



San Mateo County Harbor District FY 2026 Budget Book



Preliminary Version



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INTRODUCTION & OVERVIEW



GFOA Distinguished Budget Presentation Award

The San Mateo County Harbor District is proud to be awarded this prestigious designation for our transparent budget reporting **five** years in a row.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**San Mateo County Harbor District
California**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morrill

Executive Director





Executive Summary

June 18, 2025

Dear Members of the Harbor Commission Board:

I am pleased to present the Fiscal Year (FY) 2026 Budget for the San Mateo County Harbor District (District). This letter of transmittal presents the budget highlights and addresses the main points and major decisions made in compiling this document. As the District's policy makers, you play a critical role in making decisions regarding the direction the organization will take in FY 2026. The basic purpose of the budgetary process is to determine the District's activities and projects to be undertaken and to identify resources and revenues available to fund them.

In addition, the budget is more than just a financial document. The budget represents a process through which District pursuits for the ensuing year are established. Financial control is the traditional function of a budget. This comprehensive budget also contains a vast amount of information including manpower requirements, equipment needs, and programs and services being provided. This level of detail provides you an opportunity to identify all the resources needed to accomplish the District's goals and objectives. The budget also serves as a guide for policy implementation, making it a thorough and valuable document. This document has been recognized by the Government Finance Officers Association (GFOA) and has received the "Distinguished Budget Presentation Award" five years in a row.

The Harbor District's mission is to provide fiscally and environmentally responsible stewardship of its maritime resources, emergency response, and public access. The Harbor Commission is reviewing its strategic plan in FY 2025 and continues to work toward the development of other long-range plans, including an infrastructure restoration plan, and funding to increase the capacity for search and rescue.

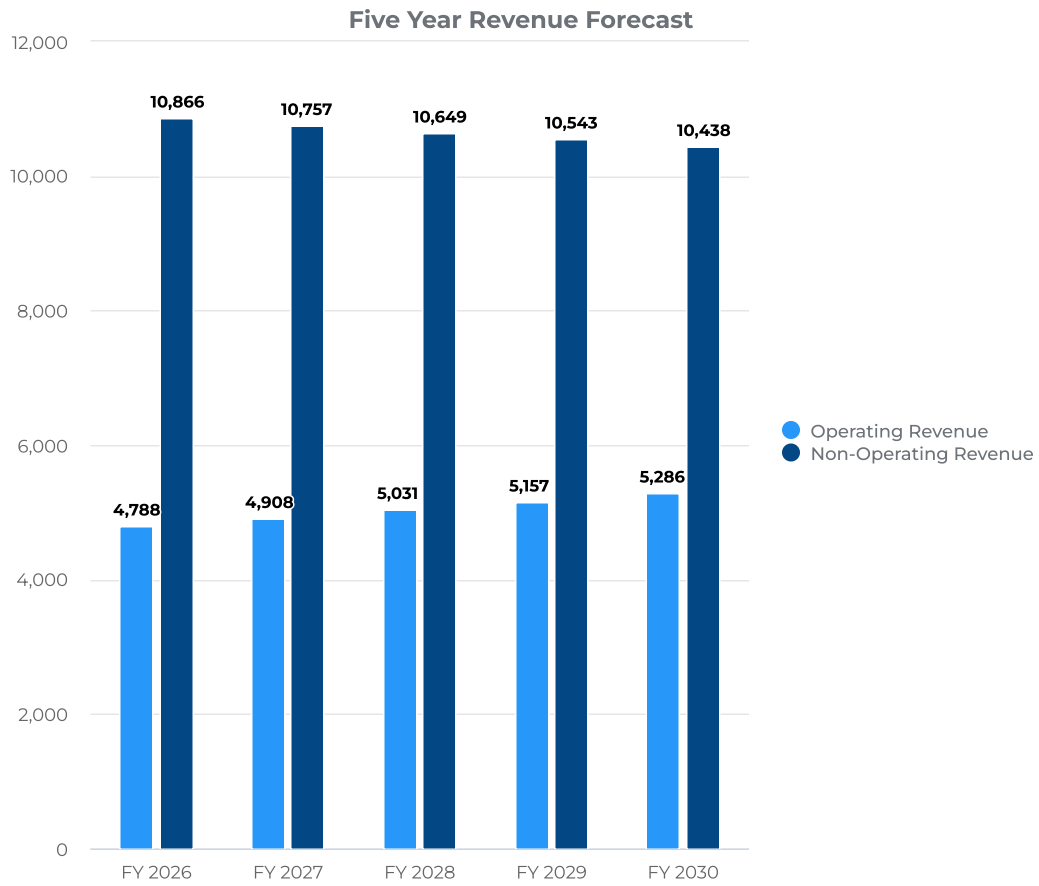
The District is providing information to the general public and constituents on the District's role in stewardship of Pillar Point Harbor and Oyster Point Marina through the implementation of a social media presence and outreach programs. The District received a "Transparency Certificate of Excellence" from the Special District Leadership Foundation (SDLF) in recognition of its outstanding efforts to promote transparency and good governance.

The goal of the District's Budget Document is to ensure a compliant and transparent process that will promote stakeholder confidence and trust. The District's financial decisions consider sustainability and fiscal responsibility to anticipate and prepare for future funding requirements as well as unforeseen and unexpected emergencies, disasters, and other events.

This year, the District is fortunate to present an operating budget that includes sufficient revenue to fund the 2026 Fiscal Year (July 1, 2025 to June 30, 2026) expenditures and provide \$2,436,000 toward increasing the Working Capital balance. The Working Capital balance provides funds for the District's Capital Improvement Program (CIP) and funds a reserve account set aside to provide for cash flow needs, and funding for unforeseen and unexpected emergencies, disasters, and other events.

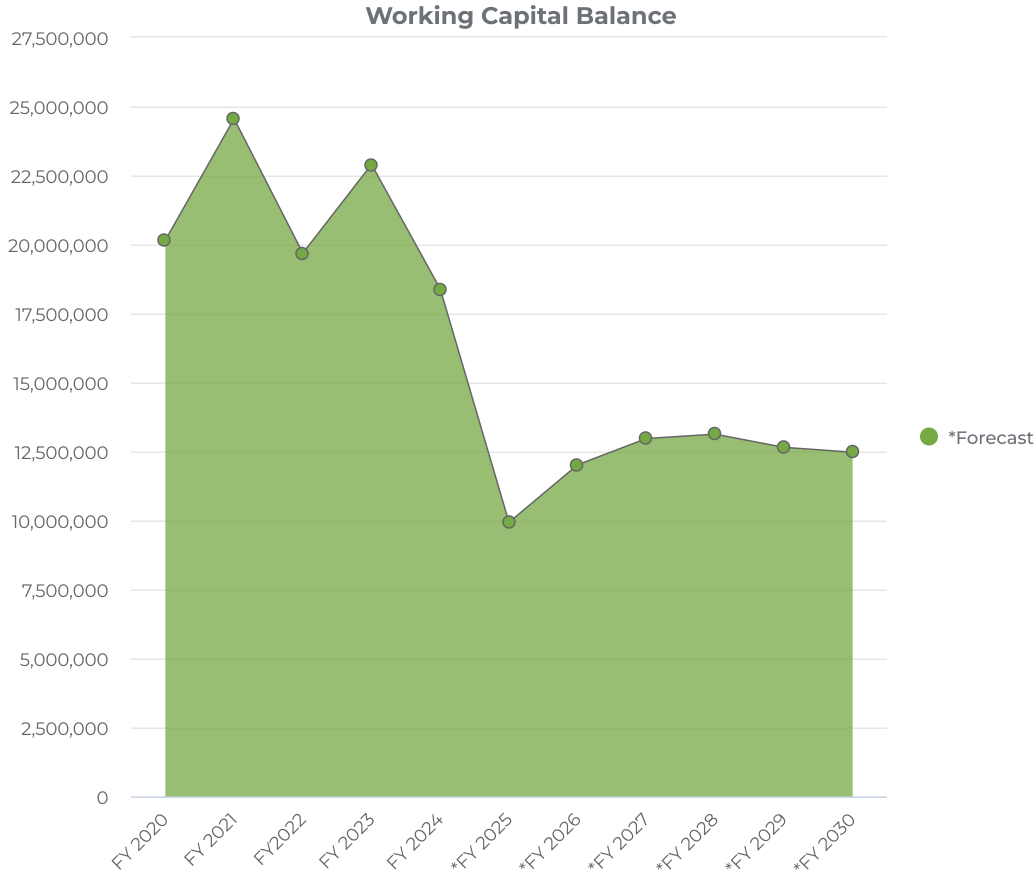


Five Year Revenue Forecast



Working Capital Balance

The Working Capital Balance chart shows a sharp decline in available funds in FY 2024. This reduction was a result of a significant land purchase (\$8.7 million) that expanded the District's footprint in January 2024.



The District updates the five-year CIP annually. This five-year plan presents projects and associated funding for assets including construction, preventative maintenance needs, and replacement of vessels and vehicles. The estimated Working Capital Balance available to fund the CIP on June 30, 2025 is \$6,794,123 (\$9,934,373 less required reserve of \$3,140,250); plus, over the next five years, an additional \$5,130,000 from revenues expected to exceed expenditures.

The District's total funding needs for identified projects, including unfunded projects, for July 1, 2025 through June 30, 2030 is estimated at \$69,150,000. This budget document prioritizes CIP projects based on available funding and the benefit the project provides to the safety, security, environmental, and public interest. Some projects that are currently approved will be postponed pending additional funding.

We are proud of the many accomplishments achieved during the past year through the combined efforts of District staff and the Harbor Commissioners. We look forward to successfully achieving the District's goals and objectives for the 2026 Fiscal Year.

Sincerely,

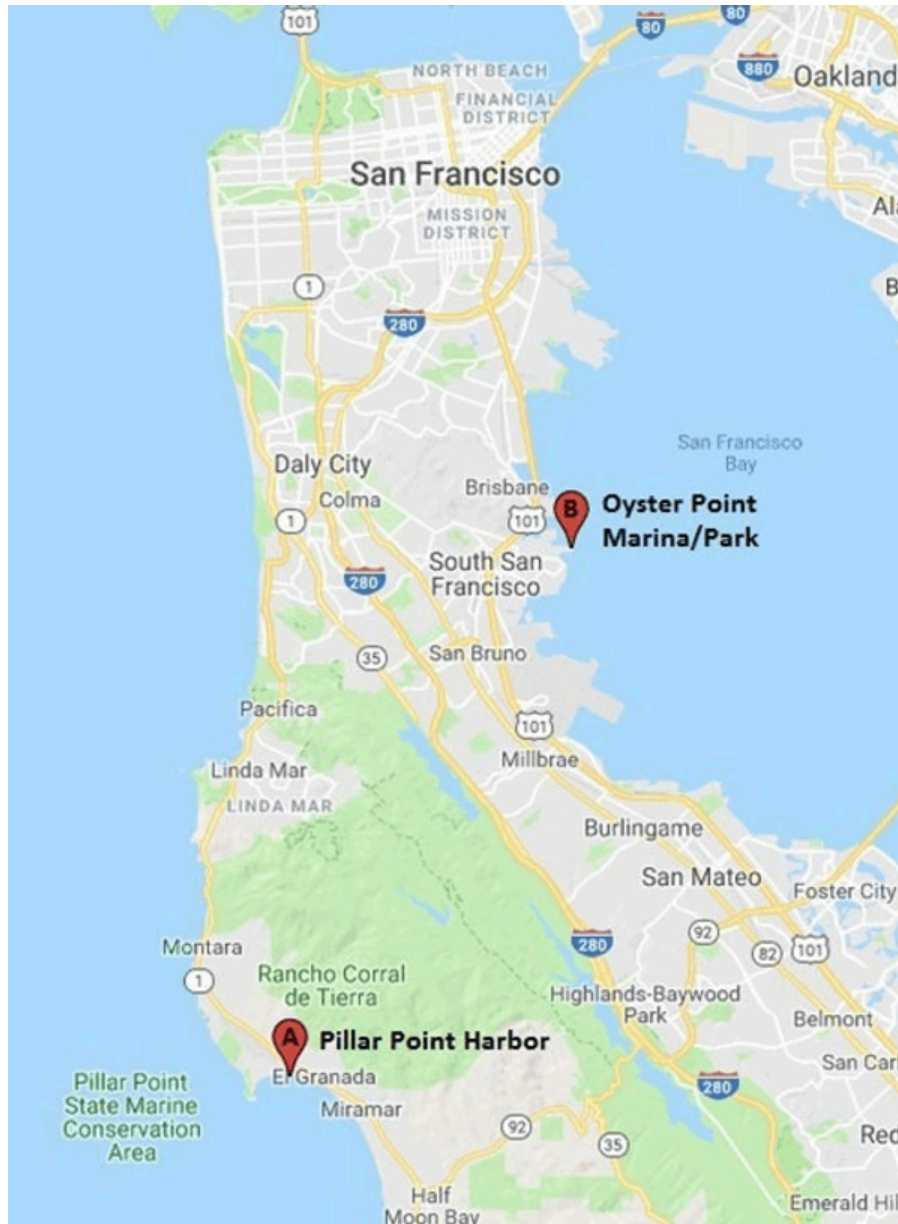
James B. Pruett
General Manager



Location

Where is San Mateo County Harbor District?

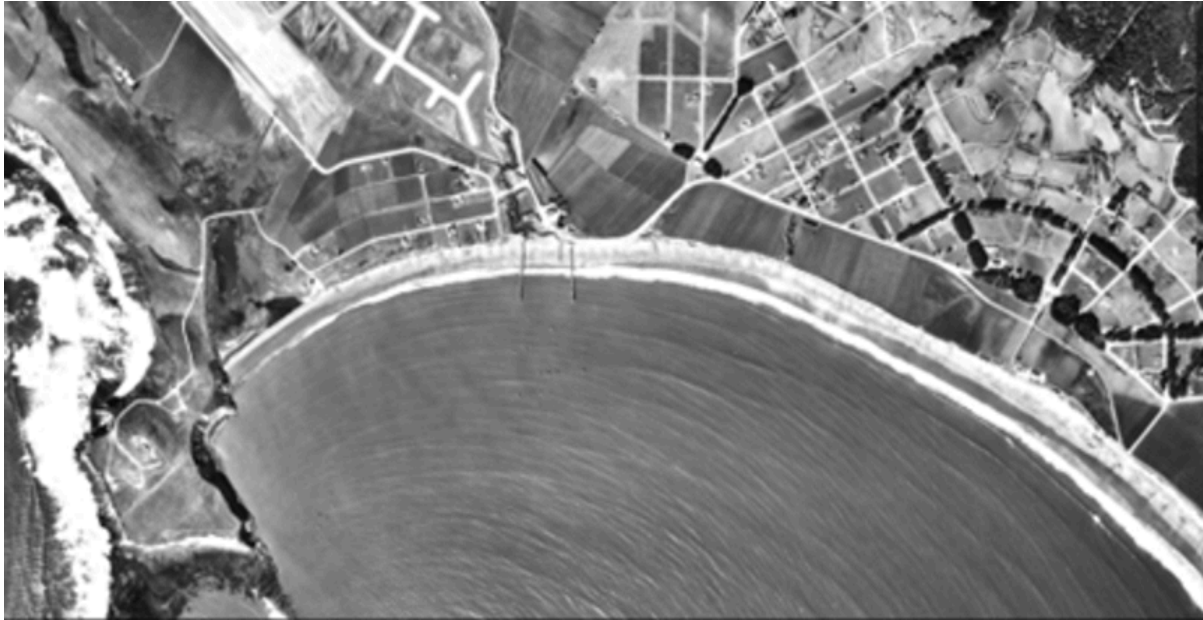
The San Mateo County Harbor District is in Northern California and manages and operates (A) Pillar Point Harbor located on the Pacific Ocean in the unincorporated area of Princeton, and (B) Oyster Point Marina/Park on San Francisco Bay located in the City of South San Francisco.



Our History

The San Mateo County Harbor District is an independent special district created by San Mateo County in 1933 by Resolution of the Board of Supervisors who established the entire area of the County of San Mateo as the District's boundaries.

In 1948, the District created a harbor of safe refuge for the fishing fleet at Pillar Point per the State of California Harbors and Navigation Code Section 70.5. A federal breakwater was built by the Army Corps of Engineers in 1959-61, with an extension in 1967. The District constructed the harbor's docks and berths in the 1980s, along with a second, inner breakwater to provide further protection. This later work was financed by loans from the California Department of Boating and Waterways (DBW), now a Division of the State Parks Department.



1943 Aerial View of Pillar Point Harbor



Pillar Point Harbor 1970

In 1977, the District took over operation of Oyster Point Marina/Park from the City of South San Francisco. A Joint Powers Agreement was executed, giving the District authority to improve and complete construction of a recreational marina. Full build-out was accomplished during the 1980s.

San Mateo County Harbor District Today

The San Mateo County Harbor District operates two harbors. Pillar Point Harbor is located in the unincorporated community of Princeton in Half Moon Bay approximately twenty-five miles south of the City of San Francisco. The harbor is a 369-berth commercial fishing harbor that also supports sport fishing and recreational boating.



Pillar Point Harbor

Oyster Point Marina/Park consists of a 408-berth recreational marina, public beach, and bayside park located in the City of South San Francisco. The District operates Oyster Point Marina/Park under a 2018 Memorandum of Understanding with South San Francisco, which owns the facility.



Oyster Point Marina



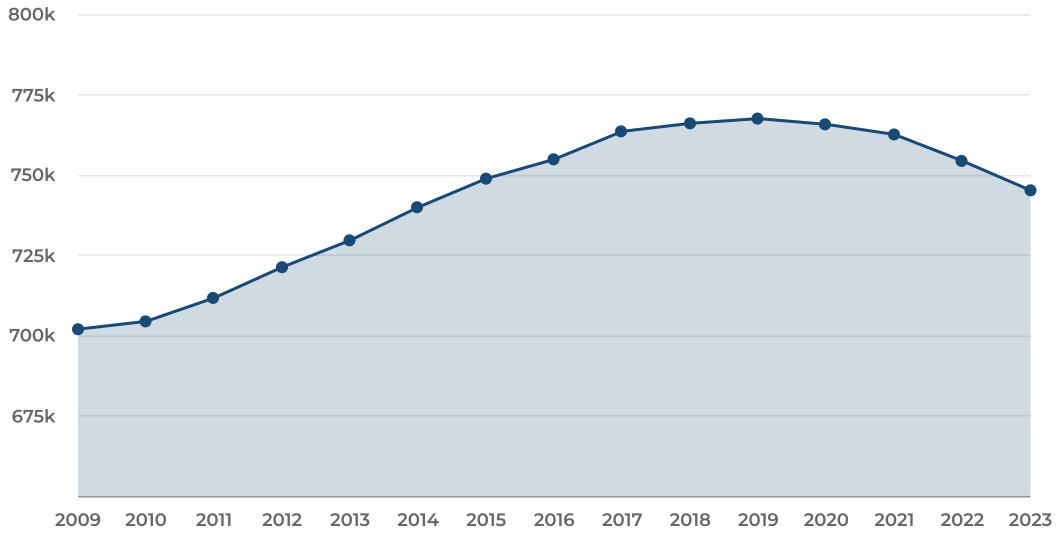
Population Overview



TOTAL POPULATION
745,100

▼ **1.2%**
vs. 2022

GROWTH RANK
61 out of **65**
Counties in California



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses

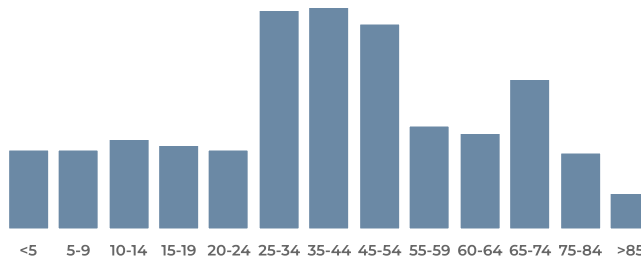


DAYTIME POPULATION
772,651

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



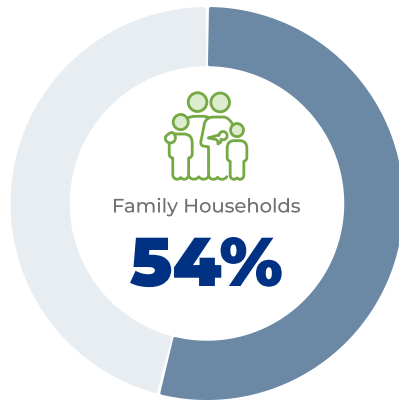
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

