

## 108 - OC DANA POINT HARBOR

### Operational Summary

#### Description:

To provide public coastal access, environmental stewardship, and a diverse regional recreational facility so all users and visitors may experience the unique Dana Point Harbor resource in a safe and enjoyable way.

#### At a Glance:

Total FY 2010-2011 Current Modified Budget:	23,836,162
Total FY 2010-2011 Actual Expenditure + Encumbrance:	18,590,866
Total Final FY 2011-2012	33,630,883
Percent of County General Fund:	N/A
Total Employees:	15.00

#### Strategic Goals:

The department's goals are derived from the identified core services:

- Act as a responsible agent for the community by safeguarding Harbor environmental assets and the public's access to the coast and recreational boating, facilitating effective communication with our various stakeholder groups, and providing for commercial opportunities;
- Implement the Dana Point Harbor Revitalization Plan;
- Provide resources to commercial tenants to help them meet the County's standard for customer service; and
- Continue to pursue improvements in Harbor water quality.

#### Key Outcome Indicators:

Performance Measure	2010 Business Plan Results	2011 Business Plan Target	How are we doing?
<b>ENSURE A RESPONSIBLY FUNCTIONING COUNTY FACILITY.</b> <b>What:</b> Perform needed maintenance and upkeep and stay involved as a community. <b>Why:</b> Responsibility of OCDPH to provide the public with safe maritime and coastal opportunities.	Development of program to repair or replace infrastructure with safety-identified issues as priority items. Development of efficient processes for implementing new programs based on community expectations.	Continue to perform deferred maintenance of facilities. Develop and review scenarios for effective management of the OC Sailing and Event Center. Collaborate with City of Dana Point for the "Project V" local shuttle system. Participate in promotion of new tri-city trolley program once implemented.	Repairs to infrastructure programmed and budgeted as needed. Continue to monitor OC Sailing and Events Center program usage and facility impact.

## Key Outcome Indicators: (Continued)

Performance Measure	2010 Business Plan Results	2011 Business Plan Target	How are we doing?
<b>COMPLETION OF THE DANA POINT HARBOR REVITALIZATION PROJECT.</b> <b>What:</b> Manage the Revitalization process from entitlements through construction. <b>Why:</b> Revitalize aging Harbor facilities, as well as update and improve infrastructure.	Received unanimous California Coastal Commission (CCC) approval of Local Coastal Program Amendment Land Use Plan (LCPA-LUP) as well as unanimous support by the Dana Point City Council. Continuation of Boater Focus Group meetings to obtain boater perspective on relevant Harbor issues.	Take steps to complete and certify Supplemental Environmental Impact Report (SEIR). Work on final permitting phase for LCPA Implementation Plan with public hearing in early 2011. Prepare Coastal Development permits for Phase 1 consideration by permitting agency.	LCPA-LUP finalized in October 2010. Implementation Plan unanimously approved by CCC in early 2011 and final certification expected in summer 2011. SEIR for waterside to be released for public comment in 2011. Continue to meet with Boater Focus Group as needed.
<b>OC DANA POINT HARBOR FULLY CAPABLE TO PROVIDE NEEDED RESOURCES AND A SAFE ENVIRONMENT.</b> <b>What:</b> Responsibly managing the Harbor operations and planning for the future. <b>Why:</b> As a County facility, the Harbor must meet standards for user expectations and safety.	Documented Parking Management programs for each special event. Implemented Human Powered Craft safety guidelines Harborwide. Implemented the Department's Balanced Scorecard. Completed renovation of the OC Sailing and Events Center restrooms. Created a Harborwide utility inventory list.	Continue to responsibly address maintenance requirements, such as parking lot repaving. Complete quay wall condition study and Harbor outlet study.	Sign mockups constructed based on public input. Human Powered Craft guidelines implemented.
<b>LESS HARBOR POSTINGS FOR BACTERIA LEVEL EXCEEDANCES.</b> <b>What:</b> Pursuing new ideas to approach water quality issues in the Harbor. <b>Why:</b> Cleaner water allows for a safe and healthy environment for all users.	Installed second Marina Trash Skimmer to collect and retain debris. Received all "A" and "A+" postings in the Heal the Bay Summer Report Card. Hold underwater clean up events. Dry boat storage operations certified by the Clean Marina California Program.	Continue to implement and educate community on effective programs. Continue to consider new opportunities to address runoff issues. Monitor Breakwater Condition study and implement Water Quality Control Program. Have OCSEC and Dana Point Yacht Club certified by the Clean Marina California Program.	Both trash skimmers installed and fully operational. Baby Beach continues to be cleaned daily. Underwater Cleanup has become a biannual event. Dry Boat Surface storage successfully certified by California Clean Marina Program.

