

108 - OC DANA POINT HARBOR

Operational Summary

Mission:

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

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. Facilitating recreational boating, effective communication with our various stakeholder groups, and harbor 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
- Continue to pursue improvements in Harbor water quality

Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
ENSURE A RESPONSIBLY FUNCTIONING COUNTY FACILITY. What: Perform needed maintenance/upkeep and stay involved as an effective operational manager. Why: Responsibility of OCDPH to provide the public with safe maritime and coastal opportunities.	Completed the Design Construction Plans and permitting for the Harbor Maintenance Dredging Project.	Continue to perform priority maintenance of facilities. Begin construction of road intersection improvements in the Harbor as the initial phase of the Revitalization project. Complete Harbor Maintenance Dredging Project.	Repairs to infrastructure programmed and budgeted as needed.
COMPLETION OF THE DANA POINT HARBOR REVITALIZATION PROJECT. What: Phase 1 of the Revitalization project allowing for future phases to progress. Why: Revitalize aging Harbor facilities, as well as update and improve infrastructure.	Obtained bids for Phase 1 - Plans for intersection and Roadway Improvements in the Harbor, which is the initial phase of the Revitalization Project.	Execute Contract for Phase 1 for Intersection and Roadway Improvements in the Harbor, which is the first phase of the Revitalization Project.	Coastal Development Permit was received January 2015. OC Dana Point Harbor is currently working with OC Public Works on the construction contract for these improvements.

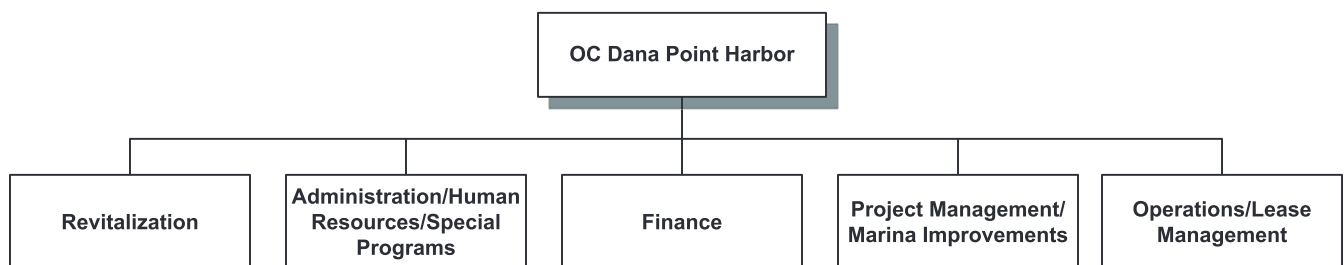
Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
OC DANA POINT HARBOR FULLY CAPABLE TO PROVIDE NEEDED RESOURCES AND A SAFE ENVIRONMENT. What: Responsibly managing the Harbor operations and planning for the future. Why: As a County facility, the Harbor must meet proper standards for user expectations and safety.	Documented Parking Management Programs for each special event. Continued Human Powered Craft safety guidelines harbor wide.	Continue to responsibly address maintenance requirements, such as repaving parking lots, replacing deficient handrails on stairways, replacing and installing handicap access ramps in various locations, and constructing sign renovation program to replace outdated directional signs.	Sign Project was completed for directional signs within the Harbor. Other maintenance items continue to be scheduled as staff and funding resources are made available.

FY 2015-16 Key Project Accomplishments:

- Implemented tree trimming and removal contract in 2015 for all operators and OC Dana Point Harbor areas.
- Completed Request for Qualifications for the construction phases of the Dana Point Harbor Revitalization Project.
- Completed Harbor maintenance dredging project.
- Completed Harbor Sign project for directional signs within the Harbor.

Organizational Summary



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

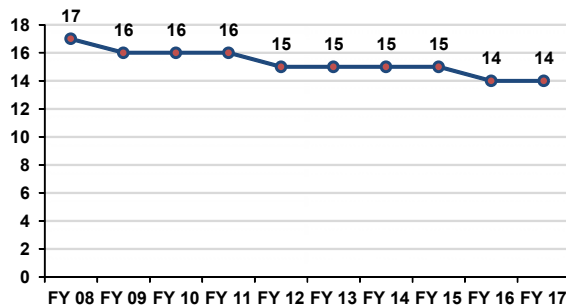
Administration/Human Resources/Special Programs - Includes Administrative, Purchasing, Staff Support, Special Programs, Information Technology and Human Resource Services. Provides the oversight and daily operations to ensure that OC Dana Point Harbor operates in a manner that is safe, efficient and effective. Promotes public access and services that is responsive to the community. Monitors all Harbor activities for compliance with the Coastal Commission certified Local Coastal Plan (LCP).

Finance - Includes Budget/Finance staff and activities required for Accounting and Financial support. Responsible for OC Dana Point Harbor budget, strategic financial plan, financial support services, and coordination with CEO and Auditor-Controller for budget-related issues.