* Data Source: American Community Survey 5-year estimates

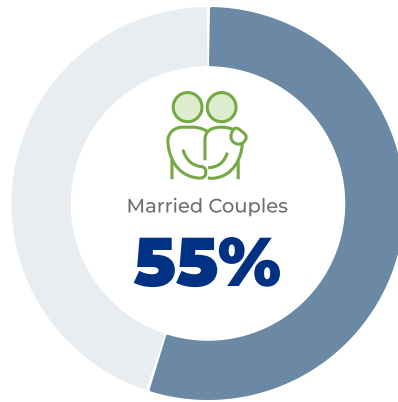
Household Analysis

TOTAL HOUSEHOLDS
264,424

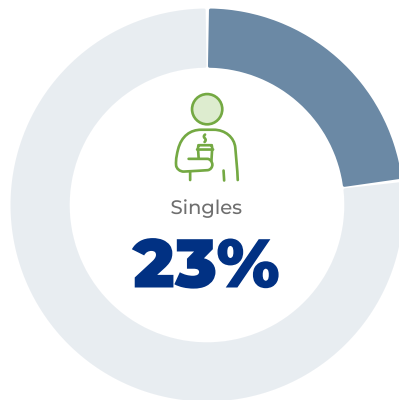
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ 11%
higher than state average



▲ 11%
higher than state average



▼ 5%
lower than state average



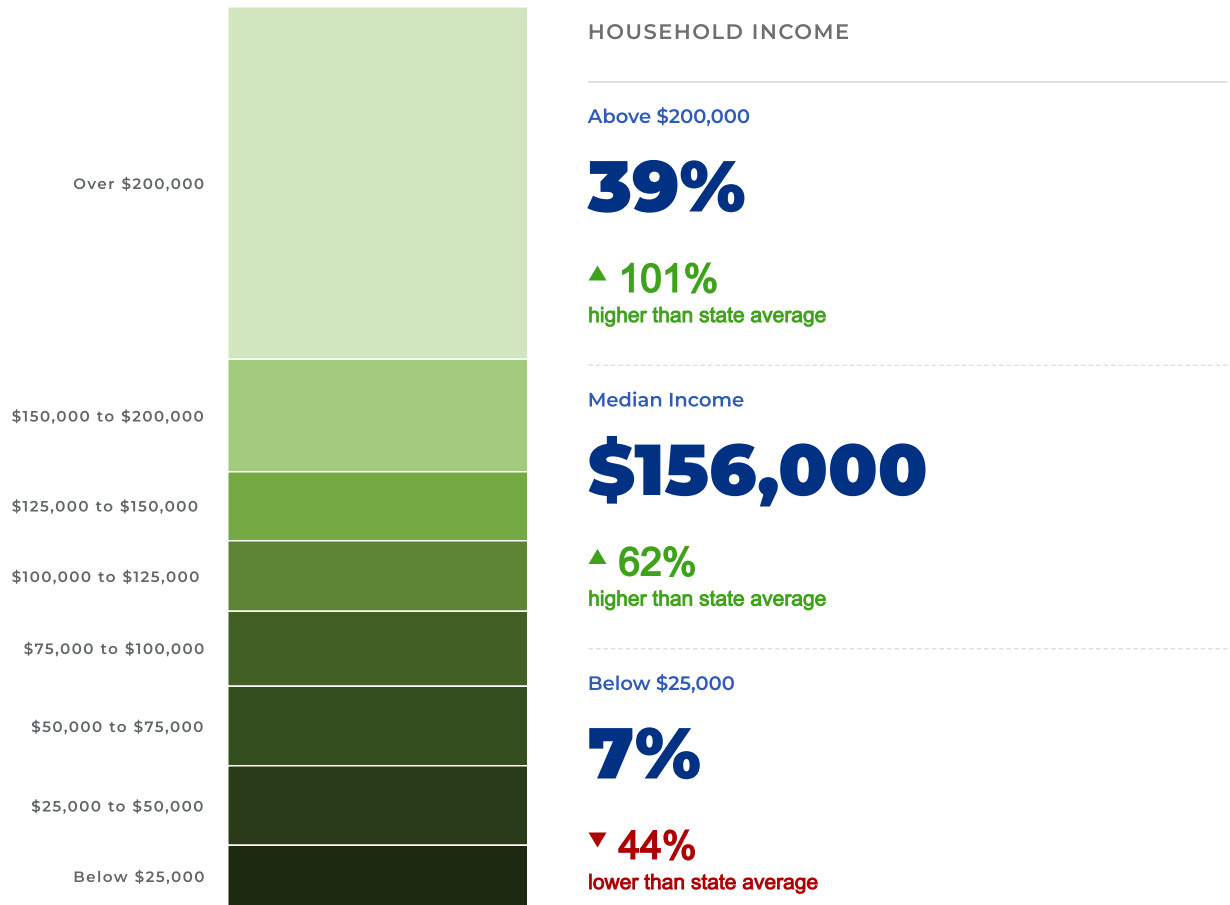
▲ 2%
higher than state average

* Data Source: American Community Survey 5-year estimates



Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



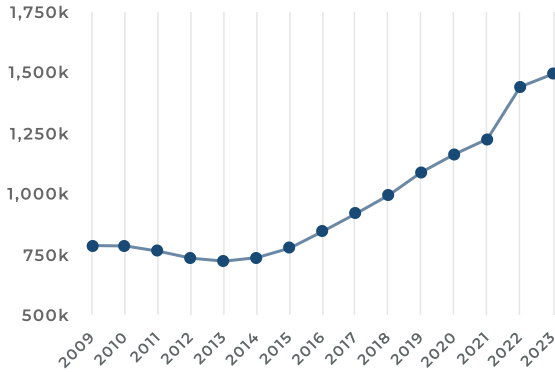
* Data Source: American Community Survey 5-year estimates



Housing Overview



2023 MEDIAN HOME VALUE
\$1,494,500

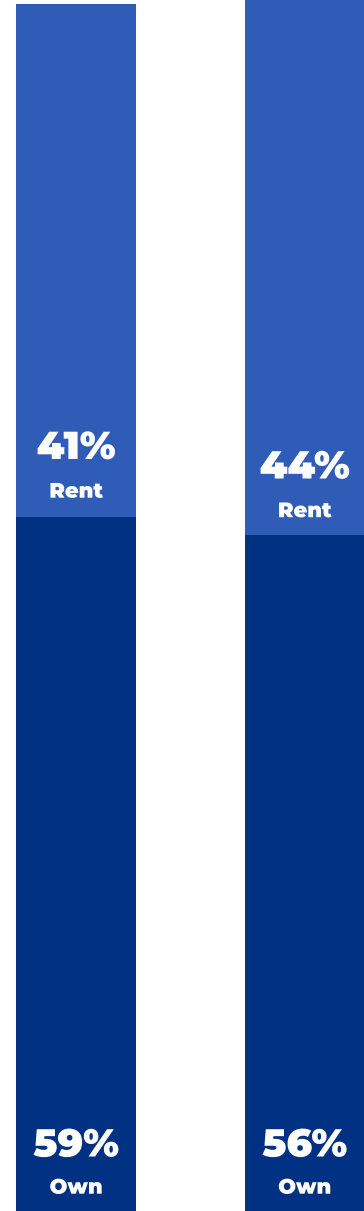


* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

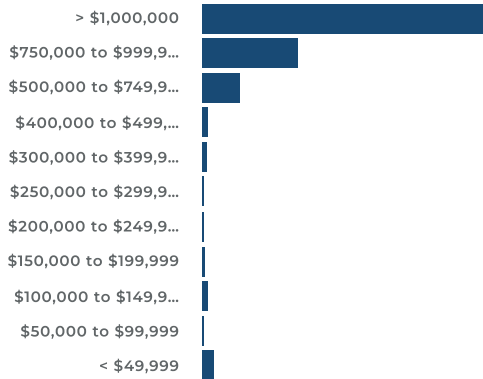
San Mateo County Harbor District

State Avg.



* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

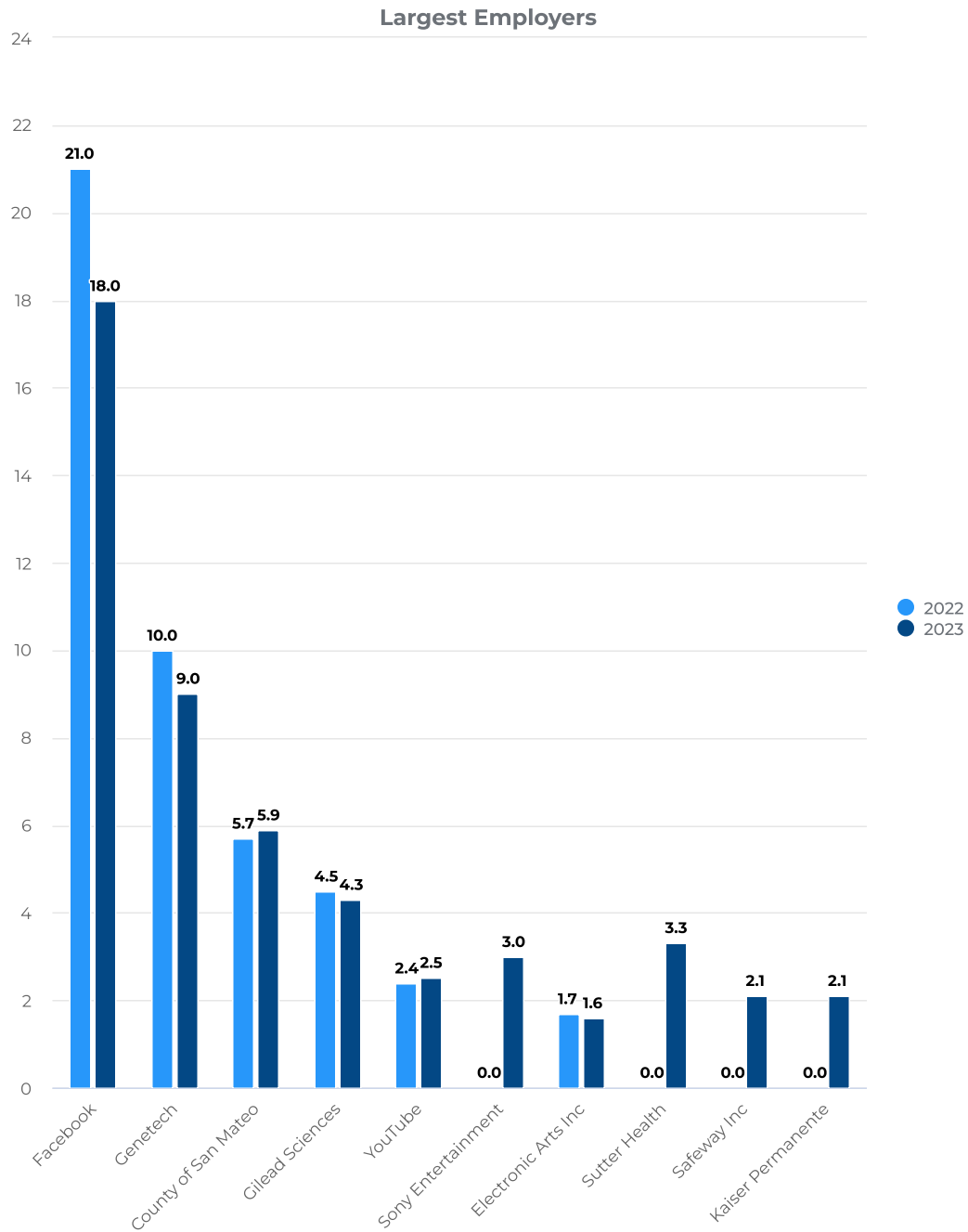
HOME VALUE DISTRIBUTION



* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.



Largest Employers 2022 VS 2023

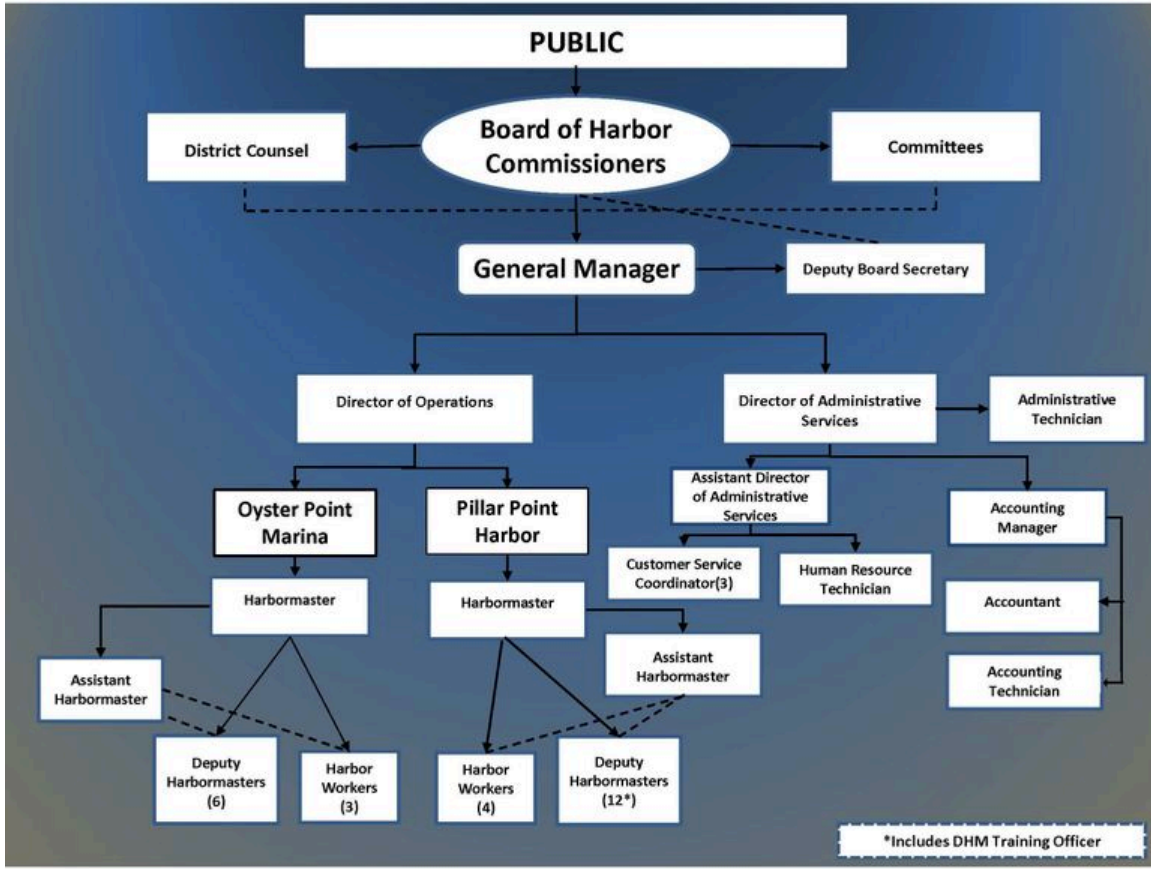


Data for the chart above is provided in the County of San Mateo Comprehensive Annual Financial Audit. Values are in the thousands.



Organization Chart

The organization chart below depicts the District as a whole. Supplemental departmental organization charts are available in the Departments section.



Fund Structure

Public and Enterprise Services

The District's transactions are accounted for in an Enterprise Fund which includes three departments- Administration, Pillar Point Harbor (PPH), and Oyster Point Marina (OPM). PPH and OPM generate operating revenue from berth rentals, liveaboard fees, boat launch fees, property rentals and permit fees. This revenue is used to offset costs associated with these activities.

All District property is for the enjoyment of the public. In addition to providing the public with boating facilities, the District provides coastal trail access and maintenance, beach access, public fishing piers, park and landscape maintenance, public parking, trash removal, bay trail access and maintenance, search and rescue operations, toxic environmental clean-up, public restrooms and public outreach and education. These public services and activities serve a broad segment of San Mateo County's population and visitors.

The District receives Property Tax Revenue from San Mateo County property owners. Property Tax Revenue is used to fund the Administration Department, any operating deficits associated with the costs of providing public services at PPH and OPM, and a portion of the Capital Improvement Program. This revenue is recorded in the Administration Department.

For FY 2026, the District estimates that \$1,637,000 will be used for OPM public operations, \$3,162,000 for PPH public operations, \$3,478,000 for administrative functions (\$500,000 of administrative functions funded by interest income, \$99,000 by lease income, and \$3,000 in miscellaneous revenues), and \$2,086,000 towards funding the Capital Improvement Program for a total of \$10,363,000 of anticipated Property Tax Revenue.

For Fiscal Year 2026 the Capital Asset projected costs of \$350,000 (detailed Capital Improvements section) are funded by Working Capital Balances that consist of accumulated property tax revenues from previous fiscal years. All projects are for the benefit of the public such as Vessel and Vehicle maintenance and purchases to support search and rescue and General Manager specified projects.



Basis of Budgeting

Basis of Budgeting vs. Accounting

The basis of budgeting and accounting refers to the method of recognition of revenue and expenses in financial and budgetary reporting. The District's budgets are prepared on a modified cash flow basis which projects the District's cash inflows and outflows over the course of a fiscal year (July 1 through June 30) excluding physical and intangible assets such as depreciation.

Revenues are recognized as they are received and accounted for while obligations for expenditures are recognized when a commitment is made through an encumbered purchase order or actual expense.

The District's accounts and transactions are tracked on an accrual basis, which is the basis of accounting under generally accepted accounting principles (GAAP) for Enterprise Funds. An Enterprise Fund is used to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs (expenses, including depreciation) of goods or services to the general public on a continuing basis are financed or recovered primarily through user charges.

Under this method, all assets and liabilities associated with operations are included on the balance sheet, revenues are recorded when earned, and expenses are recorded at the time commitments are incurred. Depreciation and amortization are handled differently in budgetary reporting and in financial reporting. In budgetary reporting, depreciation and amortization are excluded, and the repayment of the principal on debt as expense is included. In financial reporting, depreciation and amortization are included, and the repayment of the principal on debt as expense is excluded. This table illustrates the differences between the budget and accounting basis described above.

	BUDGETARY	ACCOUNTING
Basis	Modified Cash Flow	Accrual
Revenue	Recognized when received and accounted for	Recorded when earned
Obligations (Expenditures/ Expense)	Recognized when a commitment is made through encumbrance or expense	Recorded at the time commitments are incurred
Depreciation and Amortization	Excluded	Included
Repayment of Principal on Debt	Included	Excluded



Financial Policies

Reserve Policy

The District's reserve policy establishes a minimum level at which the District's reserve balance is to be maintained. The District believes that sound financial management principles include anticipating and preparing for future funding requirements as well as unforeseen and unexpected emergencies, disasters, and/or other events. The limits defined in the District's Reserve Policy is intended to "maintain a prudent level of financial resources to protect against reducing service levels or raising fees because of the temporary revenue shortfalls or unpredicted one-time expenditures" (recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting). In addition, this policy is intended to document the appropriate Reserve level to protect the District's credit worthiness.

The term "Reserve" in this instance refers only to the portion of Working Capital that is intended to provide stability and respond to unplanned events or opportunities. The term "Working Capital" is an accounting term defined as current assets less current liabilities in Enterprise funds.

The District will maintain a minimum of 25% of annual operating budget appropriations, adjusted to include 50% of biennial appropriations (e.g. election costs) or \$3,304,500 for 2026 Budget Year per Reserve Policy 4.4.3.

Investment Policy

The District's Investment Policy is in compliance with California Government Code 53600. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds, the primary objectives of the investment activities, in priority order, shall be:

- **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the District shall be undertaken in a manner that seeks to ensure the preservation of the capital in the overall portfolio. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Liquidity:** The investment portfolio will remain sufficiently liquid to enable the District to meet all the operating requirements, which might be reasonably anticipated.
- **Return on Investments:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and the cash flow characteristics of the portfolio.

Debt Management Policy, Capacity, and Issuance

The District adopted Debt Policy 4.3.2 on April 21, 2021. The Debt Policy establishes guidelines for the issuance and management of the District's debt and borrowing and confirms the commitment of the District Harbor Commission, management, and staff to adhere to sound financial management practices. The Debt Policy is intended to comply with Government Code Section 8855(i), effective January 1, 2017, and shall govern all debt incurred by the District. The Harbors and Navigation Code Section 6090-6094 also provides regulations specific to Harbor Districts.

The types of debt that may be issued include any debt which is allowed under federal and state law including but not limited to general obligation bonds, certificates of participation, revenue bonds, assessment district bonds, special tax bonds, tax increment bonds, revenue anticipation notes, and conduit financing.

The decision to incur new indebtedness is integrated into the Capital Improvement Program (CIP) Budget adopted by District Harbor Commission on an annual basis. The CIP is a plan for the community's long-term capital improvement needs and incorporates District Harbor Commission adopted goals and priorities.