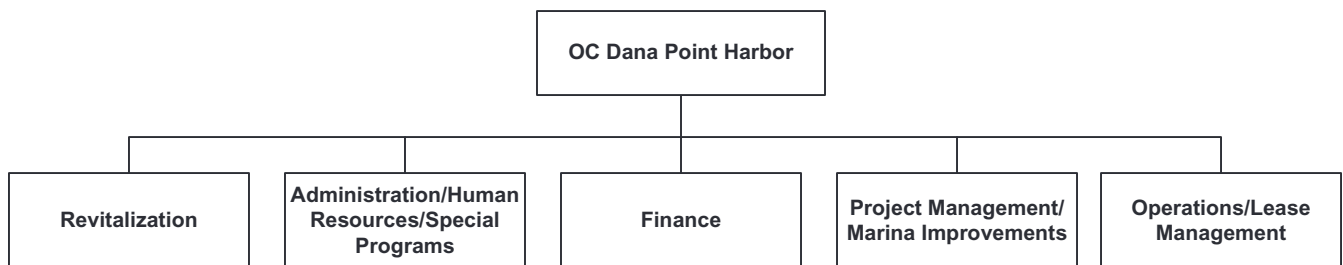
## FY 2010-11 Key Project Accomplishments:

During the past year, the OC Dana Point Harbor accomplished many of its goals. They are as follows:

- Offered a wide variety of programs and services to meet the needs of our varied audiences.
- Developed a variety of communications vehicles to keep community informed of maintenance items, projects, and other events occurring in the Dana Point Harbor including frequent community advisories sent to over 3,000 email addresses.
- Created and implemented the Balanced Scorecard for OC Dana Point Harbor.
- Implemented the Human Powered Craft Safety Guidelines program.
- Continued permitting process for the Revitalization Plan with construction anticipated to commence in 2013.
- Completed internal screen-check for the Waterside Improvements Project SEIR.

- Work with a coalition of interested parties for the waterside portion of the Revitalization Project as well as other boating and Harbor issues, group determined preferable slip mix for rebuild of marinas.
- Performed high-priority projects as identified to ensure maximization of physical resource - Maintenance repairs to Harbor storm drain utilities and Parking Lots to alleviate safety and drainage issues.
- Updating useful life expectancy analysis for Harbor structures and equipment.
- Implemented targeted Parking Management Programs for special events held throughout the year.
- Developed maintenance and safety checklist for public serving facilities.
- Worked with marina operators to continue Clean Marinas California Certification Program and prepared OC Sailing and Events Center and Dana Point Yacht Club for inspection in 2011.
- Conducted collaboration meeting with City of Dana Point and SCWD also Ocean Water Quality Sub-Committee at the City of Dana Point to discuss ways in which water quality can be improved in the Harbor.
- Conducted biannual underwater cleanup events.
- Made several Water Quality presentations to key interest groups to educate on accomplishments and opportunities in Dana Point Harbor.
- Developed RFP scorecard for inclusion in all leased property bid processes.
- Processed lease amendments for commercial merchant leases to create uniformity in term and conditions.
- Maintained the Harbor in optimal boating condition.
- Developed and implemented a comprehensive water quality program.
- Developed and implemented outreach programs to educate both water and landside Harbor users on better practices aimed at improving water quality and the results of such efforts.
- Provided Utility Inventory for use in future Capital Improvement and Maintenance Projects.
- Completed implementation of water conservation measures and remodel of public restrooms at the OC Sailing and Events Center.

