



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 2016 Budget Highlights

Waterfront Department will fund \$3,005,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, and accessibility improvements to the Sea Landing gangway. The most significant capital project, Marina One replacement, will continue with the construction of Phase 6, H and I fingers, of this multi-year reconstruction project of the harbor's largest marina.



DEPARTMENT SUMMARY

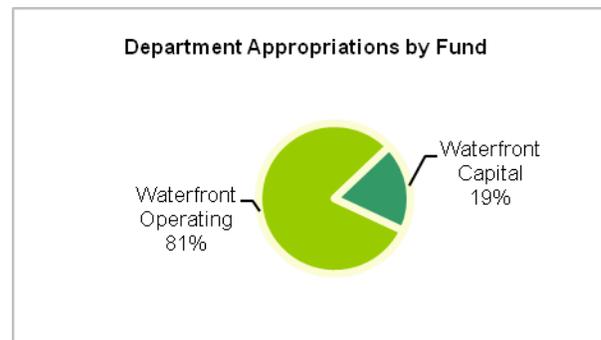
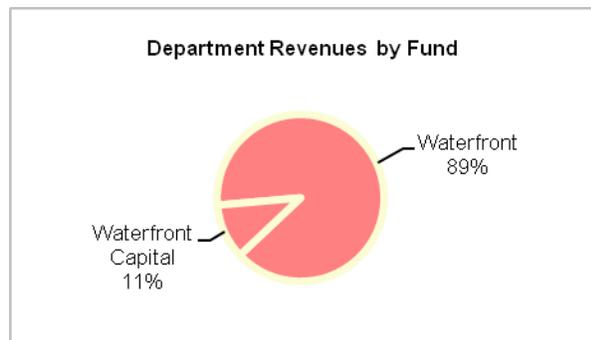
Waterfront

Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	46.00	46.00	46.00	46.00	46.00
Hourly Employee Hours	50,076	48,893	48,893	49,778	49,774
Revenues					
Fees and Service Charges	\$ 8,288,987	\$ 7,795,928	\$ 8,256,751	\$ 8,254,216	\$ 8,390,170
Interest Income	157,477	117,000	95,800	95,700	93,700
Intergovernmental	-	25,600	-	-	-
Lease Income	4,762,452	4,400,609	4,843,471	4,583,890	4,668,324
Other Revenue	718,250	322,000	384,000	514,792	587,102
Total Department Revenue	\$13,927,167	\$12,661,137	\$ 13,580,022	\$ 13,448,598	\$ 13,739,296
Expenditures					
Salaries and Benefits	\$ 5,662,715	\$ 6,050,691	\$ 6,050,691	\$ 6,272,587	\$ 6,589,753
Supplies and Services	3,788,678	4,018,126	4,104,243	4,017,154	4,142,847
Special Projects	163,750	261,506	235,906	240,589	250,244
Capital Equipment	22,896	17,104	-	-	-
Debt Service	1,280,819	1,780,351	1,729,040	1,841,620	1,848,886
Non-Capital Equipment	21,673	82,759	82,759	110,500	85,500
Transfers Out	99,155	-	-	75,000	75,000
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Operating Expenditures	\$11,039,686	\$12,310,537	\$ 12,202,638	\$ 12,657,450	\$ 13,092,230
Capital Revenues	\$ 1,939,495	\$ 4,483,432	\$ 1,684,800	\$ 1,601,702	\$ 1,858,311
Capital Program	1,617,937	6,240,524	6,294,805	2,979,846	3,211,455
Total Department Expenditures	\$12,657,623	\$18,551,061	\$ 18,497,443	\$ 15,637,296	\$ 16,303,685
Addition to (Use of) Reserves	\$ 3,209,039	\$ (1,406,492)	\$ (3,232,621)	\$ (586,996)	\$ (706,078)

The Waterfront Department is budgeted in the Waterfront Fund.