The District's long-term financial planning objectives are to:

- Minimize debt service and issuance costs;
- Maintain access to cost-effective borrowing;
- Achieve the highest possible credit rating while maintaining operational flexibility and reasonable tax and rate burdens;
- Achieve full and timely repayment of debt;
- Ensure compliance with applicable State and Federal laws.

Debt proceeds will be used for the intended purposes identified in the debt documents and proceeds will be spent in the time frames identified in the tax certificate. The Debt Policy includes internal control procedures that the District has implemented or will implement to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

California Government Code Section 43605 states the District shall not incur bonded indebtedness payable from the proceeds of property tax which exceeds 15 percent of the assessed value of all real and personal property within the District. This provision, however, was enacted when assessed valuation was based upon 25 percent of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100 percent of market value (as of the most recent change in ownership for that parcel). In order to reflect the intent of the debt limit stipulation in Section 43605, the 15 percent has been adjusted to one-fourth of that level, or 3.75 percent of the assessed value of all real and personal property within the District. Since the District's boundaries are the same as San Mateo County's boundaries, the District uses the County's gross assessed value of property for July 1, 2024 through June 30, 2025, of about \$314 billion (per County's Tax Rate Book), making the debt limit approximately \$11.7 billion.



The cumulative annual debt service of all debt issues supported by the District is restricted to no more than 25 percent of annual Revenue. For FY 2026 revenue is \$15,654,000 which would allow the District to issue debt with combined principal and interest payments of no more than \$3,913,500.

The District does not have any outstanding debt. However, the District has \$2,853,788 in net Other Post Employment Benefits (OPEB) Liabilities and \$4,086,477 in Net Pension Liabilities as of June 30, 2024.



Budget Process and Timeline

The District’s budget process is outlined in Policy 4.9.1. and Policy 4.9.2 of the Policy Handbook. Adoption of the Preliminary Budget and Final Budget is governed by Harbors and Navigation Code Section 6093 (et. seq.).

Policy 4.9.1 outlines the District’s process for preparing the annual budget. The preparation begins mid-year (fiscal year) for the succeeding year’s budget. District Finance staff begins the current fiscal year’s mid-year performance to budget analysis. The Harbor Commission reviews the mid-year budget report in February. Having reviewed the current year’s performance and identified budget issues and goals for the next fiscal year, staff prepares a first draft preliminary budget which is introduced to the Harbor Commission at a public meeting in March. A final preliminary budget is adopted in April. The Harbor Commission publishes a notice pursuant to Section 6061 of the Government Code stating that the adopted preliminary budget is available for public review. The public has at least 30 days to review and provide comment prior to the adoption of the final budget. The final budget is adopted in June.

Policy 4.9.2 establishes the level of appropriations authority for the District for a fiscal year. An appropriation authorizes the District to spend District resources. The Harbor Commissioners’ approval of appropriations places a maximum limit of the amount of money that can be spent in any given Fiscal Year within the following expenditure classifications: 1) Salary and Benefits, 2) Operating Expenditures, 3) Non-Operating Expenditures, and 4) Capital Projects.

Budget Calendar With Harbor Commissioners and Finance committee FY 2026			
Date	Description	Time	Location
1/15/25	Harbor Commission reviews budget calendar	10:00 AM	Hybrid meetings in the District office at 504 Avenue Alhambra, 2 nd Floor, El Granada, CA and on Zoom
2/19/25	Harbor Commission receives 2024/25 mid-year budget review	10:00 AM	
3/12/25	Finance Committee to review and provide input on “First Look” 2025/26 budget and reviews rates and fees increases.	10:00 AM	
3/19/25	Harbor Commission reviews and provides direction on “First Look” 2025/26 Budget, including major maintenance and capital projects. Harbor Commission reviews 2025/26 rates and fees.	10:00 AM	
4/00/25	Date TBD Finance Committee to review and provide input on Preliminary Budget 2025/26	TBD	
4/16/25	Harbor Commission reviews and considers adoption of Preliminary Budget 2025/26 and changes to rates and fees.	10:00 AM	
4/17/25	Legal notice published stating that a Preliminary Budget has been adopted and final budget will be considered for adoption on June 18, 2025 (H&N 6093.1)	10:00 AM	
6/18/25	Harbor Commission considers adoption of Final Budget, as may be amended for 2025/26	10:00 AM	
8/01/25	Deadline to report Final Budget to County Board of Supervisors	NA	

Policy 4.9.2 also allows for post-adoption amendments to appropriations throughout the fiscal year. All post-adoption amendments require Harbor Commission approval and identification of funding source. Throughout the fiscal year Capital Improvement Project costs are appropriated when the District enters into a contract with project management, design, and engineering firms, and when bids are accepted for construction. These costs are funded by available working capital and/or capital grants. In addition, when



operating expenditures are forecasted to exceed appropriations during the fiscal year, the Harbor Commission may approve adjustments to the salary and benefits and/or operating expenditure classifications and fund these appropriations with higher than anticipated revenues and/or available working capital.

The District is exempt from preparing a Board approved appropriation limit, set forth in the provisions of the California Constitutional Article XIII B, due to the provisions of Section 9 (c); "this section shall not apply to a district which existed on January 1, 1978, and that did not as of the 1977/78 Fiscal Year levy an ad valorem tax on property in excess of twelve and one-half cents (\$0.125) per one hundred dollars of assessed value."



Budget Report Presentation

The District provides the annual budget in two formats. The first is a digital budget book that is hosted on the District's website. The second version is a PDF version that is generated out of the digital budget book. Both versions cover the Operating Budget and the Capital Improvement Program (CIP). The Operating Budget presents on-going activities of the District for the Fiscal Year (FY) period. The CIP presents a plan for current and future capital asset costs and associated funding. Capital Improvements are typically carried out and paid for over several years. District Policy 4.7.1 defines capital assets as assets with a cost of \$10,000 or greater and with a useful life of five (5) years or more.

Capital projects, grant-funded projects, or one-time funded multi-year projects automatically rollover any open purchase orders (encumbrances) and appropriations associated with those projects.

The District's accounts and transactions are tracked on an accrual basis, which is the basis of accounting under generally accepted accounting principles (GAAP) for Enterprise Funds. Many other government entities track some or all accounts and transactions on a modified accrual basis under GAAP for Governmental Funds. Enterprise Fund financial statements report Net Position and focus on long-term economic resources while Governmental Fund financial statements report Fund Balance and focus on current economic resources. While the District's budget focuses on current economic resources, Fund Balance is not reported in the District's financial system because it does not use a Governmental Fund. To clarify and track the appropriate resources available, the nomenclature in the budget refers to Working Capital. See section Long Term Financial Planning for detail regarding Working Capital and the minimum Reserve Balance required per District Policy 4.4.3.

The District receives a portion of the property tax revenue collected in the County of San Mateo. The property tax revenue funds the Administration Department, public services provided by Pillar Point Harbor and Oyster Point Marina, and capital assets & capital improvement projects.



INFLUENCING FACTORS



Operating Budget at a Glance

Budgetary Highlights

The District's revenue streams for fiscal year FY 2026 are expected to exceed ongoing expenditures by \$2,436,000. This is a 27.6% decrease of the FY 2025 projection of \$3,366,000. These amounts increase the District's working capital balance and are used to fund the capital improvement program as well as unforeseen and unexpected emergencies, disasters and other events.

2025 Projection to 2026 Preliminary Budget

	2025		
	Projection	2026 Preliminary Budget	
Operating Revenues	\$ 4,685,000	\$ 4,788,000	2.2%
Non-Operating Revenues	11,042,000	10,866,000	-1.6%
Total Revenues	15,727,000	15,654,000	-0.5%
Salaries/Wages/Benefits Expenditures	8,143,000	8,595,000	5.6%
Non-Personnel Expenditures	4,218,000	4,623,000	9.6%
Total Expenditures	12,361,000	13,218,000	6.9%
Total Revenues less Expenditures	3,366,000	2,436,000	-27.6%
Election Costs	(100,000)	-	n.a
Capital Contributions	3,247,238	-	-100.0%
Capital Expenditures	(14,967,339)	(350,000)	-97.7%
Working Capital (Decrease) Increase	\$ (8,454,101)	\$ 2,086,000	-124.7%
Beginning Working Capital Balance	\$ 18,388,474	\$ 9,934,373	
Required Reserves	3,140,250	3,304,500	
Remaining Working Capital Balance	\$ 6,794,123	\$ 8,715,873	

- Operating Revenues are budgeted to increase by 2.2% due to a projected inflationary increase in fees of 2.8%.
- Non-Operating Revenues are budgeted to decrease by 1.6% due to a projected decrease in Property Tax, partially offset by higher estimated interest income.
- Salaries/Wages and Benefit Expenditures are projected to increase by 5.6% due to an estimated salary/wage and benefit cost increase. Two vacant Deputy Harbormaster positions have been deleted in order to offset some of the cost increases.
- Non-Personnel Expenditures are budgeted to increase by 9.6%. For FY 2026 there is an anticipated increase in costs of approximately 2.8% due to inflationary increases. Other non-personnel expenditures of note are Surfers Beach monitoring costs, and Princeton Shoreline feasibility study.
- Capital Expenditures and associated Capital Contributions are expected to decrease. Projects expected to be completed in FY 2025 include Johnson Pier & Dock Electrical Upgrades, Design & Engineering for the Pillar Point Harbor Launch Ramp Restroom and Boat Rinse, Construction for Surfers Beach Restoration & Dredge Project, and Oyster Point Marina Access Ramps for Dock 1-6. Capital Projects expected to be funded in 2026 include Vessel and Vehicle replacement supporting search and rescue and General Manager capital projects.

2025 Projected versus 2025 Amended Budget

The following table summarizes the 2025 Projection versus the 2025 Amended Budget.

	2025 Projection		2025 Amended Budget	
Operating Revenues	\$ 4,685,000	\$ 4,708,000	-	-0.49%
Non-Operating Revenues	11,042,000	10,579,000	-	4.38%
Total Revenues	15,727,000	15,287,000	-	2.88%
Salaries/Wages/Benefits Expenditures	8,143,000	7,413,000	-	9.85%
Non-Personnel Expenditures	4,218,000	4,218,000	-	0.00%
Total Expenditures	12,361,000	11,631,000	-	6.28%
Total Revenues less Expenditures	3,366,000	3,656,000	-	-7.93%
Capital Contributions	3,247,238	3,247,238	-	0.00%
Capital Expenditures	(14,967,339)	(14,967,339)	-	0.00%
Working Capital (Decrease) Increase	\$ (8,454,101)	\$ (8,064,101)	-	4.84%



- Operating Revenues are expected to be below the revised budget by -.49%. The slip/berth rentals and launch fees at Pillar Point Harbor are projected to be below due to the impact of the current reduction of recreational and commercial fishing seasons.
- Non-Operating Revenues are expected to exceed the revised budget by 4.38% due to the higher than expected rate of return on investments (\$589,000) and an increase property tax revenues of \$124,000.
- Salaries/Wages and Benefit Expenditures are expected to be above budget by 9.85% due to negotiated salary increases, enhanced health insurance packages and the corresponding premiums.
- Non-Personnel Expenditures for the revised budget and projection are anticipated to be equal.
- The Working Capital Balance is expected to decrease by \$390,000 due to the higher-than-expected salary/wage and benefits, which is partially offset by higher non-operating revenues.



Strategic Plan

The District is in the process of updating the Strategic Plan and anticipates that the information below will be updated by 6.30.25.

In 2019 the Harbor Commission adopted a strategic plan and a master plan and continues to work toward the development of other long-range plans as needs emerge. District wide goals and department goals have been developed based on the adopted strategic plan.



Short-term Factors Influencing Decisions

Short-term factors influencing the District's decisions include impact of outside economic and legislative factors, environmental issues, and aging infrastructure.

Economic Factors:

This budget has been forecasted during economic uncertainty. According to the Federal Reserve forecasts for 2024, Gross Domestic Products (GDP) are expected to increase by 2.19%. Nationally, the unemployment rate is expected to increase to 4.3% through 2027. The California Employment Development Department reported an unemployment rate of 3.3% in December of 2024 in San Mateo County which is the lowest in the state. This low unemployment rate is despite technology sector layoffs.

The Public Employees' Pension is managed by California Public Employees' Retirement System (CalPERS). As of June 30, 2024, the District reported a Net Pension Liability (NPL) of \$4,086,477 compared to June 30, 2023 NPL of \$3,616,538. The increase was primarily due to a decrease in investment earnings. Multiple variables (e.g. expected rate of return on investments, expected inflationary rates, average life-span, and expected number of vested employees) impact the calculation of the NPL. It is difficult to predict the impact that economic and market conditions may have on the NPL and future retirement costs of the District. The District will continue to monitor the NPL and consider earlier paydown when it determines it is feasible to do so. The District budgeted a 2.8% increase in retirement costs.

Previous District and Board Actions:

The following actions continue to result in reduced costs to the District.

On June 30, 2020, the District reported a net pension liability (NPL) of \$2,698,394 compared to June 30, 2019 NPL of \$4,831,495. The decrease was due to a pre-payment of the District's long-term liability of \$2,300,000 made in FY 2019.

In FY 2016 the District made a payment to California Department of Boating and Waterways to pay off a \$5,933,269 loan balance. Since then the District has not issued any debt or borrowed money and has essentially remained debt free.

State & Federal Budgets & Actions:

The County of San Mateo allocates property tax to Cities and Special Districts using formulas determined by the State of California. In 1978, Proposition 13 was voted in to limit the increase of property tax assessments to 1% of market value; and the assessment can increase by a maximum of 2% per year. If properties are sold below the current assessed market value, property tax revenue decreases. The five-year projection of property tax revenues anticipates a 1% decrease in property values starting in Fiscal Year 2027. This assumption is made due to uncertainty involving commercial properties.

Environmental Issues:

The District is investigating, developing, and advocating for the implementation of strategies to mitigate the impacts of climate change on District-managed properties. Projects that are included in the Capital Improvement Program section and are associated with climate change include East Outer Harbor Dredge Project to include Surfers Beach Replenishment and Eelgrass Mitigation Plan.

Other Factors:

The District's Infrastructure is aging and will require replacement. For fiscal year ended June 30, 2024 the District had approximately \$59 million in depreciable assets with accumulated depreciation of \$35.4 million. About 60% of the District's total assets have been depreciated. In FY 2024 the District recorded \$1,581,757 in depreciation expense in its Audited Financial Statements. The five-year CIP section of this budget document includes a plan to replace a portion of the District's infrastructure. A few of the projects in the CIP section do not have identified funding for construction costs. The District is temporarily deferring unfunded projects until revenues increase, expenditures decrease, and/or other funding sources are identified.

In 2018, the District entered into a Memorandum of Understanding (MOU) with the City of South San Francisco (SSF), replacing a Joint Powers Agreement, to manage the Oyster Point Marina property owned by SSF. The MOU's initial term is fifteen years. The MOU will automatically renew for two additional periods of ten years each unless notice is given by the District to SSF to discontinue the MOU. The MOU requires that the District make significant Capital Improvements during specified timelines. These projects are included in the Capital Improvement Program Section.



Long-term Financial Planning

The District engages in long-term financial planning, acknowledging the need for multi-year capital plans and incorporating long-term financial trends. Understanding long-term trends and potential risk factors that may impact overall financial stability allows the District to proactively address issues. Long-term financial planning allows decision makers to focus on long-term objectives, encourages strategic thinking, and promotes overall awareness of financial literacy.

The chart below summarizes the District's 5-year financial forecast. The forecast takes into consideration the following assumptions:

From the 2025 Projected Actuals to the 2026 Preliminary Budget:

- Operating Revenues are budgeted to increase by 2.2% due to projected inflationary increase in fees of 2.8%.
- Non-Operating Revenues are budgeted to decrease by 1.6% due to a projected decrease in Property Tax, and decrease in interest income.
- Salaries/Wages and Benefit Expenditures are projected to increase by 5.6% due to salary step increases and rate increases in health insurance premiums and other benefits.
- Non-Personnel Expenditures are budgeted to increase by 9.6%. For FY 2026 there is an anticipated increase in costs of approximately 2.8% due to inflationary increases. Additional consulting costs are anticipated for monitoring of eel grass mitigation, and Princeton Shoreline feasibility study.

Starting in FY 2027

- Operating revenues are projected to increase by 2.5% annually which is approximately equal to the average inflationary rate for the last 10 years.
- Non-Operating revenue are projected to decrease by 1% which take into account potential decreases in property taxes. It is assumed that commercial properties are valuations may decrease.
- Salaries & Benefits are projected to increase 5% annually due to step creases, cost of living increases, and rate increases for benefits.
- Non-Personnel expenditures are projected to increase 2.5% annually, which is approximately equal to the average inflationary rate for the last 10 years.
- FY 2027, and 2029 include biennial election costs. FY 2029 includes elections for three districts and is expected to be more than 2027 which is only for two districts.

5-Year Financial Forecast

CIP COST ESTIMATES	FY 20	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Pillar Point Harbor		\$ 10,727,396	\$ 100,000	\$ 100,000	\$ 10,100,000	\$ 100,000	\$ 100,000
Oyster Point Marina		4,039,943	50,000	50,000	50,000	50,000	50,000
Administration		200,000	200,000	200,000	200,000	200,000	200,000
TOTAL		\$ 14,967,339	\$ 350,000	\$ 350,000	\$ 10,350,000	\$ 350,000	\$ 350,000
FUNDING SOURCES	FY 20	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2030
Grants		\$ 3,247,238	\$ -	-	9,160,000	-	
Working Capital		11,720,101	350,000	350,000	1,190,000	350,000	350,000
TOTAL		\$ 14,967,339	\$ 350,000	\$ 350,000	\$ 10,350,000	\$ 350,000	\$ 350,000
SOURCES (USES)	FY 20	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2030
Working Capital- Beginning Balance		\$ 18,388,474	\$ 9,934,373	\$12,020,373	\$ 12,971,373	\$ 13,128,373	\$ 12,650,373
Operating Revenue		4,685,000	4,788,000	4,908,000	5,031,000	5,157,000	5,286,000
Non-Operating Revenue		11,042,000	10,866,000	10,757,000	10,649,000	10,543,000	10,438,000
Salaries/Wages & Benefits		(8,143,000)	(8,595,000)	(9,025,000)	(9,476,000)	(9,950,000)	(10,448,000)
Non-Personnel Expenditures		(4,218,000)	(4,623,000)	(4,739,000)	(4,857,000)	(4,978,000)	(5,102,000)
One-Time/Biennial		(100,000)	-	(600,000)	-	(900,000)	-
Annual Increase in Working Capital		3,266,000	2,436,000	1,301,000	1,347,000	(128,000)	174,000
Working Capital used for CIP		(11,720,101)	(350,000)	(350,000)	(1,190,000)	(350,000)	(350,000)
TOTAL ENDING WORKING CAPITAL		\$ 9,934,373	\$ 12,020,373	\$12,971,373	\$ 13,128,373	\$ 12,650,373	\$ 12,474,373
MINIMUM REQUIRED RESERVES		\$ 3,140,250	\$ 3,304,500	\$ 3,741,000	\$ 3,583,250	\$ 4,182,000	\$ 3,887,500



5 Year Priorities and Goals

The District has hired a consultant to lead the District through developing a new/updated strategic plan in 2025. The new plan will also assist with identifying long-term priorities and goals. Please see the Strategic Plan [☞](#) section of the budget book for current goals.



2026 Staffing Authorization

<u>Classification/Position Title</u>	Actual 2023/24	Revised Budget 2024/25	Draft Budget 2025/26	*Status as of 3/1/2025
<u>Administration Department</u>				
General Manager	1	1	1	Active
Director of Operations	1	1	1	Active
Director of Admin. Services	1	1	1	Active
Assistant Director of Admin. Sevices	1	1	1	Active
Accountant	1	1	1	Active
Accounting Tech I & II	1	1	1	Active
Accounting Manager	1	1	1	Active
Administrative Tech	1	1	1	Active
Human Resource Tech	1	1	1	Active
Deputy Secretary	1	1	1	Active
Customer Service Coordinator	0.6	0.6	0.6	Active
Total Administration	<u>10.6</u>	<u>10.6</u>	<u>10.6</u>	
<u>Pillar Point Harbor</u>				
Harbormaster	1	1	1	Active
Assistant Harbormaster	1	1	1	Active
Deputy Harbormaster A&B	12	12	11	Active
Deputy Harbormaster/Training Officer	1	1	1	Active
Harbor Worker B	4	4	4	Active
Customer Service Coordinator	1.4	1.4	1.4	Active
Total Pillar Point Harbor	<u>20.4</u>	<u>20.4</u>	<u>19.4</u>	
<u>Oyster Point Marina</u>				
Harbormaster	1	1	1	Active
Assistant Harbormaster	1	1	1	Active
Deputy Harbormaster A&B	7	7	6	Active
Harbor Worker B	3	3	3	Active
Customer Service Coordinator	1	1	1	Active
Total Oyster Point Marina	<u>13</u>	<u>13</u>	<u>12</u>	
Total Full-Time Equivalent Positions	<u>44</u>	<u>44</u>	<u>42</u>	

* Active positions are funded and filled. Vacant positions are funded but not filled.
The District has eliminated two vacant Deputy Harbormaster positions.



