Harbor (tows not included)	100	100	100
Emergency responses outside Harbor (tows not included)	100	100	100
Emergency vessel tows	n/a	175	175
Non-emergency (courtesy) vessel tows	300	250	250
Training hours per officer	n/a	80	100
Class tours or other public relations events	12	36	36
Marine Sanitation Device inspections	1,500	1,200	1,200
Enforcement contacts	1,300	1,300	1,300
Arrests	n/a	80	80
Parking citations	n/a	400	400

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

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➤ **Marina Management**

Facilities Maintenance

Facilities Design and
Capital Programs



RECENT PROGRAM ACHIEVEMENTS

Marina Management completed a visitor-boat satisfaction survey and received a favorable response rate of over 90% satisfaction with services provided.

Marina Management

(Program No. 8141)

Mission Statement

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

Program Activities

- Manage 1,133 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, and Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments, slip transfers and accommodation of 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.

Objectives for Fiscal Year 2005

- Process 95% of slip trades, transfers, liveaboard permits or waiting list assignments within 10 working days of application completion or notice of acceptance (waiting list, liveaboard permits).
- Process 90% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- Assign 90% of available outrigger and catamaran permits.
- Re-configure the process for assigning slips off the wait list and re-open the slip waiting list.
- Complete Harbor Commission review of a permit system for vessels moored east of Stearns Wharf.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	2.50	2.50	2.50	2.50
Non-Permanent Employee Hours	n/a	n/a	n/a	2,028
Revenues				
Fees and Service Charges	3,858,508	4,004,721	4,138,521	4,248,209
Other	30,707	7,500	7,500	10,000
Total Revenue	\$ 3,889,215	\$ 4,012,221	\$ 4,146,021	\$ 4,258,209
Expenditures				
Salaries and Benefits	182,605	188,865	188,865	205,473
Supplies and Services	51,492	61,535	66,232	60,987
Total Expenditures	\$ 234,097	\$ 250,400	\$ 255,097	\$ 266,460

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of trades, transfers, permits or assignments processed within 10 days	90%	95%	95%
Trades, transfers, permits or assignments processed	150	175	175
Percent of visitor slip assignments processed within 30 minutes	90%	90%	90%
Visitor occupancy days per year	n/a	17,000	17,000
Percent of outrigger and catamaran permits assigned	90%	90%	90%

WATERFRONT PROGRAMS

Administrative Support and
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➤ **Facilities Maintenance**

Facilities Design and
Capital Programs



RECENT PROGRAM ACHIEVEMENTS

Staff completed 120 dock float repairs on Marina 1; replaced nearly 1,400 dock cleats on Marinas 1, 2, 3, and 4; and replaced 400 fire-retardant deck boards on Stearns Wharf.

Facilities Maintenance

(Program Nos. 8151, 8152, 8153)

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.

Objectives for Fiscal Year 2005

- Achieve 70% of in-service days for the Harbor Patrol fleet through preventive maintenance and services.
- Accomplish 90% of the preventative maintenance tasks.
- Reduce lost staff time due to injuries to 2,000 hours by holding safety training.
- Achieve a 75% satisfaction rate on a survey of commercial and restaurant tenants based on cleanliness, safety, and response time.
- Conduct a bi-annual tenant satisfaction survey for commercial and restaurant tenants based on cleanliness, safety, and response time.
- Quantify labor cost and equipment cost for holiday and special event support to identify possible cost savings.
- Act as Department liaison for the annual U.S. Army Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the harbor.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	17.30	16.50	16.50	16.30
Non-Permanent Employee Hours	n/a	n/a	n/a	23,660
Expenditures				
Salaries and Benefits	1,106,929	1,309,891	1,309,891	1,393,397
Supplies and Services	1,412,081	1,570,518	1,617,397	1,584,658
Non-Capital Equipment	3,340	13,500	16,873	14,500
Total Expenditures	\$ 2,522,350	\$ 2,893,909	\$ 2,944,161	\$ 2,992,555

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of in-service days for Harbor Patrol fleet	n/a	70%	70%
Percent of preventative maintenance tasks completed	n/a	90%	90%
Lost staff hours due to injury	n/a	n/a	2,000
Satisfaction rate from tenants on cleanliness, safety and response time	n/a	n/a	75%

PROGRAMS & SERVICES

WATERFRONT PROGRAMS

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➤ **Facilities Design and
Capital Programs**



RECENT PROGRAM ACHIEVEMENTS

Staff completed the first phase of major repairs to the breakwater, by injecting nearly 100 cubic yards of grout into voids, reducing sand infiltration into the harbor.

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.

Objectives for Fiscal Year 2005

- Complete 80% of minor capital projects (projects under \$100,000) according to the approved schedule.
- Complete 70% of minor capital projects (projects under \$100,000) within the approved budget.
- Complete the Breakwater Cap Repair project.
- Begin the building remodel phase of the Chandlery Remodel/ Waterfront Offices Project by July 2004 and complete the remodel by the end of the fiscal year.

Financial and Staffing Information

	Actual FY 2003	Amended FY 2004	Projected FY 2004	Adopted FY 2005
Authorized Positions	2.70	2.50	2.50	2.70
Non-Permanent Employee Hours	n/a	n/a	n/a	-
Expenditures				
Salaries and Benefits	142,564	155,189	155,189	195,888
Supplies and Services	5,155	39,145	45,695	13,588
Equipment Capital	12	-	-	-
Capital Program	1,629,284	1,935,000	1,935,000	1,215,000
Total Expenditures	\$ 1,777,015	\$ 2,129,334	\$ 2,135,884	\$ 1,424,476

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of minor capital projects completed on schedule	80%	80%	80%
Percent of minor capital projects completed under budget	n/a	70%	70%
Minor capital projects completed	11	57	60

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