Department Fund Composition

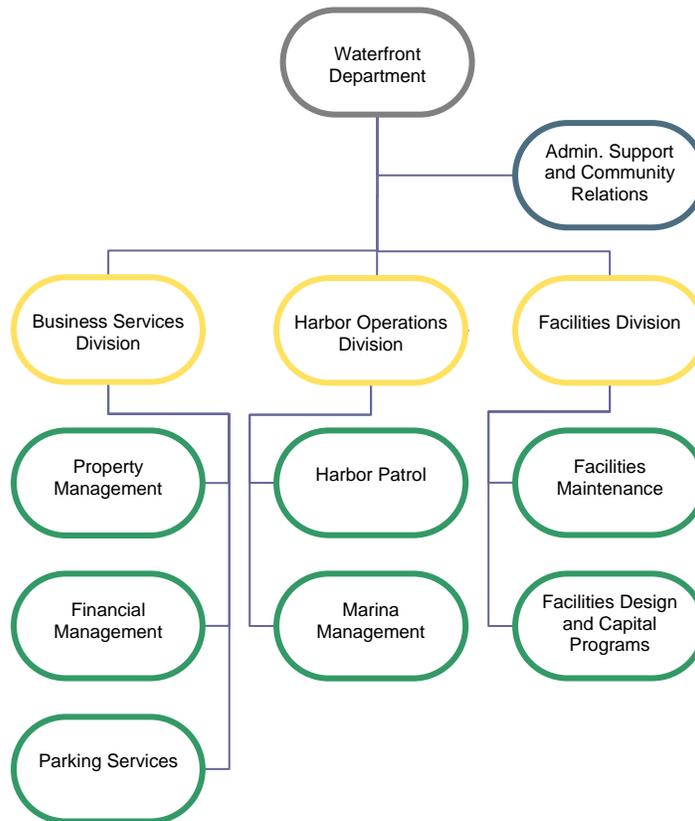




DEPARTMENT SUMMARY

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

Executed contract with new fireworks vendor for Fourth of July and Parade of Lights events following a competitive bidding process.

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 2016

- 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 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	4.60	4.60	4.60	4.60	4.60
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 617,531	\$ 657,343	\$ 657,343	\$ 700,185	\$ 731,668
Supplies and Services	1,102,908	1,148,676	1,170,976	1,156,766	1,230,051
Special Projects	73,312	138,636	138,636	139,252	143,322
Non-Capital Equipment	8,240	20,500	20,500	25,500	25,500
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Expenditures	\$ 1,801,992	\$ 2,065,155	\$ 1,987,455	\$ 2,121,703	\$ 2,230,541

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 85% of Department program objectives are achieved.				
Percent of department performance objectives achieved	87%	85%	85%	85%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
City-sponsored events coordinated	12	7	7	7
Department newsletter issues published by deadline	3	3	3	3
City News In Brief articles submitted	11	36	20	24
Film shoots processed	18	15	25	15
Cruise ship passengers served	68,456	60,000	90,000	85,000
Harbor Commission meetings held	9	9	9	9
Merchant Associations meetings attended	12	10	10	7
Media contacts (responded to or made)	13	12	25	20
Department press releases issued	7	7	7	7
Presentations to other agencies conducted	3	2	6	2
Inter-Agency meetings attended (Federal)	14	4	4	4
Inter-Agency meetings attended (State)	6	4	4	4
Inter-Agency meetings attended (Local)	11	4	6	6

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

Hosted the Harbor and Seafood Festival and Parade of Lights supported by our staff, volunteers, and the leadership of our managers, parking and maintenance divisions.

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 2016

- 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 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
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	\$ 26,393	\$ 30,000	\$ 31,962	\$ 30,600	\$ 31,212
Lease Income	4,762,452	4,400,609	4,843,471	4,583,890	4,668,324
Other Revenue	679,174	307,000	347,000	476,792	549,102
Total Revenue	\$ 5,468,019	\$ 4,737,609	\$ 5,222,433	\$ 5,091,282	\$ 5,248,638
Expenditures					
Salaries and Benefits	\$ 172,835	\$ 191,488	\$ 191,488	\$ 198,748	\$ 206,789
Supplies and Services	272,112	222,711	227,244	180,247	185,387
Total Expenditures	\$ 444,948	\$ 414,199	\$ 418,732	\$ 378,995	\$ 392,176

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	\$58,594	\$56,000	\$56,000	\$60,000
Renew 86% of Business Activities Permits (BAPs) by September 1, 2015				
Percent of BAPs renewed by September 1	90%	86%	97%	86%
Collect 95% of base rents collected by due date in lease.				
Percent of base rents collected	95%	95%	97%	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Business Activity Permits managed	66	70	65	65
Business Activity Permits renewed by September 1	63	60	65	60
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Leases audited	6	6	6	6
Lease contracts managed	65	65	64	65
 Tenant contacts regarding sustainability issues	176	100	150	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

Waterfront staff processed all aspects of billing and accounts receivable previously handled by the City Finance Department.

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 2016

- 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.
- Develop an action plan to resolve Point-of-Sale software issues.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Interest Income	\$ 157,477	\$ 117,000	\$ 95,800	\$ 95,700	\$ 93,700
Total Revenue	\$ 157,477	\$ 117,000	\$ 95,800	\$ 95,700	\$ 93,700
Expenditures					
Salaries and Benefits	\$ 181,909	\$ 187,763	\$ 187,763	\$ 194,178	\$ 203,053
Supplies and Services	83,305	75,621	75,621	136,416	151,596
Total Expenditures	\$ 265,214	\$ 263,384	\$ 263,384	\$ 330,594	\$ 354,649

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

Completed implementation of Skidata Parking System in the Harbor Main Parking Lot, improving revenue control practices as well as public usability.