BUDGET SUMMARY



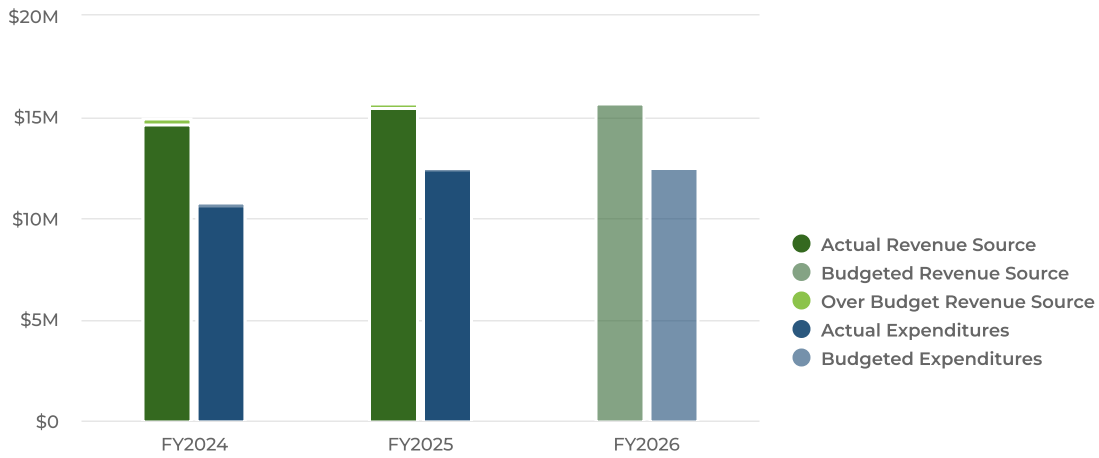


Enterprise Fund

The District has three distinct departments, Administration, Pillar Point Harbor, and Oyster Point Marina. The District has only one fund, an Enterprise fund, to account for all transactions. This section reflects the District as a whole, or all three departments combined. Details for the Capital Improvement Program (CIP) budgets [can be viewed in the Capital Improvement section](#) and are not included in this budget summary. The impact of the CIP on operating results can be found as part of the 5-year financial forecast in the Long-term Financial Planning [section](#).

Summary

The District's revenue streams for FY 2026 are expected to exceed ongoing expenditures (not including biennial election costs) by \$2,436,000. This is a 27.6% decrease of the FY 2025 projection of \$3,366,000. These amounts increase the District's working capital balance and are used to fund the capital improvement program as well as unforeseen and unexpected emergencies, disasters and other events.

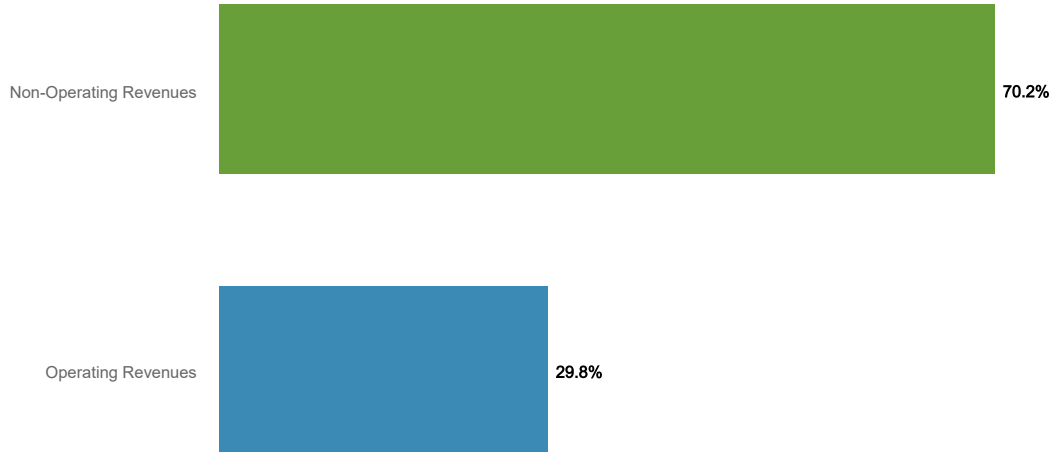


Revenues by Source

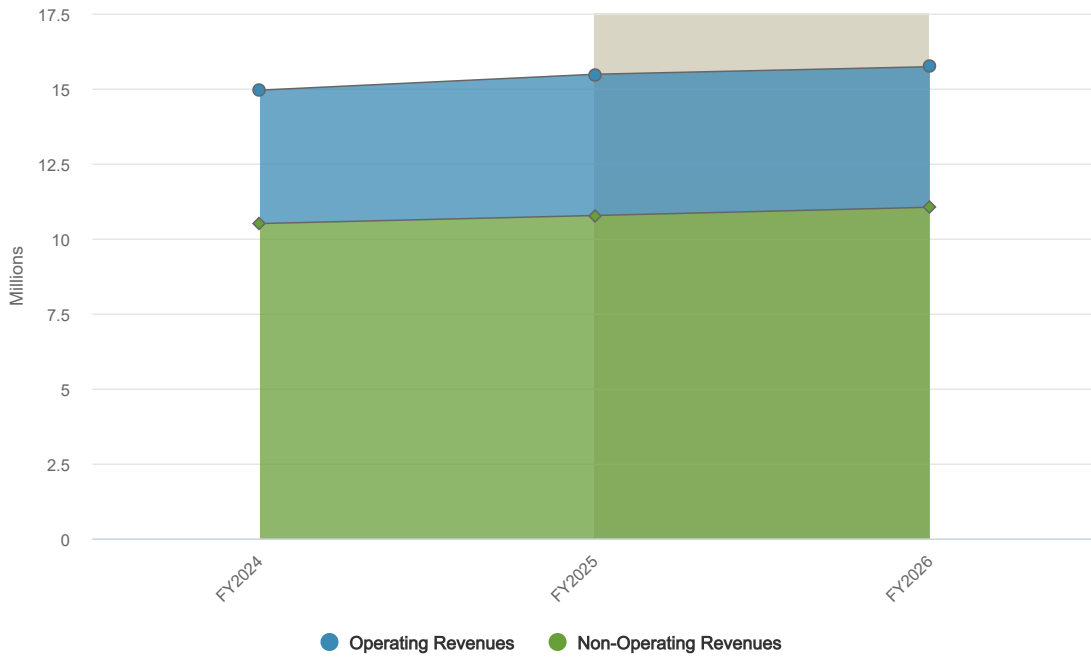
The FY 2026 Operating Revenues are budgeted to increase by 2.2% over FY 2025 projected amounts due to a forecasted inflationary increase in fees of 2.8%, and an increase in lease revenue associated with the Pillar Point Harbor retail center and RV Park.

The FY 2026 Non-Operating Revenues are budgeted to decrease by 1.6% over FY 2025 projected amounts due to a forecasted decrease in Property Tax of .8%, and a 15.1% decrease in interest income due to a decrease in cash balances.

2026 Projected Revenues by Source



Budgeted and Historical Revenues by Source



Grey background indicates budgeted figures.

For FY 2025 final budget operating revenues are expected to be below the FY 2024 Projected Actuals by \$261,000 or 5.9%. The slip/berth rentals and launch fees at Pillar Point Harbor are projected to be below due to the impact of the current reduction of recreational and commercial fishing seasons. In addition, there is a projected lower than budgeted lease revenue from the retail center. The reductions at Pillar Point Harbor have been partially offset by Oyster Point Marina which is tracking above budget due to the influx of Oyster Cove Marina patrons.

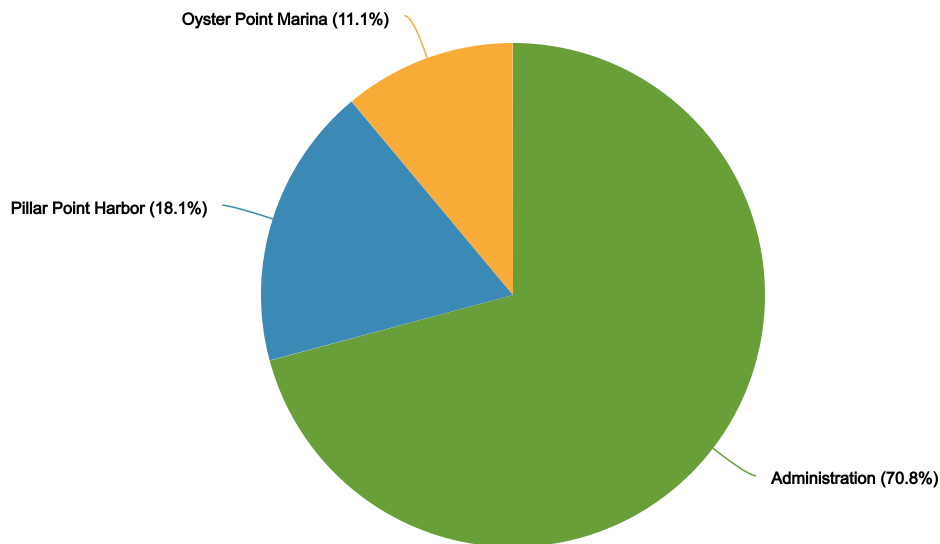
The FY 2025 Final Budget Non-Operating Revenues are expected to exceed the FY 2024 Projected Actuals by \$92,000 or .9% due to a forecasted increase in property taxes of \$426,000 or 4.19% offset by decrease in Interest Income due to a decrease in cash balance.



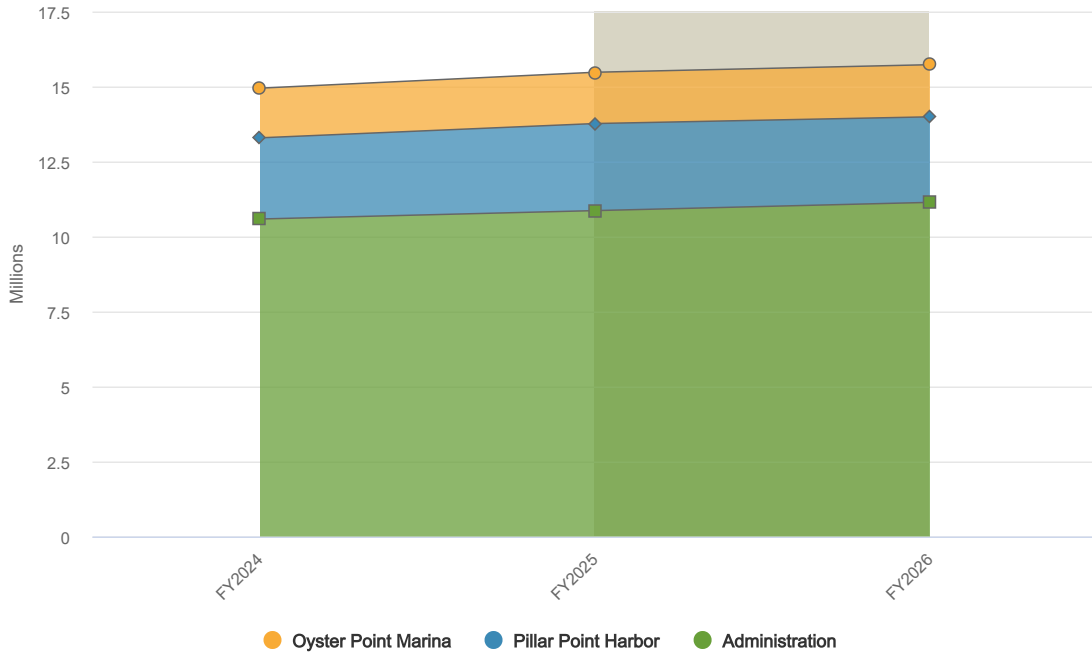
Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Revenue Source						
Operating Revenues						
Leases and CAPs	\$736,000	\$577,113	\$705,000	\$801,000	\$824,000	2.9%
Berth/Slip Fees	\$3,521,000	\$3,597,281	\$3,609,000	\$3,505,000	\$3,573,000	1.9%
Misc. Enterprise Fees	\$68,000	\$138,196	\$71,000	\$67,000	\$69,000	3%
Launching Fees	\$181,000	\$119,305	\$129,000	\$129,000	\$133,000	3.1%
Events and Permits	\$29,000	\$28,694	\$30,000	\$15,000	\$29,000	93.3%
Grants & Reimbursements	\$150,000	\$247,539	\$164,000	\$168,000	\$160,000	-4.8%
Total Operating Revenues:	\$4,685,000	\$4,708,129	\$4,708,000	\$4,685,000	\$4,788,000	2.2%
Non-Operating Revenues						
Interest Income	\$200,000	\$633,985	\$250,000	\$589,000	\$500,000	-15.1%
Tax Revenue	\$9,762,000	\$11,036,221	\$10,326,000	\$10,450,000	\$10,363,000	-0.8%
Misc. Other Rev	\$0	\$15,798	\$3,000	\$3,000	\$3,000	0%
Asset Disposal Profit(loss)	\$0	\$114	\$0	\$0	\$0	0%
Total Non-Operating Revenues:	\$9,962,000	\$11,686,118	\$10,579,000	\$11,042,000	\$10,866,000	-1.6%
Total Revenue Source:	\$14,647,000	\$16,394,247	\$15,287,000	\$15,727,000	\$15,654,000	-0.5%

Revenue by Department

FY 2026 Revenue by Department



FY 2024 - FY 2026 Revenue by Department



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Revenue						
Administration						
Operating Revenues	\$73,000	\$89,604	\$96,000	\$96,000	\$99,000	3.1%
Non-Operating Revenues	\$9,962,000	\$11,674,384	\$10,579,000	\$11,042,000	\$10,866,000	-1.6%
Total Administration:	\$10,035,000	\$11,763,988	\$10,675,000	\$11,138,000	\$10,965,000	-1.6%
Pillar Point Harbor						
Operating Revenues	\$3,043,000	\$2,724,852	\$2,902,000	\$2,851,000	\$2,942,000	3.2%
Non-Operating Revenues	\$0	\$11,614	\$0	\$0	\$0	0%
Total Pillar Point Harbor:	\$3,043,000	\$2,736,466	\$2,902,000	\$2,851,000	\$2,942,000	3.2%
Oyster Point Marina						
Operating Revenues	\$1,569,000	\$1,893,673	\$1,710,000	\$1,738,000	\$1,747,000	0.5%
Non-Operating Revenues		\$120	\$0	\$0	\$0	0%
Total Oyster Point Marina:	\$1,569,000	\$1,893,793	\$1,710,000	\$1,738,000	\$1,747,000	0.5%
Total Revenue:	\$14,647,000	\$16,394,247	\$15,287,000	\$15,727,000	\$15,654,000	-0.5%



Expenditures by Department

The Enterprise funds expenditures for all departments for FY 2024 Actuals, FY 2025 Projections, and the upcoming budget year FY 2026 for the San Mateo County Harbor District have shown some changes. Salaries/Wages and Benefit Expenditures are projected to increase by 5.6% due to an estimated salary/wage and benefit cost increase offset by the elimination of two vacant Deputy Harbormaster positions. Non-Personnel Expenditures are budgeted to increase by 9.6%. Inflationary costs account for 2.8% of the increase. The additional increase in expenditures are detailed below.

Administration expenditures in FY 2024 Actuals were \$3,221,023. In FY 2025, there is a projected 12.9% increase to \$3,700,00, and in the FY 2026 budget, there will be another 4.6% increase to \$3,880,000. Below are the major factors driving the increase in FY 2026 budget.

- Legal costs are being shifted out of Pillar Point Harbor and Oyster Point Marina department budgets and will be accounted for only in the Administration department.
- The District anticipates an 9.2% increase in salaries and benefit costs between FY 2024 and FY 2026.

Pillar Point Harbor expenditures were \$4,195,786 in FY 2024. FY 2025 Projection is expected to be a 33.9% increase to \$5,619,000, and in the FY 2026 budget, there will be another 6.9% increase to \$6,004,000. Below are the major factors driving the increase in FY 2026 budget.

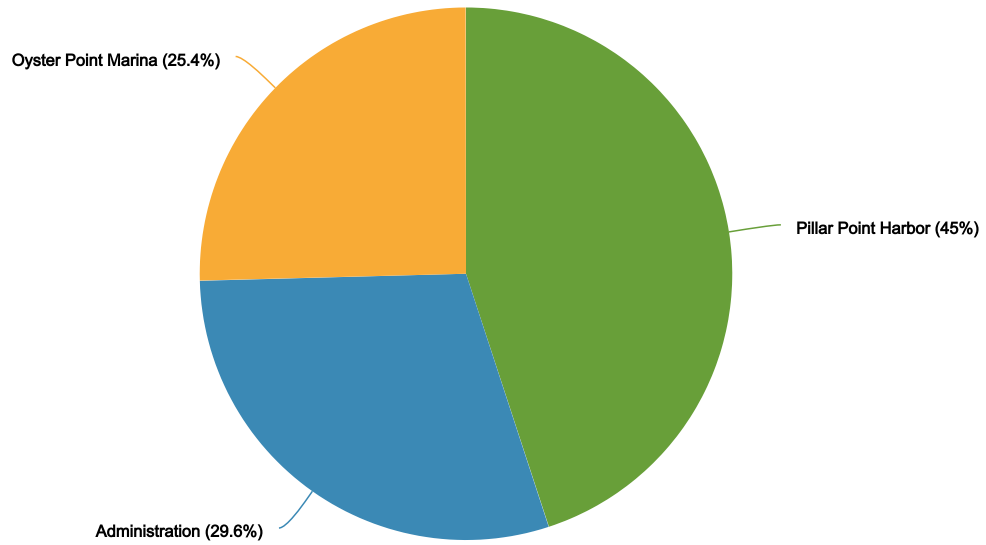
- Surfers Beach capital improvement project requires ongoing environmental monitoring which is accounted for in an increase in contract services in the budget.
- Princeton Shoreline capital improvement project will require a share of cost for a feasibility study increasing contract services.
- Negotiated salary increases at the end of 2024 along with enhanced health insurance plans and their corresponding rate increase account for the majority of increase in expenditures.

Oyster Point Marina expenditures were \$2,463,094 in FY 2024. However, in FY 2025, there is expected to be a 27.6% increase to \$3,142,000, and in the FY 2026 budget, there is a projected 6.1% increase to \$3,334,000.

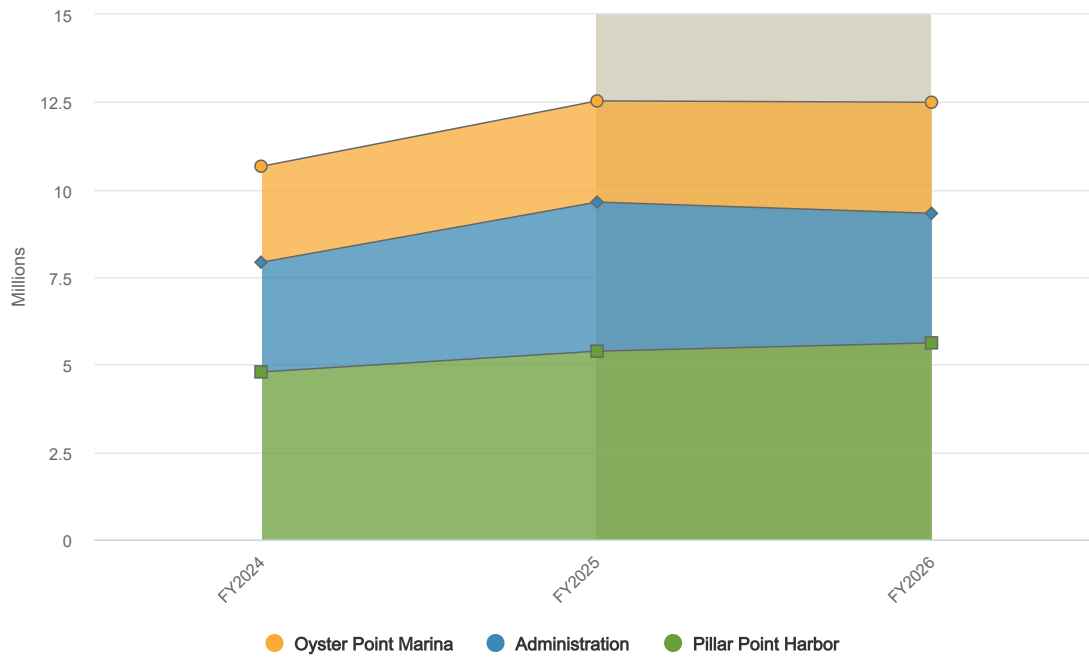
- Negotiated salary increases at the end of 2024 along with enhanced health insurance plans and their corresponding rate increase account for the majority of increase in expenditures.