## Organizational Summary



**Revitalization** - Operate and manage projects related to the Dana Point Revitalization Project.

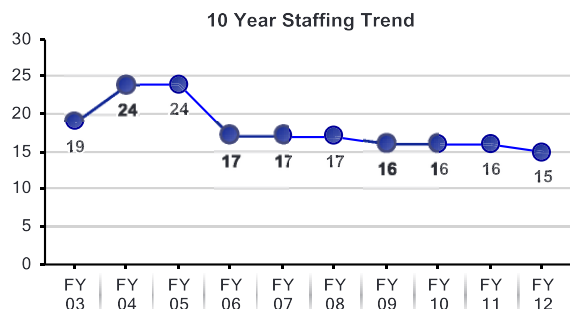
**Administration/Human Resources/Special Programs** - Includes Administrative, Purchasing, Staff Support, Special Programs, Information Technology and Human Resource Services. Provides the oversight and daily operations to ensure that OC Dana Point Harbor operates in a manner that is safe, efficient and effective. Promotes public access and services that is responsive to the community.

**Finance** - Includes Budget/Finance staff and activities related to Accounting and Human Resources support. Responsible for OC Dana Point Harbor budget, finance and coordination with CEO and Human Resources for budget-related issues.

**Project Management/Marina Improvements** - Includes Program Management Services. Provides oversight and management of capital projects to ensure that all applicable laws and regulations are met.

**Operations - Lease Management** - Includes the management, oversight and budget for operator leases for both the marinas and harbor commercial core.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In Fiscal Year 2005/2006, the Dana Point Tideland Fund 108 transferred out 10 positions to the OC Parks (formerly Harbors, Beaches & Parks-HBP) Fund 405 for the creation of OC Dana Point Harbor (formerly Dana Point Harbor Department). These positions provided oversight for the portions of Dana Point Harbor included in the regional park system.

- An additional 2 positions were transferred to the OC Parks Fund 405 and the RDMD Fund 080 because these positions spend most of their working time in the above mentioned funds.
- An additional 2 positions were transferred from Fund 113 to OC Dana Point Harbor to support the creation of the management team for the new department.
- An additional 2 positions, an Administrative Manager II and an Office Specialist, were approved by the Board of Supervisors for OC Dana Point Harbor.
- An additional 1 position, a Real Property Agent III, was deleted by the Board of Supervisors in February 2011.
- The net decrease to Fund 108 was 9 positions. The total position count is 15.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Dana Point Harbor will help enhance the quality of life in Orange County through effective management and development of the Harbor for the benefit of the community. Revenues from Harbor operations are used to preserve, develop and further enhance an integrated system of natural features, historical assets, and recreational and cultural opportunities while maintaining environmental integrity.

### Changes Included in the Base Budget:

OC Dana Point Harbor does not have any significant changes in the Fiscal Year 2011-2012 base budget. The department continues to ensure that all available funds are dedicated to the operation of the Harbor or earmarked for projects identified as crucial for the safety and well-being of Harbor tenants and visitors such as dredging, quay walls, maintenance of Harbor structures and the Revitalization Project. These funds are also necessary to demonstrate the commitment of the department's resources to the establishment, improvement, and conduct of the Harbor as directed by the State of California upon the granting of Dana Point Tideland.

## Final Budget History:

Sources and Uses	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Total Positions	16	15	15	15	0	0.00
Total Revenues	29,384,777	52,067,826	52,987,308	33,630,883	(18,436,943)	-35.41
Total Requirements	23,552,940	52,067,826	47,761,557	33,630,883	(18,436,943)	-35.41
Balance	5,831,837	0	5,225,752	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2010-11 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Dana Point Harbor in the Appendix on page A106

## Highlights of Key Trends:

- The safety of the public and environment is the priority for OC Dana Point Harbor. Staff continues to facilitate and oversee maintenance projects and restoration of public facilities to ensure compliance with Federal and State safety requirements as well as meet the needs and expectations of the public using the Harbor.
- Rents and concession revenues have decreased as a result of the slowing economy, no slip fee increases and higher merchant vacancies. Despite aggressive market-

ing efforts, revenue and occupancy rates from the Dana Point Marina Inn are expected to slightly decrease in FY 2010/2011.

- With approval by the California Coastal Commission for the Harbor Local Coastal Program Amendment for the Revitalization Project, OC Dana Point Harbor will be actively pursuing steps towards implementation. This includes the development of a financing strategy and acquisition of the required Coastal Development permits.