Project Management/Marina Improvements - Includes Program Management Services. Provides oversight and management of capital projects and minor facility maintenance projects to ensure harbor facilities are functional and safe and 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 FY 2014-15, the Board of Supervisors approved a mid-year budget adjustment to transfer one Administrative Manager I from Fund 108 to CEO Real Estate. This reduced the total position count in Fund 108 from 15 to 14, which was reflected in the position count for the Fund 108 adopted budget for FY 2015-16.
- In February 2011 (mid-year FY 2010-11), the Board of Supervisors approved the deletion of one Real Property Agent III position. This reduced the total position count for OC Dana Point Harbor from 16 to 15, which was reflected in the position count for the Fund 108 adopted budget for FY 2011-12.
- In FY 2008-09, the Department changed its name to OC Dana Point Harbor and eliminated one groundskeeper position, which reduced its total position count from 17 to 16.
- When the Dana Point Harbor Department was created in FY 2005-06, the County reduced the position count in the Dana Point Tidelands Fund 108 from 24 to 17 by

transferring seven positions to the OC Parks Fund 405 and other county funds. The 17 positions remaining in Fund 108 were tasked with providing the services required to properly maintain and manage the properties and functions assigned to the Dana Point Harbor Department.

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:

The Fiscal Year 2016-17 expense budget includes appropriations for engineering and construction costs related to the Harbor Revitalization project as well as other facility maintenance projects required in the Harbor. This includes \$12.1 million budgeted for construction of landside improvements planned as part of the Revitalization Project and \$1.2 million budgeted to repair aging docks, pilings, and ramps in the harbor.

Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev ⁽¹⁾ As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Positions	14	14	14	14	0	0.00
Total Revenues	23,969,136	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Total Requirements	23,969,137	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Balance	0	0	0	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 2015-16 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 A100

Highlights of Key Trends:

- On June 14, 2016, the Board of Supervisors approved the reorganization of the OC Dana Point Harbor Department into OC Community Resources/OC Parks. OC Dana Point Harbor Fund 108 will continue to dedicate all expenditures and revenues for approved Dana Point Tidelands purposes.
- OC Dana Point Harbor continues to pursue key steps required to implement the Harbor Revitalization project. This includes developing a final design for the Commercial Core project, finalizing a financial strategy, and acquiring required construction permits. Additional Coastal Development Permits will be required for the Dry Boat Storage Building Project as well as the Marina Improvement Project.

Budget Units Under Department Control:

No.	Agency Name	Revitalization	Administration/Human Resources/Special Programs	Finance	Project Management/ Marina Improvements	Operations - Lease Management	Total
108	OC Dana Point Harbor	16,266,128	8,328,703	170,123	1,633,762	14,563,448	40,962,164
	Total	16,266,128	8,328,703	170,123	1,633,762	14,563,448	40,962,164

108 - OC Dana Point Harbor

Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	FY 2016-2017	Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Licenses, Permits & Franchises	\$ 10,199	\$ 10,000	\$ 10,489	\$ 10,000	\$ 0	0.00%
Fines, Forfeitures & Penalties	121,095	113,000	254,333	127,000	14,000	12.39
Revenue from Use of Money and Property	25,170,946	24,173,178	25,725,604	25,177,760	1,004,582	4.16
Intergovernmental Revenues	0	0	10,300	0	0	0.00
Charges For Services	1,013,268	745,000	1,021,262	946,500	201,500	27.05
Miscellaneous Revenues	145,578	82,110	82,202	40,927	(41,183)	-50.16
Other Financing Sources	0	2,943,745	2,943,744	0	(2,943,745)	-100.00
Obligated Fund Balances	0	11,764,594	0	14,659,977	2,895,383	24.61
Reserve For Encumbrances	(2,491,950)	0	(953,202)	0	0	0.00
Total Revenues	23,969,136	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Salaries & Benefits	1,437,771	1,722,563	1,545,290	1,750,565	28,002	1.63
Services & Supplies	19,632,138	23,139,652	19,304,465	24,937,932	1,798,280	7.77
Other Charges	71	350,200	73	350,200	0	0.00
Equipment	0	193,000	0	80,000	(113,000)	-58.55
Structures & Improvements	133,163	10,664,000	3,700,835	13,325,000	2,661,000	24.95
Other Financing Uses	313,667	318,467	18,370	18,467	(300,000)	-94.20
Special Items	0	500,000	0	500,000	0	0.00
Obligated Fund Balances	2,452,327	2,943,745	4,525,699	0	(2,943,745)	-100.00
Total Requirements	23,969,137	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Balance	\$ 0	\$ 0	\$ 0	\$ 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 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Final Budget Summary of Revitalization:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev ⁽¹⁾	FY 2016-2017	Budget		
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Reserve For Encumbrances	\$ (2,491,950)	\$ 0	\$ (953,202)	\$ 0	\$ 0	0.00%	
Total Revenues	(2,491,950)	0	(953,202)	0	0	0.00	
Salaries & Benefits	372,082	318,996	408,197	355,928	36,932	11.58	
Services & Supplies	1,717,994	2,643,200	451,854	2,585,200	(58,000)	-2.19	
Structures & Improvements	132,709	10,664,000	3,700,835	13,325,000	2,661,000	24.95	
Obligated Fund Balances	2,452,327	0	0	0	0	0.00	
Total Requirements	4,675,112	13,626,196	4,560,887	16,266,128	2,639,932	19.37	
Balance	\$ (7,167,062)	\$ (13,626,196)	\$ (5,514,089)	\$ (16,266,128)	\$ (2,639,932)	19.37%	