FY 2026 Budgeted Expenditures by Department



FY 2024 - FY 2026 Budgeted and Historical Expenditures by Department



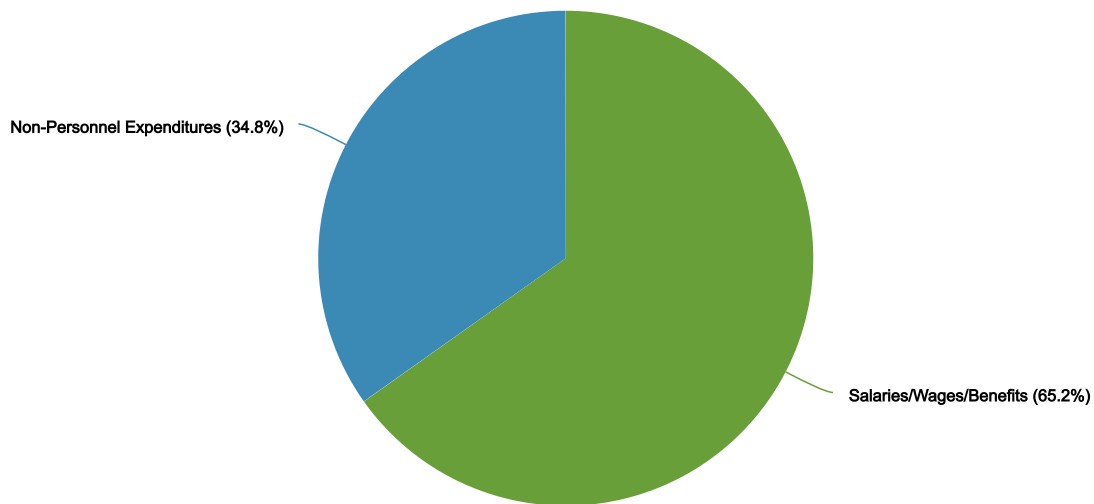
Grey background indicates budgeted figures.



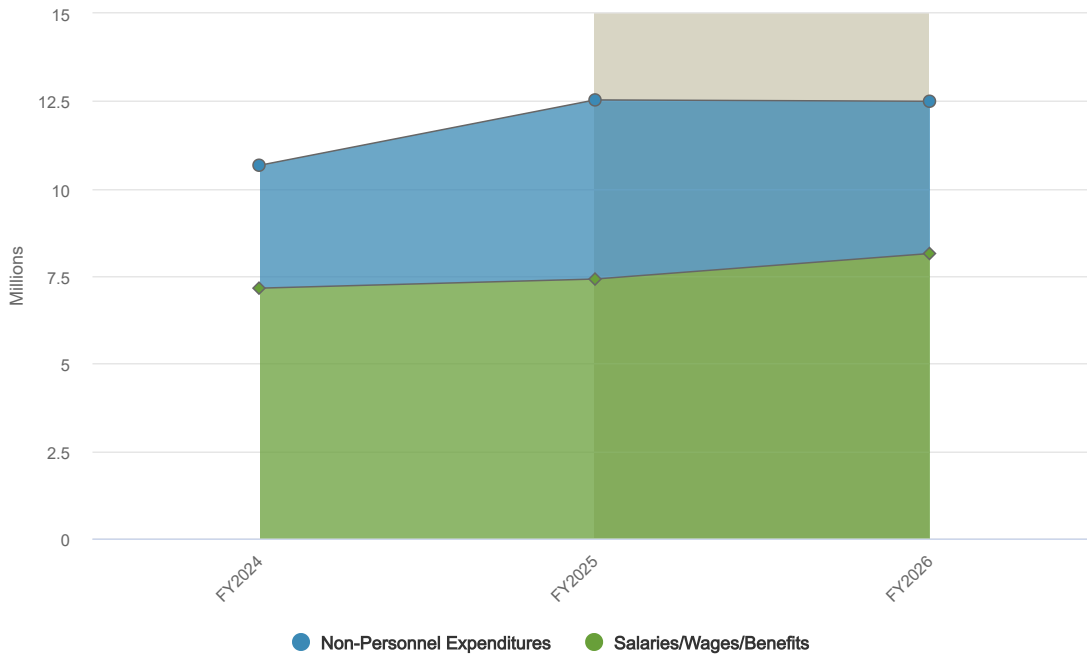
Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Expenditures						
Administration						
Salaries/Wages/Benefits	\$2,069,000	\$2,307,591	\$2,118,000	\$2,358,000	\$2,521,000	6.9%
Non-Personnel Expenditures	\$1,007,000	\$913,432	\$2,142,000	\$1,342,000	\$1,359,000	1.3%
Total Administration:	\$3,076,000	\$3,221,023	\$4,260,000	\$3,700,000	\$3,880,000	4.9%
Pillar Point Harbor						
Salaries/Wages/Benefits	\$3,321,000	\$2,717,688	\$3,363,000	\$3,601,000	\$3,781,000	5%
Non-Personnel Expenditures	\$1,675,000	\$1,478,098	\$2,018,000	\$2,018,000	\$2,223,000	10.2%
Total Pillar Point Harbor:	\$4,996,000	\$4,195,786	\$5,381,000	\$5,619,000	\$6,004,000	6.9%
Oyster Point Marina						
Salaries/Wages/Benefits	\$1,887,000	\$1,584,390	\$1,932,000	\$2,184,000	\$2,293,000	5%
Non-Personnel Expenditures	\$830,000	\$878,704	\$958,000	\$958,000	\$1,041,000	8.7%
Total Oyster Point Marina:	\$2,717,000	\$2,463,094	\$2,890,000	\$3,142,000	\$3,334,000	6.1%
Total Expenditures:	\$10,789,000	\$9,879,903	\$12,531,000	\$12,461,000	\$13,218,000	6.1%

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Expense Objects						
Salaries/Wages/Benefits						
Salaries and Wages	\$5,045,000	\$4,515,103	\$5,232,000	\$5,313,000	\$5,624,000	5.9%
Benefits - Current Employee	\$1,906,000	\$1,880,547	\$1,976,000	\$2,592,000	\$2,722,000	5%
Benefits - Retired/Former Emp	\$326,000	\$214,020	\$205,000	\$238,000	\$249,000	4.6%
Total Salaries/Wages/Benefits:	\$7,277,000	\$6,609,669	\$7,413,000	\$8,143,000	\$8,595,000	5.6%
Non-Personnel Expenditures						
Advertising and Promotion	\$17,000	\$19,375	\$23,000	\$60,000	\$73,000	21.7%
Travel and Training	\$116,000	\$70,674	\$120,000	\$90,000	\$118,000	31.1%
Bad Debts	\$192,000	\$137,641	\$192,000	\$192,000	\$192,000	0%
IT	\$352,000	\$358,538	\$413,000	\$413,000	\$465,000	12.6%
Operating Expenses	\$449,000	\$402,414	\$500,000	\$459,000	\$508,000	10.7%
Memberships&Subscriptions	\$18,000	\$16,898	\$20,000	\$29,000	\$22,000	-24.1%
Personnel Administration	\$14,000	\$2,289	\$14,000	\$4,000	\$14,000	250%
Elections			\$900,000	\$100,000	\$0	-100%
Misc Expenses	\$7,000	\$7,290	\$7,000	\$13,000	\$8,000	-38.5%
Property / Liability Insurance	\$422,000	\$388,251	\$438,000	\$465,000	\$478,000	2.8%
Payments to Other Agencies	\$92,000	\$60,925	\$95,000	\$95,000	\$98,000	3.2%



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Cont Services - Administrative	\$266,000	\$184,790	\$598,000	\$525,000	\$651,000	24%
Legal	\$203,000	\$321,885	\$350,000	\$263,000	\$360,000	36.9%
Bank Charges	\$87,000	\$106,130	\$90,000	\$163,000	\$167,000	2.5%
Office Rents	\$21,000	\$0	\$0	\$0	\$0	0%
Repairs & Maint	\$516,000	\$390,491	\$554,000	\$654,000	\$673,000	2.9%
Vessel Destruction	\$150,000	\$256,785	\$170,000	\$185,000	\$150,000	-18.9%
Utilities	\$590,000	\$545,857	\$634,000	\$608,000	\$646,000	6.3%
Total Non-Personnel Expenditures:	\$3,512,000	\$3,270,234	\$5,118,000	\$4,318,000	\$4,623,000	7.1%
Total Expense Objects:	\$10,789,000	\$9,879,903	\$12,531,000	\$12,461,000	\$13,218,000	6.1%



DEPARTMENTS



Administration Department



The Administration Department includes five elected Harbor Commissioners and 10.6 full-time positions and are responsible for the following duties and tasks:

Elected Harbor Commissioners:

- Adopts a Mission Statement and establishes goals, objectives, and priorities for the District.
- Appoints, evaluates, and terminates General Manager.
- Adopts an annual budget.
- Adopts ordinances to provide legal foundation of District operations.
- Represents the District, stakeholders, and general public.
- Adopts policies.

General Manager:

- Plans, organizes, coordinates and directs the activities of the District.
- Prepares, reviews, and makes recommendations regarding issues for Board consideration and action.
- Appoints, evaluates and terminates management staff.
- Oversees preparation of annual budget.
- Provides direction and leadership by setting organizational standards and objectives.

Administration & Operations:



- Responsible for administrative, business, and fiscal functions, including finance/accounting, human resources, purchasing, information technology, risk management, contract management, public information, grant management, and real property management.

Operations:






- Responsible for operations and maintenance of the District's two marinas, develops and implements sound management approaches for the publicly owned land and facilities under lease, and generates optimal utilization of marine recreational operations and activities at the marinas.
- Plans and coordinates capital projects, maintenance work, and environmental compliance reporting.
- Manages construction projects.

The following table describes the Administration Department's Goals, Objectives, and Performance Indicators for Fiscal Year 2025 along with 2024 results.



Strategic Goal	Objective	Measure	FY 2024 Goal	FY 2024 Actual	FY 2025 Goals	
	Develop and implement a training plan	Coordinate one training per month	Six employee trainings	Completed	Coordinate one training per month	
		Maximize insurance credits for training	Obtain 5% credit	Achieved 5% credit	Obtain 5% credit or above	
	Automate Business Processes & Ensure that computer Hardware is in Good Working Condition	Manage replacement of outdated equipment and extend warranties	Replacement of workstations and copier/scanner, implement new antivirus scanner		Replaced workstations	Replace outdated workstations
		Implement Enterprise Resource Planning System	Work with Tyler Tech to implement full web-based version	Work is expected to be completed		N.A.
	Ensure permittees, lessees and slip holders are in compliance with agreements	Create and track compliance with Commercial Activity Permits (CAPs)	Send notices to request renewals by October 31	Send notices by December 6th		Send notices to request renewals by November 30
			Once the renewal request is completed, issue permission to renew within 5 days	Goal achieved		Once the renewal request is completed, issue permission to renew within 5 days
			New CAP's issued within 60 days of application	Goal achieved		New CAP's issued within 60 days of application
			Cancelation of CAP for noncompliance after 60 days	No cancelations		Cancelation of CAP for noncompliance after 60 days
		Track Compliance with Lease Agreements	100% compliance or letter to cure default	Completed		100% compliance or letter to cure default
		Ensure that past due accounts are timely	Percentage in overdue Accounts Receivables over 120 days is less than 20% at PPH and 20% at OPM	Goal achieved		Percentage in overdue Accounts Receivables over 120 days is less than 20% at PPH and 20% at OPM
		Ensure financial information is accurately recorded and internal controls are in place	Prepare timely monthly bank reconciliation	3 of 4 accounts completed by the 10th of each month	Goal is expected to be achieved	3 of 4 account completed by the 10th of each month
			Ensure minimal payroll adjustments	Less than 6 per year	Goal is expected to be achieved	Less than 10 per year
			Prepare timely and accurate payroll tax returns	No penalties or corrections	Goal achieved	No penalties or corrections
			Prepare accurate and timely financial statements	No Management Comments	Goal achieved	No Management Comments
Enhance revenues and decrease expenditures		Review Fees and Rates	Increase rates and fees where applicable	Goal expected to be achieved by June 30		Increase rates and fees where applicable
		Successfully negotiate leases for vacant premises	Negotiate leases for restaurant space.	Complete		N.A.
		Manage Legal Fees	Manage costs to not exceed a 5% inflationary increase	Unexpected legal issues have changed increased projections by 75%		Manage costs to not exceed a 5% inflationary increase



Strategic Goal	Objective	Measure	FY 2024 Goal	FY 2024 Actual	FY 2025 Goals
  	Enable and enhance transparency of Public Records and compile Permanent Records	Ensure timely response to Public Record Act (PRA) requests	100% of PRA requests processed within 10-day period or 14-day extension letter sent	Goal achieved	100% of PRA requests processed within 10-day period or 14-day extension letter sent
		Create Electronic Permanent Records files	Complete population of financial records	In progress	Complete population of financial records
			Complete population of claims and investigations	In progress	Complete population of claims and investigations
			Complete population of Board agendas, minutes and resolutions	In progress	Complete population of Board agendas, minutes and resolutions
Create checklist for permanent Human Resource records and organize paper records	Complete organization of all current employee records	In progress	Complete organization of all current employee records		
 	Ensure a highly productive and team-oriented workforce	Improve Human Resource (HR) functions with support of ERP automation	Low turnover excluding retirement	Goal achieved, two out of forty-three employees resigned	Low turnover excluding retirement
			Update 25% of HR Policies	Three HR policies have been updated with 14 currently in process.	Update 15 of HR Policies
			Begin comprehensive classification study and salary analysis	Updated job descriptions expected to be completed.	NA
			Average number of days from close of recruitment to conditional offer is less than 30 days	Goal not achieved. The average number of days from close of recruitment to conditional offer was 43 days for 3 new hires.	Average number of days from close of recruitment to conditional offer is less than 60 days
			Average service years is greater than 4	Goal achieved- 6.87 average years as of 5.24.2024	Average service years is greater than 4

Organizational Chart

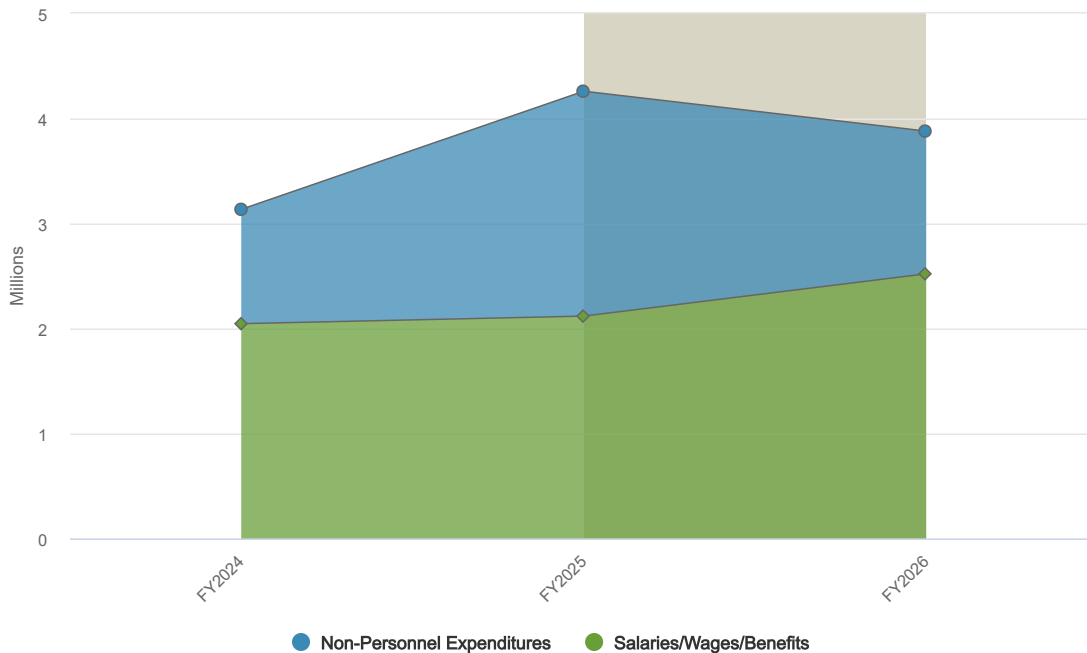


Expenditures by Expense Type

In FY 2024, Non-Personnel Expenditures were \$913,432, followed by an anticipated projected increase of 46.9% to \$1,342,000 in 2025. This increase can be attributed to carpet and paint repairs at the administrative office and additional contract services. In the upcoming 2026 budget, there will be another increase of 1.3% to \$1,359,000. This increase is due to moving legal fees from Pillar Point Harbor and Oyster Point Maria departments to the administrative department.

Salaries/Wages/Benefits expenditures were \$2,307,591 in FY 2024. In FY 2025 they are projected to increase by 2.2% to \$2,358,000 due to wage and step increases. The trend will continue in the FY 2026 budget with a 6.9% increase to \$2,521,000 due to increased health insurance premiums.

FY 2024 - FY 2026 Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Expense Objects						
Salaries/Wages/Benefits						
Salaries and Wages	\$1,533,000	\$1,680,670	\$1,590,000	\$1,638,000	\$1,765,000	7.8%
Benefits - Current Employee	\$509,000	\$623,459	\$528,000	\$720,000	\$756,000	5%
Benefits - Retired/Former Emp	\$27,000	\$3,463	\$0	\$0	\$0	0%
Total Salaries/Wages/Benefits:	\$2,069,000	\$2,307,591	\$2,118,000	\$2,358,000	\$2,521,000	6.9%



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Non-Personnel Expenditures						
Advertising and Promotion	\$5,000	\$5,665	\$5,000	\$5,000	\$5,000	0%
Travel and Training	\$53,000	\$44,561	\$55,000	\$55,000	\$55,000	0%
IT	\$171,000	\$165,144	\$177,000	\$177,000	\$182,000	2.8%
Operating Expenses	\$39,000	\$74,833	\$75,000	\$75,000	\$77,000	2.7%
Memberships&Subscriptions	\$17,000	\$14,279	\$18,000	\$18,000	\$19,000	5.6%
Personnel Administration	\$3,000	\$153	\$3,000	\$3,000	\$3,000	0%
Elections			\$900,000	\$100,000	\$0	-100%
Misc Expenses	\$0	-\$3	\$0	\$0	\$0	0%
Property / Liability Insurance	\$207,000	\$80,050	\$103,000	\$103,000	\$106,000	2.9%
Payments to Other Agencies	\$92,000	\$60,925	\$95,000	\$95,000	\$98,000	3.2%
Cont Services - Administrative	\$75,000	\$115,548	\$250,000	\$250,000	\$250,000	0%
Legal	\$119,000	\$321,885	\$263,000	\$263,000	\$360,000	36.9%
Bank Charges	\$1,000	\$446	\$1,000	\$1,000	\$1,000	0%
Office Rents	\$21,000	\$0	\$0	\$0	\$0	0%
Repairs & Maint	\$163,000	\$13,273	\$169,000	\$169,000	\$174,000	3%
Utilities	\$41,000	\$16,672	\$28,000	\$28,000	\$29,000	3.6%
Total Non-Personnel Expenditures:	\$1,007,000	\$913,432	\$2,142,000	\$1,342,000	\$1,359,000	1.3%
Total Expense Objects:	\$3,076,000	\$3,221,023	\$4,260,000	\$3,700,000	\$3,880,000	4.9%

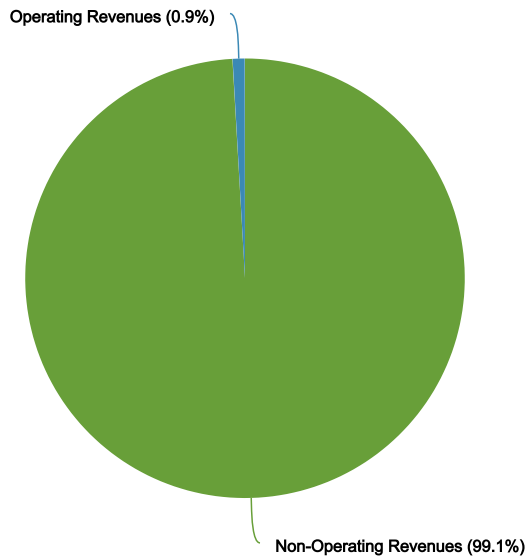


Revenues by Source

The Administration department Operating Revenues are budgeted to increase by 3.1% from FY 2025 projection to \$99,000 in fiscal year FY 2026.