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 2016

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	3.10	3.10	3.10	3.10	3.10
Hourly Employee Hours	31,280	30,290	30,290	30,370	30,370
Revenues					
Fees and Service Charges	\$ 2,773,690	\$ 2,327,416	\$ 2,611,616	\$ 2,651,934	\$ 2,697,342
Total Revenue	\$ 2,773,690	\$ 2,327,416	\$ 2,611,616	\$ 2,651,934	\$ 2,697,342
Expenditures					
Salaries and Benefits	\$ 721,286	\$ 757,691	\$ 757,691	\$ 790,861	\$ 815,191
Supplies and Services	117,708	150,856	150,856	155,137	158,176
Non-Capital Equipment	536	25,000	25,000	50,000	25,000
Total Expenditures	\$ 839,531	\$ 933,547	\$ 933,547	\$ 995,998	\$ 998,367

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure annual parking revenue of at least \$360,000				
Total permit revenue	N/A	\$350,000	\$366,000	\$360,000
Maintain an annual operating expense of not more than 40% of revenue collected.				
Operating expense as a percentage of revenue collected	N/A	45%	35%	40%
Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.				
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
Return 95% of customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	99%	95%	98%	95%
Perform preventative parking equipment maintenance at least once per week to minimize equipment malfunctions and extend equipment performance.				
Percent of preventative maintenance performed per weekly schedule	N/A	N/A	N/A	95%

Parking Services

(Program No. 8121)

Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Total permit revenue	\$382,174	\$350,000	\$366,000	\$360,000
Accuracy rate of cash drawers	99.00%	99.00%	99.00%	99.00%
Wharf tickets distributed	258,704	259,000	252,240	259,000
Harbor tickets distributed	150,898	144,000	143,195	144,000
Boat trailer tickets distributed	9,487	10,000	9,718	10,000
Outer lot tickets distributed	277,651	285,000	237,108	285,000
Operating expense	\$823,502	\$921,786	\$933,547	\$967,334
Collection envelopes collected	N/A	8,500	7,400	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 rescued persons from sinking vessels about 10 miles from the Harbor on two separate incidents in September and October 2014.

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 2016

- 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 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	12.50	12.50	12.50	12.50	12.50
Hourly Employee Hours	4,385	4,385	4,385	4,385	4,385
Expenditures					
Salaries and Benefits	\$ 1,819,416	\$ 1,920,205	\$ 1,920,205	\$ 1,951,968	\$ 2,063,769
Supplies and Services	106,331	137,213	143,297	137,221	139,612
Special Projects	90,438	97,270	97,270	101,337	106,922
Non-Capital Equipment	6,826	17,259	17,259	15,000	15,000
Total Expenditures	\$ 2,023,011	\$ 2,171,947	\$ 2,178,030	\$ 2,205,526	\$ 2,325,303

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 96% of in-harbor emergencies within 5 minutes.				
Percent of five-minute response times	97%	96%	96%	96%
Achieve an average of 70 training hours per Harbor Patrol Officer.				
Average training hours per officer	74.53	70	70	75
Enhance public relations by conducting a minimum of 35 class tours or other public relations.				
Class tours or public relations events	45	35	35	35
Limit time lost due to injury to 410 or fewer hours.				
Hours lost due to injury	979	410	1,104	410

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Joint agency drills	7	3	3	3
Calls for service	2,042	1,900	1,900	1,900
Emergency responses inside of harbor (tows not included)	96	100	100	100
Emergency responses outside of harbor (tows not included)	118	100	100	100
Emergency vessel tows	77	100	100	100
Non-emergency (courtesy) vessel tows	286	350	325	325
 Marine sanitation device inspections	704	1,000	700	700
Enforcement contacts	1,635	1,400	1,400	1,400
Arrests	154	130	130	130

Harbor Patrol (Continued)

Other Program Measures (Cont'd)

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Parking citations	392	400	400	400
Motor patrols	2,665	2,800	2,800	2,800
Foot patrols	3,566	3,500	3,500	3,500
Boat patrols	1,781	1,700	1,700	1,700
Medical emergency responses	135	100	100	100
Fire Service emergency responses	19	15	15	15
Marine mammal rescues	45	40	40	40
Bird rescues	38	80	60	60

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
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Parking Services
Harbor Patrol

➤ **Marina Management**

Facilities Maintenance
Facilities Design and Capital
Program



RECENT PROGRAM ACHIEVEMENTS

Welcomed 90,000
visiting cruise ship
passengers to Santa
Barbara and
increased involvement
with our local
commercial fishing
industry at our Annual
Harbor and Seafood
Festival.