## Budget Units Under Agency Control:

No.	Agency Name	Revitalization	Administration/Human Resources/Special Programs	Finance	Project Management/Marina Improvements	Operations - Lease Management	Total
108	OC Dana Point Harbor	7,864,141	5,948,803	596,855	7,019,514	12,201,570	33,630,883
12K	Dana Point Marina DBW Emergency Repair Fund	0	0	0	2,055,715	0	2,055,715
	Total	7,864,141	5,948,803	596,855	9,075,229	12,201,570	35,686,598

## 108 - OC Dana Point Harbor

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 3,914	\$ 200	\$ 275	\$ 500	\$ 300	150.00%
Fines, Forfeitures & Penalties	131,449	130,600	119,349	129,000	(1,600)	-1.23
Revenue from Use of Money and Property	22,821,812	22,670,597	22,614,205	22,615,366	(55,231)	-0.24
Charges For Services	831,562	829,505	754,940	689,300	(140,205)	-16.90
Miscellaneous Revenues	219,444	205,260	227,073	208,110	2,850	1.39
Other Financing Sources	341,175	0	508	0	0	0.00
<b>Total FBA</b>	<b>4,570,723</b>	<b>5,831,837</b>	<b>5,831,837</b>	<b>3,588,607</b>	<b>(2,243,230)</b>	<b>-38.47</b>
Reserves	0	22,399,827	22,399,827	6,400,000	(15,999,827)	-71.43
Reserve For Encumbrances	464,699	0	1,039,295	0	0	0.00
<b>Total Revenues</b>	<b>29,384,777</b>	<b>52,067,826</b>	<b>52,987,308</b>	<b>33,630,883</b>	<b>(18,436,943)</b>	<b>-35.41</b>
Salaries & Benefits	1,714,591	1,922,753	1,739,640	1,923,926	1,173	0.06
Services & Supplies	16,891,269	19,304,056	17,472,757	18,570,411	(733,645)	-3.80
Other Charges	154	338,882	57	338,882	0	0.00
Equipment	0	99,500	20,697	140,000	40,500	40.70
Structures & Improvements	77,456	500,000	0	1,000,000	500,000	100.00
Other Financing Uses	298,747	327,107	296,742	289,008	(38,099)	-11.65
Special Items	0	1,343,864	0	4,968,656	3,624,792	269.73
Reserves	4,570,723	28,231,664	28,231,664	6,400,000	(21,831,664)	-77.33
<b>Total Requirements</b>	<b>23,552,940</b>	<b>52,067,826</b>	<b>47,761,557</b>	<b>33,630,883</b>	<b>(18,436,943)</b>	<b>-35.41</b>
<b>Balance</b>	<b>\$ 5,831,837</b>	<b>\$ 0</b>	<b>\$ 5,225,752</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2010-11 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Revitalization:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Miscellaneous Revenues	\$ 44	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Reserves	0	22,399,827	22,399,827	6,400,000	(15,999,827)	-71.43
Reserve For Encumbrances	0	0	(1,406,737)	0	0	0.00
<b>Total Revenues</b>	<b>44</b>	<b>22,399,827</b>	<b>20,993,090</b>	<b>6,400,000</b>	<b>(15,999,827)</b>	<b>-71.43</b>
Salaries & Benefits	318,870	343,824	331,234	353,216	9,392	2.73
Services & Supplies	94,010	13,150	105,167	110,925	97,775	743.54

### Final Budget Summary of Revitalization:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Structures & Improvements	77,456	500,000	0	1,000,000	500,000	100.00
Reserves	0	28,231,664	28,231,664	0	(28,231,664)	-100.00
<b>Total Requirements</b>	490,336	29,088,638	28,668,065	1,464,141	(27,624,497)	-94.97
<b>Balance</b>	\$ (490,292)	\$ (6,688,811)	\$ (7,674,975)	\$ 4,935,859	\$ 11,624,670	-173.79%