Non-Operating Revenues are budgeted to decrease by 1.6% from FY 2025 projections due to a projected decrease in Property Tax of .8%, and a decrease in interest income by 15.1%.

FY 2026 Projected Revenues by Source



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Revenue Source						
Operating Revenues						
Leases and CAPs	\$73,000	\$89,604	\$96,000	\$96,000	\$99,000	3.1%
Total Operating Revenues:	\$73,000	\$89,604	\$96,000	\$96,000	\$99,000	3.1%
Non-Operating Revenues						
Interest Income	\$200,000	\$633,985	\$250,000	\$589,000	\$500,000	-15.1%
Tax Revenue	\$9,762,000	\$11,036,221	\$10,326,000	\$10,450,000	\$10,363,000	-0.8%
Misc. Other Rev	\$0	\$4,178	\$3,000	\$3,000	\$3,000	0%
Total Non-Operating Revenues:	\$9,962,000	\$11,674,384	\$10,579,000	\$11,042,000	\$10,866,000	-1.6%
Total Revenue Source:	\$10,035,000	\$11,763,988	\$10,675,000	\$11,138,000	\$10,965,000	-1.6%



Impact of Capital Projects on Department Budget

The chart below identifies the impact that capital expenditures has or will have on working capital resources. The Administration department records property tax revenues which fund capital expenditures. The increase in working capital shown below is used to fund both Pillar Point Harbor and Oyster Point Marina capital expenditures.

ADMINISTRATION	Fiscal Year 2024		Fiscal Year 2025		Fiscal Year 2026
	Amended Budget	Actuals	Amended Budget	Projection	Draft Preliminary Budget
Operating Revenues	\$ 73,000	\$ 89,604	\$ 96,000	\$ 96,000	\$ 99,000
Non-Operating Revenues	9,962,000	11,674,383	10,579,000	11,042,000	10,866,000
Total Revenues	10,035,000	11,763,987	10,675,000	11,138,000	10,965,000
Salaries/Wages/Benefits Expenditures	2,069,000	2,307,592	2,118,000	2,358,000	2,521,000
Non-Personnel Expenditures	1,007,000	913,431	1,242,000	1,242,000	1,359,000
Election Costs	-	-	900,000	100,000	-
Total Expenditures	3,076,000	3,221,023	4,260,000	3,700,000	3,880,000
Total Revenues less Expenditures	6,959,000	8,542,964	6,415,000	7,438,000	7,085,000
Capital Expenditures	(200,000)	-	(200,000)	(200,000)	(200,000)
Working Capital (Decrease) Increase	\$ 6,759,000	\$ 8,542,964	\$ 6,215,000	7,238,000	\$ 6,885,000



Pillar Point Harbor



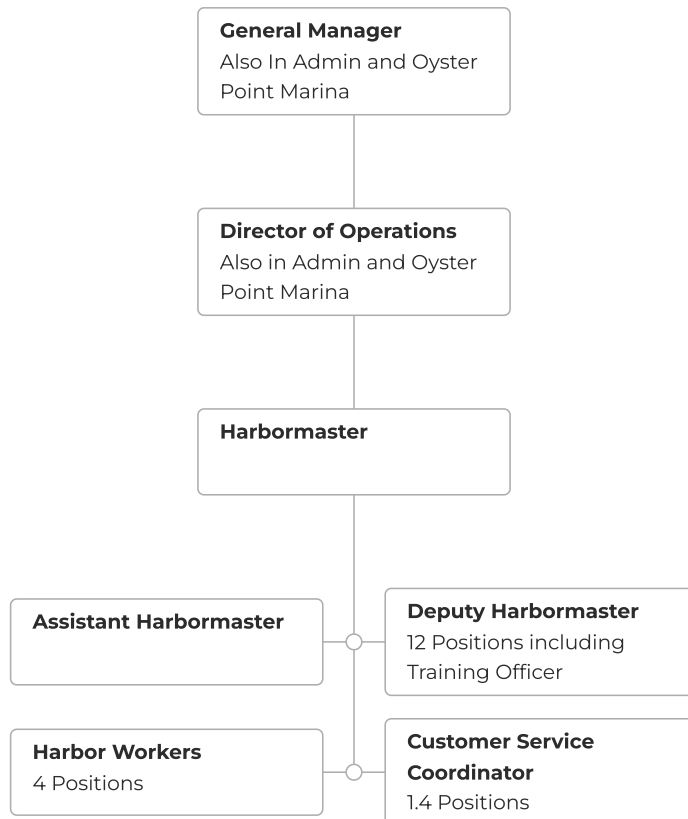
The Pillar Point Harbor Department includes 19.4 full-time positions and are responsible for the following:

- Serve the public by providing berthing and support for pleasure and commercial craft.
- Ensure that the harbor/marina is maintained in safe and clean condition.
- Act as a liaison with outside agencies including but not limited to California Division of Boating and Waterways, U.S. Coast Guard, local law enforcement, yacht clubs, and other groups who may use District facilities.
- Plan, evaluate, and direct the maintenance of docks, piers, vehicles, vessels and equipment.
- Respond to emergency and/or severe weather situations to protect the public, staff, vessels, District assets, and other property as necessary.
- Enforce District ordinances and policies, and State of California boating laws.
- Provide information and other customer service to tenants, lessees and harbor visitors.

The Pillar Point Harbor averages at a 90% occupancy rate for berth rentals.

Organizational Chart

Pillar Point Harbor Organizational Chart

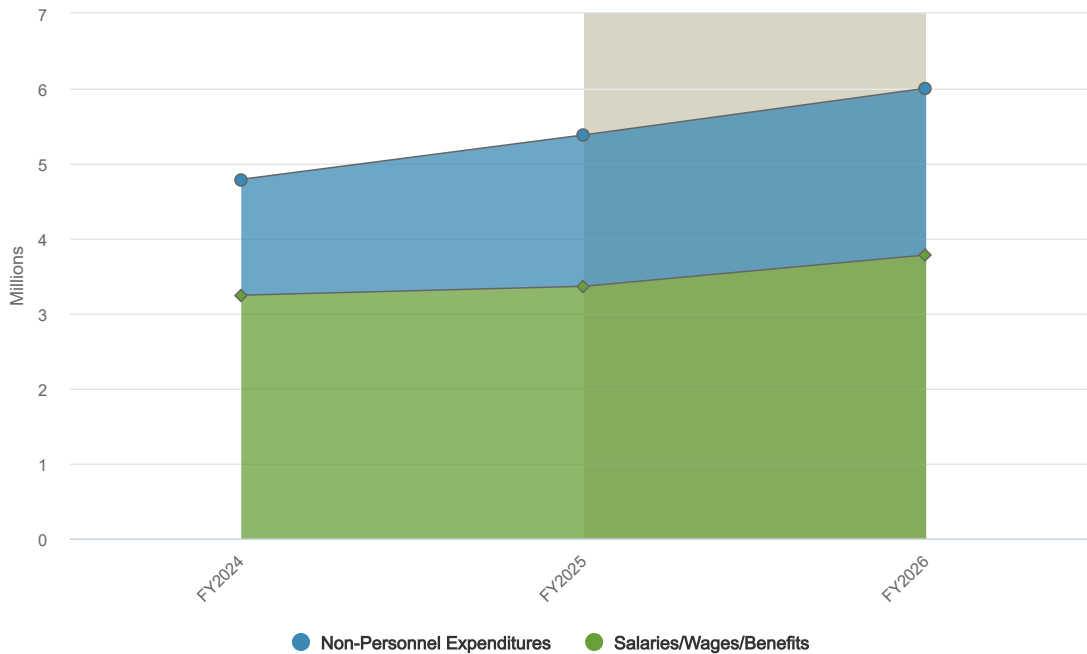


Expenditures by Expense Type

Pillar Point Harbor expenditures were \$4,195,786 in FY 2024. However, in FY 2025, there is expected to be a 33.9% increase to \$5,619,000, and in the FY 2026 budget, there will be another 6.9% increase to \$6,004,000. Below are the major factors driving the increase in FY 2026 budget.

- Surfers Beach capital improvement project requires ongoing environmental monitoring which is accounted for in an increase in contract services in the budget.
- Princeton Shoreline Project will require a share of cost for a feasibility study increasing contract services.
- Negotiated salary increases at the end of 2024 along with enhanced health insurance plans and their corresponding rate increase account for the majority of increase in expenditures.

FY 2024 - FY 2026 Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Expense Objects						
Salaries/Wages/Benefits						
Salaries and Wages	\$2,254,000	\$1,803,580	\$2,337,000	\$2,370,000	\$2,489,000	5%
Benefits - Current Employee	\$900,000	\$819,118	\$933,000	\$1,122,000	\$1,178,000	5%
Benefits - Retired/Former Emp	\$167,000	\$94,990	\$93,000	\$109,000	\$114,000	4.6%
Total Salaries/Wages/Benefits:	\$3,321,000	\$2,717,688	\$3,363,000	\$3,601,000	\$3,781,000	5%
Non-Personnel Expenditures						
Advertising and Promotion	\$4,000	\$11,567	\$13,000	\$50,000	\$60,000	20%
Travel and Training	\$34,000	\$9,628	\$35,000	\$20,000	\$34,000	70%



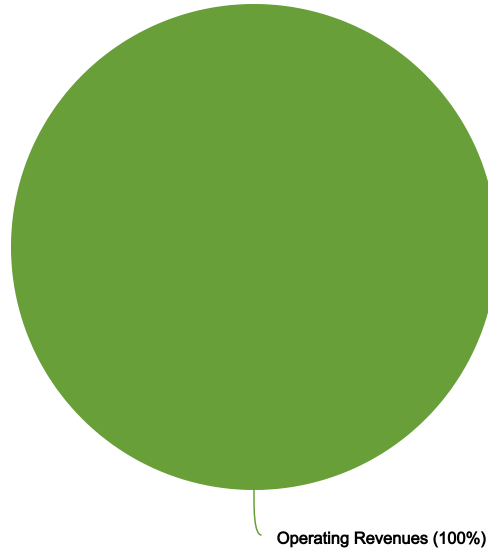
Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Bad Debts	\$99,000	\$42,125	\$99,000	\$99,000	\$99,000	0%
IT	\$97,000	\$98,367	\$125,000	\$125,000	\$169,000	35.2%
Operating Expenses	\$254,000	\$256,095	\$263,000	\$263,000	\$270,000	2.7%
Memberships&Subscriptions	\$0	\$1,235	\$1,000	\$10,000	\$2,000	-80%
Personnel Administration	\$6,000	\$1,376	\$6,000	\$0	\$6,000	N/A
Misc Expenses	\$5,000	\$5,504	\$5,000	\$9,000	\$6,000	-33.3%
Property / Liability Insurance	\$115,000	\$189,286	\$203,000	\$222,000	\$228,000	2.7%
Cont Services - Administrative	\$191,000	\$69,242	\$348,000	\$275,000	\$401,000	45.8%
Legal	\$53,000	\$0	\$55,000	\$0	\$0	0%
Bank Charges	\$46,000	\$55,222	\$48,000	\$85,000	\$87,000	2.4%
Repairs & Maint	\$301,000	\$287,809	\$312,000	\$355,000	\$365,000	2.8%
Vessel Destruction	\$75,000	\$93,443	\$95,000	\$95,000	\$75,000	-21.1%
Utilities	\$395,000	\$357,200	\$410,000	\$410,000	\$421,000	2.7%
Total Non-Personnel Expenditures:	\$1,675,000	\$1,478,098	\$2,018,000	\$2,018,000	\$2,223,000	10.2%
Total Expense Objects:	\$4,996,000	\$4,195,786	\$5,381,000	\$5,619,000	\$6,004,000	6.9%



Revenues by Source

In FY 2024, operating revenues were \$2,724,852. However, in FY 2025, there is a forecasted increase of 4.6% to \$2,851,000. The increase in FY 2025 can be associated with the retail space at Pillar Point Harbor being fully occupied and an increase in rent for the Pillar Point RV Park. The upcoming FY 2026 budget year is forecasted to see an increase of 3.2% to \$2,942,000. The increase for 2026 is closely tied to the 2.8% CPI increase for rates and fees and additional lease increases.

FY 2026 Projected Revenues by Source



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Revenue Source						
Operating Revenues						
Leases and CAPs	\$546,000	\$358,851	\$482,000	\$578,000	\$594,000	2.8%
Berth/Slip Fees	\$2,192,000	\$2,042,661	\$2,157,000	\$2,023,000	\$2,080,000	2.8%
Misc. Enterprise Fees	\$43,000	\$117,016	\$45,000	\$45,000	\$46,000	2.2%
Launching Fees	\$158,000	\$83,632	\$105,000	\$105,000	\$108,000	2.9%
Events and Permits	\$29,000	\$28,024	\$30,000	\$15,000	\$29,000	93.3%
Grants & Reimbursements	\$75,000	\$94,669	\$83,000	\$85,000	\$85,000	0%
Total Operating Revenues:	\$3,043,000	\$2,724,852	\$2,902,000	\$2,851,000	\$2,942,000	3.2%
Non-Operating Revenues						
Misc. Other Rev	\$0	\$11,500	\$0	\$0	\$0	0%
Asset Disposal Profit(loss)	\$0	\$114	\$0	\$0	\$0	0%
Total Non-Operating Revenues:	\$0	\$11,614	\$0	\$0	\$0	0%



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Total Revenue Source:	\$3,043,000	\$2,736,466	\$2,902,000	\$2,851,000	\$2,942,000	3.2%

Impact of Capital Projects on Department Budget

The chart below identifies the impact that capital expenditures has or will have on working capital resources. The decrease in working capital shown below is funded through prior year working capital balances.

PILLAR POINT HARBOR	Fiscal Year 2024		Fiscal Year 2025		Fiscal Year 2026
	Amended Budget	Actuals	Amended Budget	Projection	Draft Preliminary Budget
Operating Revenues	\$ 3,043,000	\$ 2,724,853	\$ 2,902,000	\$ 2,851,000	\$ 2,942,000
Non-Operating Revenues	-	11,614	-	-	-
Total Revenues	3,043,000	2,736,467	2,902,000	2,851,000	2,942,000
Salaries/Wages/Benefits Expenditures	3,321,000	2,717,688	3,363,000	3,601,000	3,781,000
Non-Personnel Expenditures	1,675,000	1,478,099	2,018,000	2,018,000	2,223,000
Total Expenditures	4,996,000	4,195,787	5,381,000	5,619,000	6,004,000
Total Revenues less Expenditures	(1,953,000)	(1,459,320)	(2,479,000)	(2,768,000)	(3,062,000)
Capital Contributions	423,677	93,937	3,247,238	3,247,238	-
Capital Expenditures	(15,003,794)	(11,778,623)	(10,727,396)	(10,727,396)	(100,000)
Working Capital (Decrease) Increase	\$ (16,533,117)	\$ (13,144,006)	\$ (9,959,158)	\$ (10,248,158)	\$ (3,162,000)



Oyster Point Marina



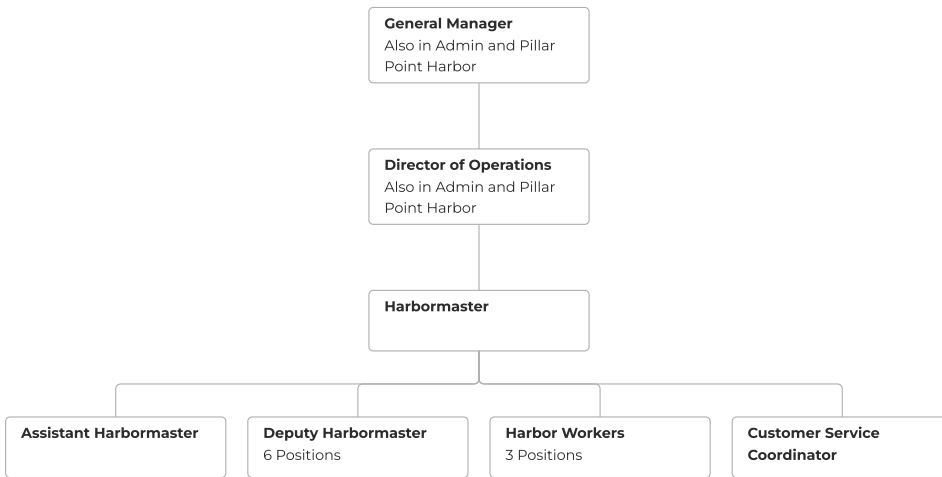
Oyster Point Marina Department includes 12 full-time positions and are responsible for the following:

- Serve the public by providing berthing and support for pleasure and commercial craft.
- Ensure that the harbor/marina is maintained in safe and clean condition.
- Act as a liaison with outside agencies including but not limited to California Division of Boating and Waterways, U.S. Coast Guard, local law enforcement, yacht clubs, and other groups who may use District facilities.
- Plan, evaluate, and direct the maintenance of docks, piers, vehicles, vessels and equipment.
- Respond to emergency and/or severe weather situations to protect the public, staff, vessels, District assets, and other property as necessary.
- Enforce District ordinances and policies, and State of California boating laws.
- Provide information and other customer service to tenants, lessees and harbor visitors.

Oyster Point Marina averages at 81% occupancy of its berth rentals.

Oyster Point Marina Org Chart

Oyster Point Marina Organizational Chart

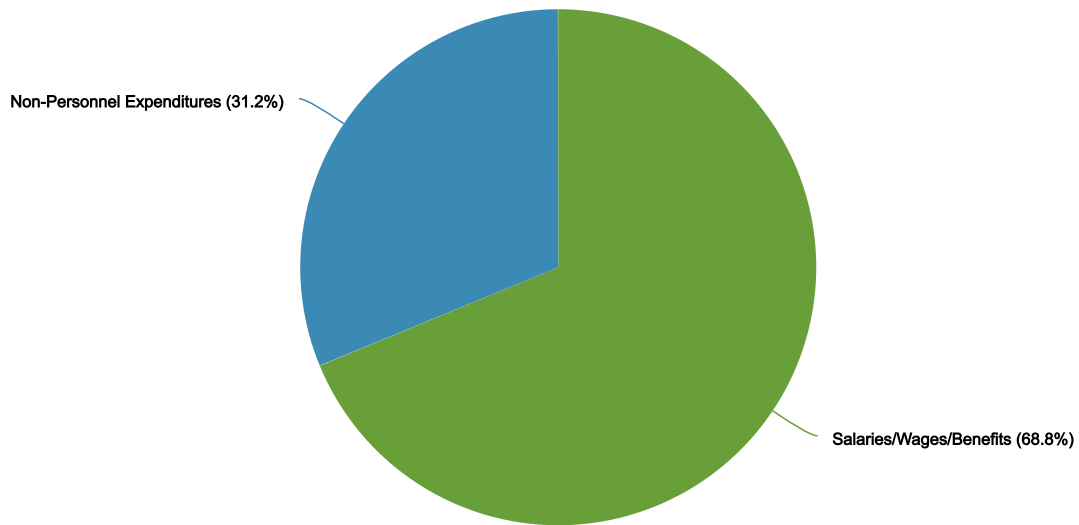


Expenditures by Expense Type

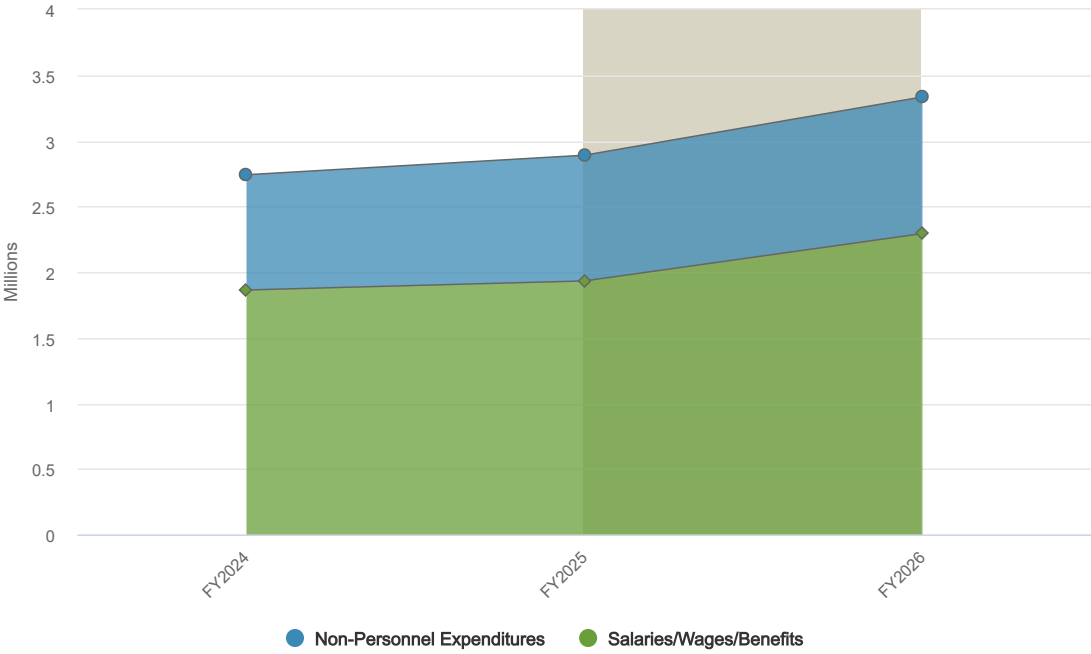
Oyster Point Marina expenditures were \$2,463,094 in FY 2024. However, in FY 2025, there is expected to be a 27.6% increase to \$3,142,000, and in the FY 2026 budget, there is another projected 6.1% increase to \$3,334,000.