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 2016

- 🌿 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 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	445	252	252	225	221
Revenues					
Fees and Service Charges	\$ 5,488,904	\$ 5,438,512	\$ 5,613,173	\$ 5,571,682	\$ 5,661,616
Other Revenue	39,076	15,000	37,000	38,000	38,000
Total Revenue	\$ 5,527,980	\$ 5,453,512	\$ 5,650,173	\$ 5,609,682	\$ 5,699,616
Expenditures					
Salaries and Benefits	\$ 191,009	\$ 231,263	\$ 231,263	\$ 243,716	\$ 259,472
Supplies and Services	91,157	73,790	74,223	73,905	75,489
Capital Equipment	22,896	17,104	-	-	-
Total Expenditures	\$ 305,062	\$ 322,157	\$ 305,486	\$ 317,621	\$ 334,961

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
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	89.0%	95.0%	95.0%	95.0%
Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 30 minutes	99.0%	95.0%	95.0%	95.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Trades, transfers, permits or assignments processed	164	150	175	155
West Beach permit revenue	\$18,900	\$17,000	\$18,000	\$18,000
Catamaran permit revenue	\$9,200	\$8,000	\$8,000	\$8,500
Visitor occupancy days per year	14,885	12,000	12,000	13,000
Vessels aground or sunk in East Beach anchorage	4	6	8	6
Cost to dispose of vessels beached on East Beach	\$3,800	\$10,000	\$10,000	\$10,000

WATERFRONT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Continued to improve the integrity of the pier piles underneath the restaurants and the commercial area on Stearns Wharf. Improved set-up time for annual Harbor & Seafood Festival.

Facilities Maintenance

(Program No. 8151)

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 2016

- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Track labor and material cost for fiberglass pile jacket installation.
- Replace 10 marina fingers on Marina 4.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	17.50	17.50	17.50	17.50	17.50
Hourly Employee Hours	13,966	13,966	13,966	14,798	14,798
Expenditures					
Salaries and Benefits	\$ 1,723,607	\$ 1,856,165	\$ 1,856,165	\$ 1,927,937	\$ 2,028,319
Supplies and Services	2,005,806	2,200,558	2,253,325	2,155,831	2,188,794
Non-Capital Equipment	6,071	20,000	20,000	20,000	20,000
Total Expenditures	\$ 3,735,484	\$ 4,076,723	\$ 4,129,490	\$ 4,103,768	\$ 4,237,113

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
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)	88.0%	85.0%	85.0%	80.0%
Minimize time lost due to injury at 690 or fewer hours.				
Lost staff hours due to injury	1,012	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	88.7%	90.0%	90.0%	90.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Labor cost for vessel maintenance	\$51,188	\$70,000	\$70,000	\$65,000
Labor cost of preventative maintenance tasks	\$263,416	\$250,000	\$250,000	\$230,000
Cost of holiday and special events (labor and equipment)	\$44,611	\$45,000	\$48,000	\$48,000
Routine work orders completed	2,241	1,700	1,700	1,900
Percent of in-service days for Ice House	88.7%	90.0%	90.0%	90.0%
Pile jackets installed at Stearns Wharf	8	16	16	20
Average cost per pile jacket installation (labor and materials)	\$5,166	\$5,200	\$5,200	\$5,500
Dock fingers replaced on Marina 4	N/A	N/A	N/A	10
Cost per square foot of fingers replaced	N/A	N/A	N/A	\$35.00

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
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Marina Management
Facilities Maintenance

➤ **Facilities Design and Capital
Program**



RECENT PROGRAM ACHIEVEMENTS

Completed Phase 5 of the Marina One Construction Project on budget and ahead of schedule.

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 2016

- 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 6 of the Marina One Replacement Project.
- Obtain permits and construct a new ADA compliant gangway at Sea Landing.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	0	0	0	0	0
Revenues					
Intergovernmental	\$ -	\$ 25,600	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 25,600	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 235,122	\$ 248,773	\$ 248,773	\$ 264,994	\$ 281,492
Supplies and Services	9,350	8,701	8,701	21,631	13,742
Special Projects	-	25,600	-	-	-
Debt Service	1,280,819	1,780,351	1,729,040	1,841,620	1,848,886
Transfers Out	99,155	-	-	75,000	75,000
Total Expenditures	\$ 1,624,446	\$ 2,063,425	\$ 1,986,514	\$ 2,203,245	\$ 2,219,120
Capital Revenues	\$ 1,939,495	\$ 4,483,432	\$ 1,684,800	\$ 1,601,702	\$ 1,858,311
Capital Program	1,617,937	6,240,524	6,294,805	2,979,846	3,211,455
Addition to (Use of) Reserves	\$ (1,302,888)	\$ (3,794,917)	\$ (6,596,519)	\$ (3,581,389)	\$ (3,572,264)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 80% of minor capital projects under \$100,000 according to the approved budget.				
Percent of minor capital projects completed on schedule	85%	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	77%	70%	77%	75%

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