### Final Budget Summary of Administration/Human Resources/Special Programs:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 3,914	\$ 200	\$ 0	\$ 500	\$ 300	150.00%
Fines, Forfeitures & Penalties	800	0	300	0	0	0.00
Revenue from Use of Money and Property	380,288	425,000	332,067	315,333	(109,667)	-25.80
Charges For Services	426,134	343,000	454,082	370,000	27,000	7.87
Miscellaneous Revenues	20,060	18,500	14,471	18,000	(500)	-2.70
Other Financing Sources	1,873	0	0	0	0	0.00
Total FBA	4,570,723	5,831,837	5,831,837	3,588,607	(2,243,230)	-38.47
Reserve For Encumbrances	464,699	0	2,446,032	0	0	0.00
<b>Total Revenues</b>	5,868,490	6,618,537	9,078,790	4,292,440	(2,326,097)	-35.15
Salaries & Benefits	574,907	618,469	572,852	639,818	21,349	3.45
Services & Supplies	4,834,846	6,063,517	4,822,491	4,952,303	(1,111,214)	-18.33
Other Charges	102	338,682	0	338,682	0	0.00
Other Financing Uses	18,000	18,000	18,000	18,000	0	0.00
Reserves	4,570,723	0	0	0	0	0.00
<b>Total Requirements</b>	9,998,578	7,038,668	5,413,342	5,948,803	(1,089,865)	-15.48
<b>Balance</b>	\$ (4,130,088)	\$ (420,131)	\$ 3,665,447	\$ (1,656,363)	\$ (1,236,232)	294.25%

### Final Budget Summary of Finance:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 0	\$ 0	\$ 275	\$ 0	\$ 0	0.00%
Charges For Services	0	0	158	0	0	0.00
<b>Total Revenues</b>	0	0	433	0	0	0.00
Salaries & Benefits	121,223	135,552	103,363	149,030	13,478	9.94

## Final Budget Summary of Finance:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Services & Supplies	432,380	469,272	430,024	447,625	(21,647)	-4.61
Other Charges	52	200	57	200	0	0.00
<b>Total Requirements</b>	553,655	605,024	533,444	596,855	(8,169)	-1.35
<b>Balance</b>	\$ (553,655)	\$ (605,024)	\$ (533,011)	\$ (596,855)	\$ 8,169	-1.35%

## Final Budget Summary of Project Management/Marina Improvements:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Other Financing Sources	\$ 339,302	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	339,302	0	0	0	0	0.00
Salaries & Benefits	296,609	305,590	305,206	329,050	23,460	7.68
Services & Supplies	873,085	1,355,094	901,616	1,450,800	95,706	7.06
Other Financing Uses	280,747	0	0	271,008	271,008	0.00
Special Items	0	1,343,864	0	4,968,656	3,624,792	269.73
<b>Total Requirements</b>	1,450,441	3,004,548	1,206,823	7,019,514	4,014,966	133.63
<b>Balance</b>	\$ (1,111,139)	\$ (3,004,548)	\$ (1,206,823)	\$ (7,019,514)	\$ (4,014,966)	133.63%

## Final Budget Summary of Operations - Lease Management:

Revenues/Appropriations	FY 2009-2010	FY 2010-2011	FY 2010-2011	FY 2011-2012	Change from FY 2010-2011	
	Actual Exp/Rev	Budget As of 6/30/11	Actual Exp/Rev <sup>(1)</sup> As of 6/30/11	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 130,649	\$ 130,600	\$ 119,049	\$ 129,000	\$ (1,600)	-1.23%
Revenue from Use of Money and Property	22,441,524	22,245,597	22,282,137	22,300,033	54,436	0.24
Charges For Services	405,428	486,505	300,701	319,300	(167,205)	-34.37
Miscellaneous Revenues	199,340	186,760	212,602	190,110	3,350	1.79
Other Financing Sources	0	0	508	0	0	0.00
<b>Total Revenues</b>	23,176,941	23,049,462	22,914,996	22,938,443	(111,019)	-0.48
Salaries & Benefits	402,980	519,318	426,986	452,812	(66,506)	-12.81
Services & Supplies	10,656,949	11,403,023	11,213,459	11,608,758	205,735	1.80
Equipment	0	99,500	20,697	140,000	40,500	40.70
Other Financing Uses	0	309,107	278,742	0	(309,107)	-100.00
Reserves	0	0	0	6,400,000	6,400,000	0.00
<b>Total Requirements</b>	11,059,930	12,330,948	11,939,883	18,601,570	6,270,622	50.85
<b>Balance</b>	\$ 12,117,012	\$ 10,718,514	\$ 10,975,113	\$ 4,336,873	\$ (6,381,641)	-59.54%