- Negotiated salary increases at the end of 2024 along with enhanced health insurance plans and their corresponding rate increase account for the majority of increase in expenditures.

FY 2026 Budgeted Expenditures by Expense Type



FY 2024 - FY 2026 Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Expense Objects						
Salaries/Wages/Benefits						
Salaries and Wages	\$1,258,000	\$1,030,853	\$1,305,000	\$1,305,000	\$1,370,000	5%
Benefits - Current Employee	\$497,000	\$437,970	\$515,000	\$750,000	\$788,000	5.1%
Benefits - Retired/Former Emp	\$132,000	\$115,568	\$112,000	\$129,000	\$135,000	4.7%
Total Salaries/Wages/Benefits:	\$1,887,000	\$1,584,390	\$1,932,000	\$2,184,000	\$2,293,000	5%
Non-Personnel Expenditures						
Advertising and Promotion	\$8,000	\$2,143	\$5,000	\$5,000	\$8,000	60%
Travel and Training	\$29,000	\$16,485	\$30,000	\$15,000	\$29,000	93.3%
Bad Debts	\$93,000	\$95,516	\$93,000	\$93,000	\$93,000	0%
IT	\$84,000	\$95,028	\$111,000	\$111,000	\$114,000	2.7%
Operating Expenses	\$156,000	\$71,486	\$162,000	\$121,000	\$161,000	33.1%
Memberships&Subscriptions	\$1,000	\$1,384	\$1,000	\$1,000	\$1,000	0%
Personnel Administration	\$5,000	\$760	\$5,000	\$1,000	\$5,000	400%
Misc Expenses	\$2,000	\$1,789	\$2,000	\$4,000	\$2,000	-50%
Property / Liability Insurance	\$100,000	\$118,915	\$132,000	\$140,000	\$144,000	2.9%
Legal	\$31,000	\$0	\$32,000	\$0	\$0	0%
Bank Charges	\$40,000	\$50,462	\$41,000	\$77,000	\$79,000	2.6%



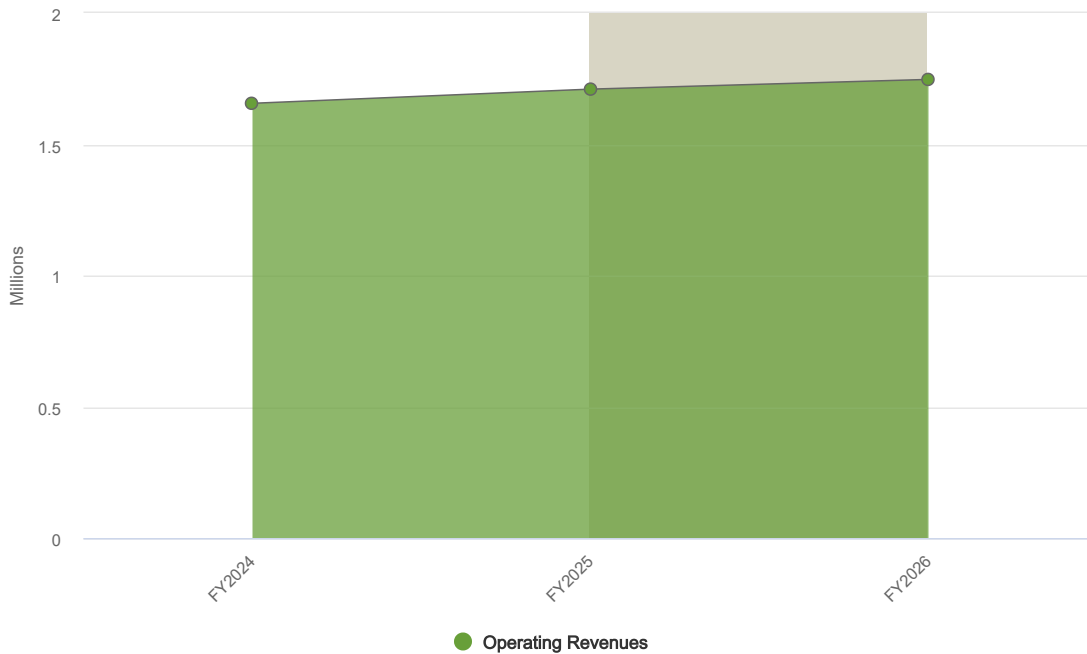
Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Repairs & Maint	\$52,000	\$89,409	\$73,000	\$130,000	\$134,000	3.1%
Vessel Destruction	\$75,000	\$163,343	\$75,000	\$90,000	\$75,000	-16.7%
Utilities	\$154,000	\$171,985	\$196,000	\$170,000	\$196,000	15.3%
Total Non-Personnel Expenditures:	\$830,000	\$878,704	\$958,000	\$958,000	\$1,041,000	8.7%
Total Expense Objects:	\$2,717,000	\$2,463,094	\$2,890,000	\$3,142,000	\$3,334,000	6.1%



Revenues by Source

In FY 2024, operating revenues were \$1,893,673. However, in FY 2025, there is a forecasted decrease to \$1,738,000. The upcoming FY 2026 budget year is expected to see an increase of .5% from FY 2025 to \$1,747,000. The slight variance in operating revenue can be attributed to an increase in occupancy rates and launch fees.

FY 2024- FY 2026 Budgeted and Historical Revenues by Source



Grey background indicates budgeted figures.

Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Revenue Source						
Operating Revenues						
Leases and CAPs	\$117,000	\$128,659	\$127,000	\$127,000	\$131,000	3.1%
Berth/Slip Fees	\$1,329,000	\$1,554,620	\$1,452,000	\$1,482,000	\$1,493,000	0.7%
Misc. Enterprise Fees	\$25,000	\$21,180	\$26,000	\$22,000	\$23,000	4.5%
Launching Fees	\$23,000	\$35,673	\$24,000	\$24,000	\$25,000	4.2%
Events and Permits		\$670	\$0	\$0	\$0	0%
Grants & Reimbursements	\$75,000	\$152,871	\$81,000	\$83,000	\$75,000	-9.6%
Total Operating Revenues:	\$1,569,000	\$1,893,673	\$1,710,000	\$1,738,000	\$1,747,000	0.5%
Non-Operating Revenues						
Misc. Other Rev		\$120	\$0	\$0	\$0	0%
Total Non-Operating Revenues:		\$120	\$0	\$0	\$0	0%



Name	FY2024 Amended	FY2024 Actual	FY2025 Amended	FY2025 Projected Actuals	FY2026 Preliminary Budget	FY2025 Projected Actuals vs. FY2026 Preliminary Budget (% Change)
Total Revenue Source:	\$1,569,000	\$1,893,793	\$1,710,000	\$1,738,000	\$1,747,000	0.5%

Impact of Capital Projects on Department Budget

The chart below identifies the impact that capital expenditures had or is expected to have on working capital resources. The decrease in working capital shown below is funded through prior year working capital balances.

OYSTER POINT MARINA	Fiscal Year 2024		Fiscal Year 2025		Fiscal Year 2026
	Amended Budget	Actuals	Amended Budget	Projection	Draft Preliminary Budget
Operating Revenues	\$ 1,569,000	\$ 1,893,673	\$ 1,710,000	\$ 1,738,000	\$ 1,747,000
Non-Operating Revenues	-	120	-	\$ -	-
Total Revenues	1,569,000	1,893,793	1,710,000	1,738,000	1,747,000
Salaries/Wages/Benefits Expenditures	1,887,000	1,584,391	1,932,000	2,184,000	2,293,000
Non-Personnel Expenditures	830,000	878,702	958,000	958,000	1,041,000
Total Expenditures	2,717,000	2,463,093	2,890,000	3,142,000	3,334,000
Total Revenues less Expenditures	(1,148,000)	(569,300)	(1,180,000)	(1,404,000)	(1,587,000)
Capital Contributions	-	-	-	-	-
Capital Expenditures	(337,392)	(126,544)	(4,039,943)	(4,039,943)	(50,000)
Working Capital (Decrease) Increase	\$ (1,485,392)	\$ (695,844)	\$ (5,219,943)	\$ (5,443,943)	\$ (1,637,000)



CAPITAL IMPROVEMENTS



Appropriations for Capital Improvement Projects

Capital Improvement Projects typically take longer than one fiscal period to complete. The Harbor Commission approves capital project contracts for design/engineering services and construction throughout the fiscal year. Finance staff sets aside District resources to fund the contract by entering an encumbrance (purchase order) into the accounting system. At the end of a fiscal year there are open contracts for projects that have not been completed. These balances are automatically available in the District's ERP system and no further action by the Harbor Commission is necessary.



Capital Improvements: One-year Plan

In FY2021 and FY2022, the San Mateo County Harbor District Capital Improvement Projects were prioritized by the Board of Harbor Commissioners based on the following considerations: 1) Is the project required by legal obligations or other agreements? 2) Does the project have high public or environmental benefit? 3) Does the project enhance safety or provide district-wide benefits? 4) Cost of project. The Board of Harbor Commissioners adopted a Master Plan in 2022. This plan also delineated project priority. The 2022 Master Plan determined project priority by considering: 1) Existing Facility Condition, 2) Funding Status, 3) Community Support, 4) User Value and Benefits, 5) Sea Level Rise, and 6) Estimated Costs.

Capital Expenditures and associated Capital Contributions are expected to decrease from FY 2025 to FY 2026. Projects expected to be completed in FY 2025 include Design & Engineering for Pillar Point Harbor Surfers Beach Restoration & Dredge Project, Design & Engineering for Oyster Point Marina East Dock Construction & Replacement. Capital Projects expected to be funded in FY 2025 include Johnson Pier & Dock Electrical Upgrades, Construction for Surfers Beach Restoration & Dredge Project, and Oyster Point Marina Access Ramps for Dock 1-6.

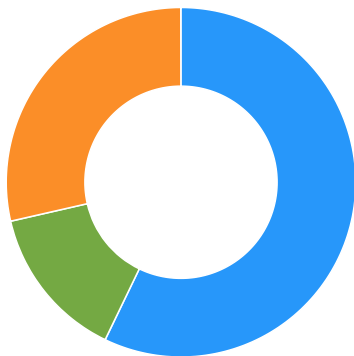
In January of 2024 the District purchased several parcel of land surrounding Pillar Point Harbor for \$8.7 million. This purchase decreased the amount of working capital available for other capital projects.

Total Capital Requested

\$350,000

3 Capital Improvement Projects

Total Funding Requested by Department

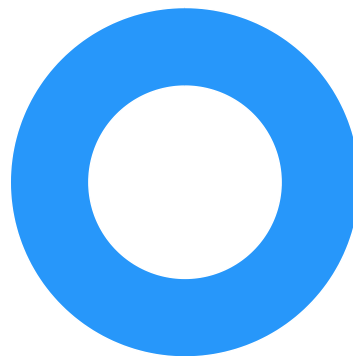


- Administration (57%)
- Oyster Point Marina (14%)
- Pillar Point Harbor (29%)

TOTAL

\$200,000.00
 \$50,000.00
 \$100,000.00
\$350,000.00

Total Funding Requested by Source



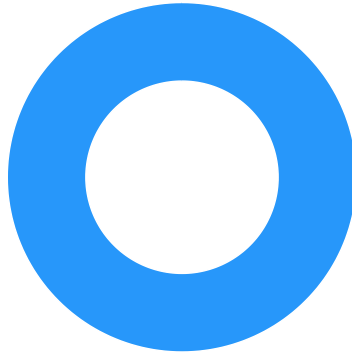
- Working Capital (100%)

TOTAL

\$1,430,000.00
\$1,430,000.00



Capital Costs Breakdown



● Capital Costs (100%)
TOTAL

\$350,000.00
\$350,000.00

Pillar Point Harbor Requests

Itemized Requests for 2026

Vessel & Vehicle Replacement PPH	\$100,000
----------------------------------	-----------

Replacement of Vehicles, Vessels and Other Equipment.

Total: \$100,000

Oyster Point Marina Requests

Itemized Requests for 2026

Vessel & Vehicle Replacement OPM	\$50,000
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Replacement of Vehicles, Vessels and Other Equipment.

Total: \$50,000

Administration Requests

Itemized Requests for 2026

Annual General Manager Capital Projects	\$200,000
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The Harbor Board of Commissioners allocates \$200,000 annually for Capital Projects within the authority of the General Manager, not to exceed \$50,000 for individual projects.

Total: \$200,000



Capital Improvements: Multi-year Plan

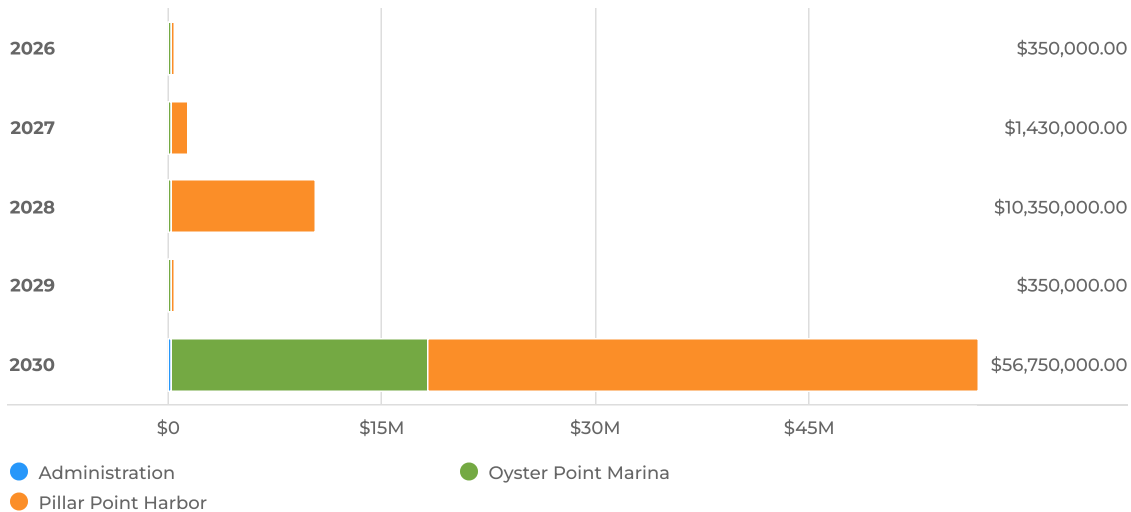
Five-Year CIP Detail- Fully Funded and Partially Funded Projects

Funds are encumbered when a contract is entered into with a third-party. The estimated Working Capital Balance available to fund the CIP on June 30, 2025 is \$6,794,123 (\$9,934,373 less required reserve of \$3,140,250), plus over the next five years an additional \$5,130,000 from revenues expected to exceed expenditures. The total amount of estimated funding needed for funded projects over the next five fiscal years is \$69,150,000. Projects that have funding from available Working Capital include 1) \$200,000 per year for General Manager projects with a total of \$1,000,000 for the five year period. 2) Vehicle and vessel replacements and Pillar Point Harbor and Oyster Point Marina. 3) Princeton Shoreline Project, design & engineering 4) Rock Slope Restoration.

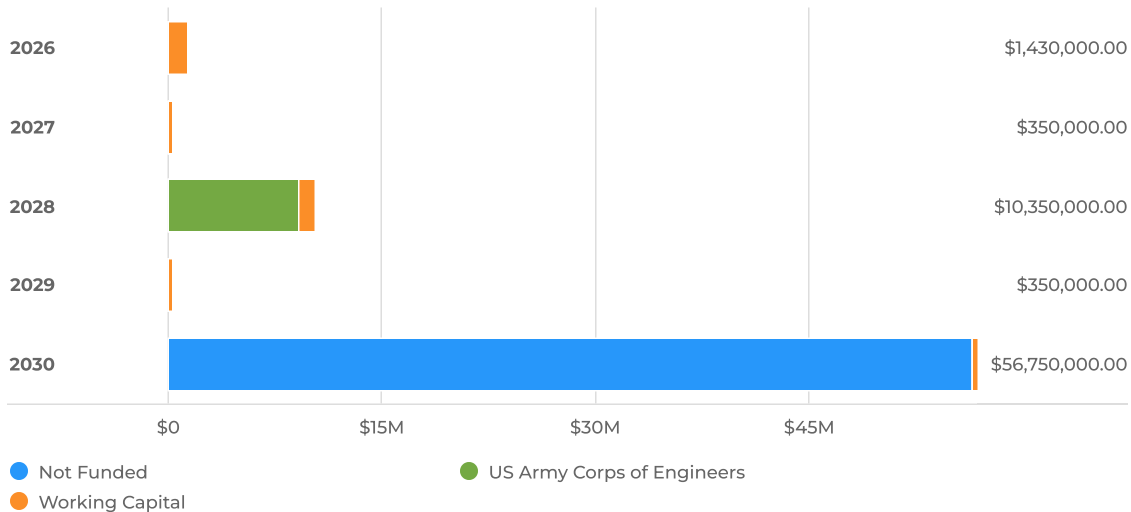
Total Capital Requested
\$69,230,000

8 Capital Improvement Projects

Total Funding Requested by Department



Total Funding Requested by Source



Pillar Point Harbor Requests

Itemized Requests for 2026-2031

Launch Ramp Restroom & Boat Wash	\$1,400,000
Replace the public restroom at the boat launch area and the boat wash. The District plans on applying for a grant with DBW to fund this project. Justification: The restrooms are over 20 years old and are in poor...	
Princeton Shoreline Project	\$10,000,000
The project will be a partnership with the US Army Corps of Engineers. This multi-phase project will begin with a feasibility study with construction following. Details of the construction needs will follow the feasibility study.The...	
Replace & Expand Johnson Pier & D,E,F,G,H-Dock and Reconfigure Fuel Dock	\$37,000,000
To achieve the goals of safety and to efficiently operate the pier terminus for the benefit of the commercial fishing industry and its customers, the docks have exceeded their useful service life and need to be replaced. In addition, PPH operates...	
Rock Slope Restoration	\$1,080,000
Failed rock slope protection identified through the Master Plan process. Justification: Observed to be in critical condition.	
Vessel & Vehicle Replacement PPH	\$500,000
Replacement of Vehicles, Vessels and Other Equipment.	
Total: \$49,980,000	

Oyster Point Marina Requests

Itemized Requests for 2026-2031

Replace Dock 12, 13 & 14 OPM	\$18,000,000
The City of South San Francisco entered into an agreement with the District to manage OPM. As part of the agreement, the District must replace docks 12, 13, & 14 by 12/31/2024. District is seeking funding...	
Vessel & Vehicle Replacement OPM	\$250,000
Replacement of Vehicles, Vessels and Other Equipment.	
Total: \$18,250,000	

Administration Requests

Itemized Requests for 2026-2031

Annual General Manager Capital Projects	\$1,000,000
The Harbor Board of Commissioners allocates \$200,000 annually for Capital Projects within the authority of the General Manager, not to exceed \$50,000 for individual projects.	
Total: \$1,000,000	



DEBT



Debt

In FY 2016 the District made a payment to California Department of Boating and Waterways to pay off a \$5,933,269 loan balance. Since then the District has not issued any debt or borrowed money and has remained debt free. However, the District has \$2,853,788 in net Other Post Employment Benefit (OPEB) Liabilities and \$4,086,477 in net Pension Liabilities as of June 30, 2024.