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

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev ⁽¹⁾ As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 10,199	\$ 10,000	\$ 10,489	\$ 10,000	\$ 0	0.00%
Fines, Forfeitures & Penalties	0	0	132,787	0	0	0.00
Revenue from Use of Money and Property	250,886	225,000	431,599	315,000	90,000	40.00
Charges For Services	514,583	430,000	572,740	585,000	155,000	36.05
Miscellaneous Revenues	29,441	14,000	35,845	5,402	(8,598)	-61.41
Total Revenues	805,109	679,000	1,183,460	915,402	236,402	34.82
Salaries & Benefits	588,973	760,055	652,084	698,830	(61,225)	-8.06
Services & Supplies	4,980,644	6,166,927	5,786,021	7,251,406	1,084,479	17.59
Other Charges	0	350,000	0	350,000	0	0.00
Equipment	0	10,000	0	10,000	0	0.00
Other Financing Uses	22,147	18,467	18,370	18,467	0	0.00
Total Requirements	5,591,764	7,305,449	6,456,475	8,328,703	1,023,254	14.01
Balance	\$ (4,786,655)	\$ (6,626,449)	\$ (5,273,016)	\$ (7,413,301)	\$ (786,852)	11.87%

Final Budget Summary of Finance:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev ⁽¹⁾ As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 0	\$ 0	\$ 93,215	\$ 0	\$ 0	0.00%
Total Revenues	0	0	93,215	0	0	0.00
Salaries & Benefits	0	113,892	79,919	86,023	(27,869)	-24.47
Services & Supplies	474,631	534,000	27,671	83,900	(450,100)	-84.29
Other Charges	71	200	73	200	0	0.00
Total Requirements	474,702	648,092	107,663	170,123	(477,969)	-73.75
Balance	\$ (474,702)	\$ (648,092)	\$ (14,448)	\$ (170,123)	\$ 477,969	-73.75%

Final Budget Summary of Project Management/Marina Improvements:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev ⁽¹⁾ As of 6/30/16		Budget Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$ 0	\$ 3,881	\$ 0	\$ 0	0.00%
Other Financing Sources	0	2,943,745	2,943,744	0	(2,943,745)	-100.00
Obligated Fund Balances	0	11,764,594	0	14,659,977	2,895,383	24.61
Total Revenues	0	14,708,339	2,947,625	14,659,977	(48,362)	-0.33
Salaries & Benefits	321,254	275,134	279,170	321,562	46,428	16.87
Services & Supplies	217,033	647,000	657,596	812,200	165,200	25.53
Special Items	0	500,000	0	500,000	0	0.00
Obligated Fund Balances	0	2,943,745	4,525,699	0	(2,943,745)	-100.00
Total Requirements	538,287	4,365,879	5,462,466	1,633,762	(2,732,117)	-62.58
Balance	\$ (538,287)	\$ 10,342,460	\$ (2,514,841)	\$ 13,026,215	\$ 2,683,755	25.95%

Final Budget Summary of Operations - Lease Management:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev ⁽¹⁾ As of 6/30/16		Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 121,095	\$ 113,000	\$ 121,546	\$ 127,000	\$ 14,000	12.39%
Revenue from Use of Money and Property	24,920,061	23,948,178	25,290,124	24,862,760	914,582	3.82
Intergovernmental Revenues	0	0	10,300	0	0	0.00
Charges For Services	498,684	315,000	355,307	361,500	46,500	14.76
Miscellaneous Revenues	116,137	68,110	46,357	35,525	(32,585)	-47.84
Total Revenues	25,655,977	24,444,288	25,823,634	25,386,785	942,497	3.86
Salaries & Benefits	155,461	254,486	125,919	288,222	33,736	13.26
Services & Supplies	12,241,837	13,148,525	12,381,322	14,205,226	1,056,701	8.04
Equipment	0	183,000	0	70,000	(113,000)	-61.75
Structures & Improvements	454	0	0	0	0	0.00
Other Financing Uses	291,520	300,000	0	0	(300,000)	-100.00
Total Requirements	12,689,272	13,886,011	12,507,241	14,563,448	677,437	4.88
Balance	\$ 12,966,706	\$ 10,558,277	\$ 13,316,393	\$ 10,823,337	\$ 265,060	2.51%