DEFINITIONS AND ABBREVIATIONS



Definitions and Abbreviations

Accrual Accounting: A method of accounting that recognizes expenses when incurred and revenues when earned, rather than when payment is made or received.

Adopted Budget: The budget that is approved and enacted by the Harbor Commission on or before June 30th.

Americans with Disability Act (ADA): A federal law designed to prohibit discrimination against any "qualified individual with a disability".

Amortization: The action or process of gradually writing off the initial cost of an asset.

Appropriation: The allocation of funding for Salaries/Wages & Benefits expenditures, Non-Personnel expenditures, and for Capital Project expenditures. A budgetary term used for Harbor Commission approved expenditures.

Army Corps of Engineers (USACE): The United States Army Corps of Engineers is a direct reporting unit and engineer formation of the United States Army that has three primary mission areas: Engineer regiment, military construction, and civil works.

Audit: An official inspection of an individual's or organization's accounts, typically by an independent body.

Balanced Budget: A balanced budget exists when total projected revenues are equal to, or greater than, total projected operating expenditures.

Budget: An estimate of revenue and expenditures for a set period of time.

California Coastal Commission (CCC): California State agency with regulatory oversight over land use and public access in the California coastal zone.

California Coastal Development Permit (CDP): A development permit issued by the CCC in the coastal zone.

California Department of Fish and Wildlife (CDFW): manages and protects the state's wildlife; wildflowers, trees, mushrooms, algae (kelp and seaweed) and native habitats.

California Division of Boating and Waterways (DBW): A division of the State of California Parks Department which provides funding for Harbor and Marina activities.

California Office of Emergency Services (CalOES): California Governor's Office agency that oversees and coordinates emergency preparedness, response, recovery, and homeland security activities within the state.

California Public Employees' Retirement System (CalPERS): The nation's largest public pension fund that delivers retirement to the District employees, retirees, and their beneficiaries.

Capital Asset: Assets such as land, structures, improvements, furniture and/or equipment, vehicles, vessels that are expected to last and/or be used for more than one year. The District defines capital assets as a value of \$10,000 or more and a useful life of 5 years or more.

Capital Expenditures: Money spent to buy, extend, or improve the life of a Capital Asset.

Capital Improvement Program (CIP): The District's plan for current and future projects related to the acquisition, expansion, or rehabilitation of land, buildings, equipment, and other public infrastructure.

Depreciation: Depreciation Expense is recorded in the District's Audited Financial Reports on an annual basis. This amount represents an allocation of an asset's original cost over the life of the asset. Accumulated depreciation is the accumulation of annual expense of an asset from the time the asset was acquired up to a single point in the asset's useful life.

Education Revenue Augmentation Fund (ERAF): is a mechanism enacted in July of 1992 by the State Legislature to shift local property tax revenues from cities, counties, and special districts to an Educational Revenue Augmentation Fund. These funds are allocated by the State to schools to help meet minimum funding requirements.

Encumbrances: Commitments related to unfilled contracts for goods and services including purchase orders.

Encumbrance Accounting: Purpose is to prevent further expenditure of funds in light of commitments already made.

Enterprise Funds: Funds to account for services that are provided to the public on a user charge basis, similar to the operation of a commercial business. The District accounts for financial transactions in an Enterprise Fund. Focuses on long-term economic resources.

Environmental Protection Agency (EPA): is an independent agency of the United States government tasked with environmental protection matters.

Expenditures: Term used for money going out from a governmental entity to pay for the services or functions and facilities that the entity provides to the public. It is used for modified accrual accounting while the term Expense is used for full accrual accounting.

Expense Objects: Total of all expenditures.

Federal Aviation Administration (FAA): A federal government agency that regulates all aspects of civil aviation in the nation.

Federal Emergency Management Agency (FEMA): A part of the U.S. Department of Homeland Security that provides funding to help people before, during, and after disasters.

Federal Interest Determination (FID): Refers to the approval method used to verify that the project potentially meets the requirements of the Federal interest and Corp responsibility as set forth.

Fiscal Year (FY): A 12-month period of time to which the annual budget applies. The District's fiscal year begins on July 1st and ends on June 30th.

Generally Accepted Accounting Principles (GAAP): GAAP is a combination of authoritative standards (set by policy boards) and the commonly accepted ways of recording and reporting accounting information. GAAP improves the clarity of the communication of financial information.

Governmental Fund: Funds generally used to account for tax-supported activities. The District records property tax revenue in the Enterprise Fund.

Greater Farallones National Marine Sanctuary (GNMS): protects the wildlife, habitats, and cultural resources of one of the most diverse and bountiful marine environments in the world, an area of 3,295 square miles off the northern and central California coast.

Memorandum of Understanding (MOU): Generally used to describe a written agreement between two government entities or between a government entity and an employee union.



Metropolitan Transportation Commission (MTC): Bay Area metropolitan planning organization for nine- counties designated by the Federal Government and regional transportation planning agency designated by the State Government. Provides funding for capital improvement projects.

Modified Cash Basis: Is a method of accounting that uses features of both the cash basis and accrual basis of accounting.

Monterey Bay National Marine Sanctuary (MBNMS): is a federally protected marine area offshore of California's central coast in the United States. It is the largest US National marine sanctuary and has a shoreline length of 276 miles (44m) stretching from just north of the Golden Gate Bridge at San Francisco to Cambria in San Luis Obispo County. The MBNMS was established in 1992.

National Marine Fisheries Service (NMFS): is a United States federal agency within the U.S. Department of Commerce's National Oceanic and Atmospheric Administration that is responsible for the stewardship of U.S. national marine resources.

Net Pension Liability (NPL): The amount by which the total pension liability exceeds the pension plan's net assets.

Net Position: The residual of all other financial statement elements presented in a statement of financial position.

Operating Budget: Focuses on one fiscal year and on-going activities of the District.

Oyster Point Marina (OPM): A recreational marina, public beach, and bayside park located in the City of South San Francisco. The District operates OPM under a Memorandum of Understanding with South San Francisco, which owns the facility.

Pillar Point Harbor (PPH): A commercial fishing harbor that also supports sport fishing and recreational boating located in and adjacent to the Pacific Ocean. PPH is owned and operated by the District.

Project Management Plan (PMP): Outlines the work tasks, the level of detail, and the timelines for the project.

Regional Water Quality Control Board (RWQCB): develops basin plans for their natural geographic characteristics that affect the overland flow of water in their area, governs requirements for and issues waste discharge permits, takes enforcement action against discharges that violate permits or otherwise harm water quality in surface waters, and monitors water quality.

Special District Leadership Foundation (SDLF): A California 501 (c) (3) organization formed to promote and recognize excellence in the governance and management of special districts.

Tentatively Selected Plan (TSP): Identified single alternative as a resolution to a feasibility study.

Total Maximum Daily Loads (TMDL): is the calculation of the maximum amount of a pollutant allowed to enter a waterbody so that the waterbody will meet and continue to meet water quality standards for that particular pollutant.

Vehicle License Fee (VLF): A tax on vehicle ownership and a longstanding source of revenue for cities and counties.

Working Capital: Working Capital is an Enterprise Fund's functional equivalent of unrestricted fund balance in a Governmental Fund. Working Capital is calculated as Current Assets minus Current Liabilities equals Working Capital.



APPENDIX



ADMINISTRATION REQUESTS



Annual General Manager Capital Projects

Overview

Request Owner	Rachelle Modena
Est. Start Date	07/01/2025
Est. Completion Date	06/30/2030
Department	Administration
Type	Capital Improvement
Project Number	NA

Description

The Harbor Board of Commissioners allocates \$200,000 annually for Capital Projects within the authority of the General Manager, not to exceed \$50,000 for individual projects.

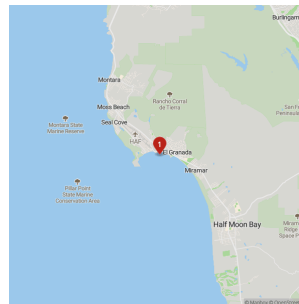
Images



Details

Type of Project Other improvement

Location



Strategic Goal/Operating Impact

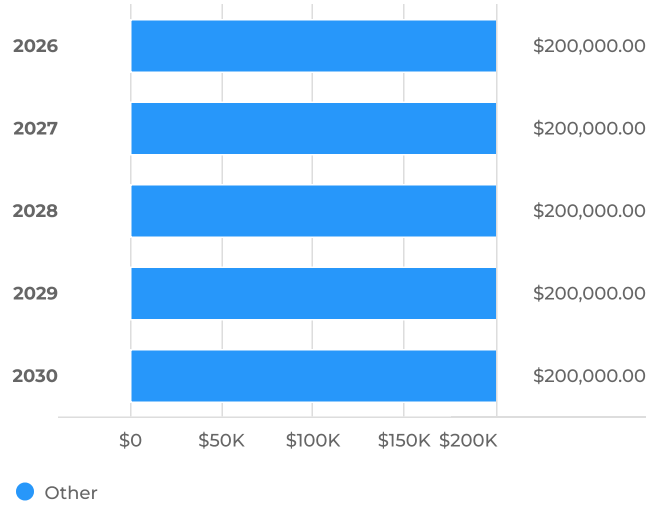
The GM Capital Projects can address any of the Districts' strategic goals based on the emerging needs of the District.



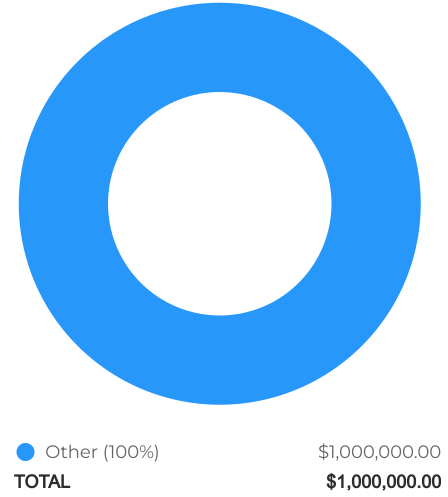
Capital Cost

Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$200,000	\$200,000	\$1M	\$1.2M

Capital Cost by Year



Capital Cost for Budgeted Years



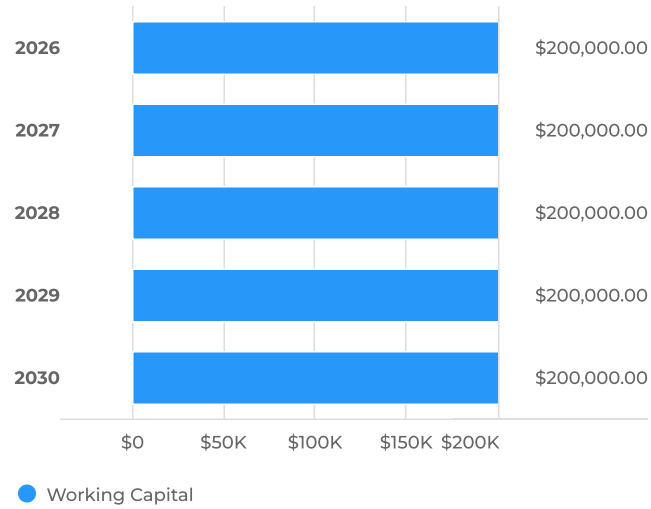
Capital Cost Breakdown

Capital Cost	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Other	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000

Funding Sources

Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$200,000	\$200,000	\$1M	\$1.2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Working Capital	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000



OYSTER POINT MARINA REQUESTS



Replace Dock 12, 13 & 14 OPM

Overview

Request Owner	Rachelle Modena
Est. Start Date	01/01/2019
Est. Completion Date	06/30/2030
Department	Oyster Point Marina
Type	Capital Improvement
Project Number	935-003

Description

The City of South San Francisco entered into an agreement with the District to manage OPM. As part of the agreement, the District must replace docks 12, 13, & 14 by 12/31/2024. District is seeking funding sources.

Justification: Docks are over 30 years old and need to be replaced.

Images

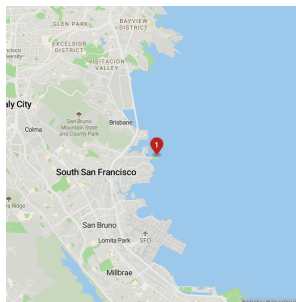


Oyster Point Marina Dock Replacement

Details

Type of Project Improvement to Existing Structure

Location



Strategic Goal/Operating Impact



1) Comprehensive Long-Range Planning Guides District Actions and Decision-Making.



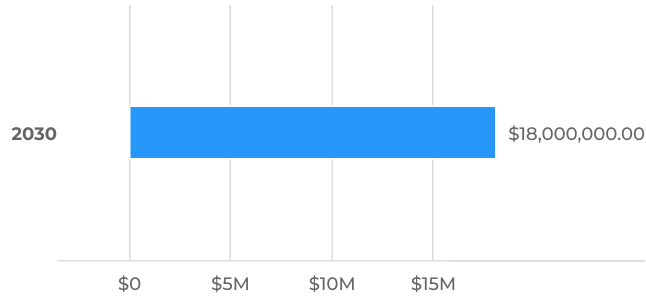
2) Infrastructure Improvements are Guided by Comprehensive Long-Term Planning.

No expected impact to the operating costs/revenues because construction for this project is not currently funded.

Capital Cost

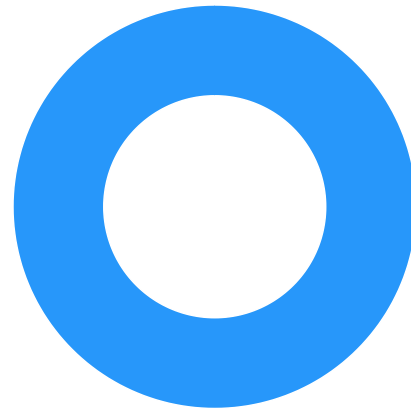
Total Historical	Total Budget (all years)	Project Total
\$786,037	\$18M	\$18.786M

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$18,000,000.00
TOTAL \$18,000,000.00

Capital Cost Breakdown

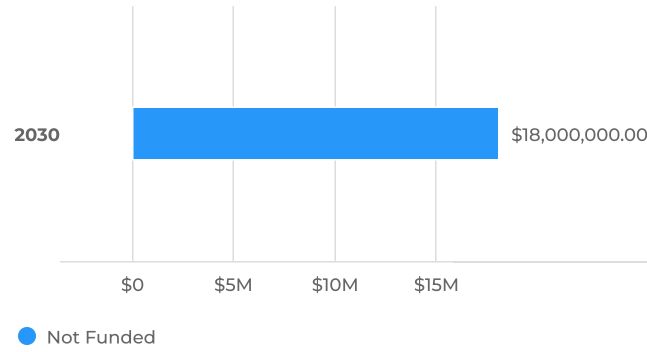
Capital Cost	Historical	FY2030	Total
Design & Engineering	\$786,037	\$0	\$786,037
Construction/Maintenance	\$0	\$18,000,000	\$18,000,000
Total	\$786,037	\$18,000,000	\$18,786,037



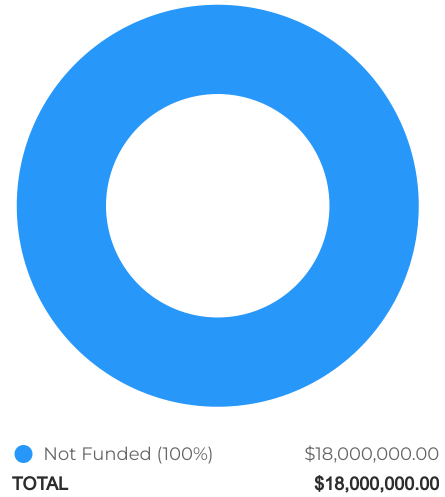
Funding Sources

Total Historical **\$786,037** Total Budget (all years) **\$18M** Project Total **\$18.786M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	Historical	FY2030	Total
Working Capital	\$786,037	\$0	\$786,037
Not Funded	\$0	\$18,000,000	\$18,000,000
Total	\$786,037	\$18,000,000	\$18,786,037



Vessel & Vehicle Replacement OPM

Overview

Request Owner	Rachelle Modena
Department	Oyster Point Marina
Type	Capital Equipment

Description

Replacement of Vehicles, Vessels and Other Equipment.

Images



Details

New Purchase or Replacement	Replacement
New or Used Vehicle/Vessel	New Vehicle/Vessel
Useful Life	10 or more years

STRATEGIC GOAL/OPERATING IMPACT



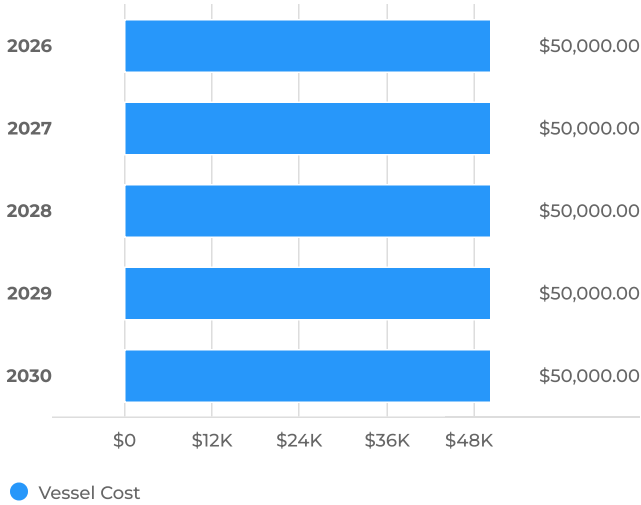
1) Comprehensive, Long-Range Planning Guides District Actions and Decision Making.

Not expected to impact operating costs/revenues.

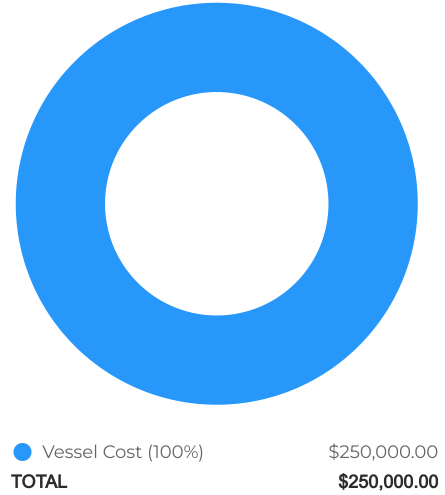
Capital Cost

Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$80,000	\$50,000	\$250K	\$330K

Capital Cost by Year



Capital Cost for Budgeted Years



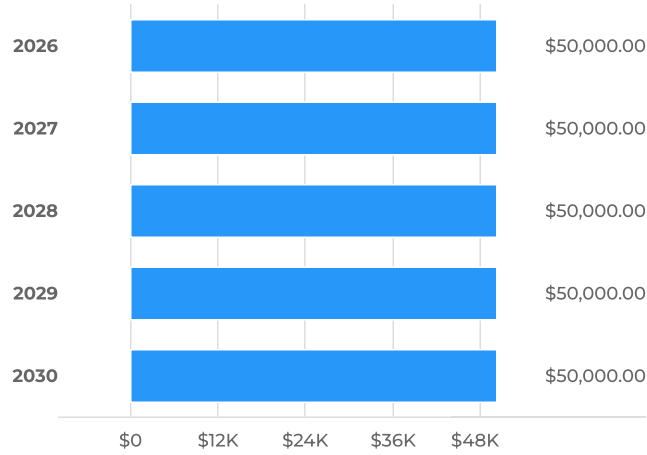
Capital Cost Breakdown							
Capital Cost	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Other Equipment	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Vessel Cost	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Total	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$330,000



Funding Sources

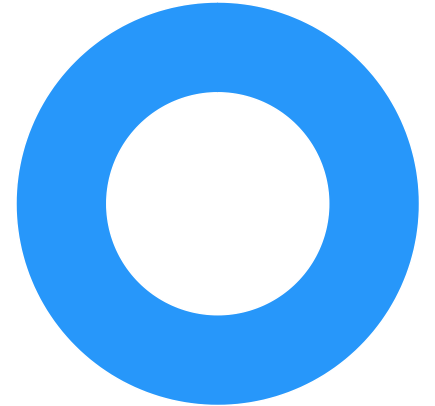
Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$80,000	\$50,000	\$250K	\$330K

Funding Sources by Year



● Working Capital

Funding Sources for Budgeted Years



● Working Capital (100%) \$250,000.00
TOTAL \$250,000.00

Funding Sources Breakdown

Funding Sources	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Working Capital	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$330,000
Total	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$330,000



PILLAR POINT HARBOR REQUESTS



Launch Ramp Restroom & Boat Wash

Overview

Request Owner	Rachelle Modena
Department	Pillar Point Harbor
Type	Capital Improvement
Project Number	Not yet started

Description

Replace the public restroom at the boat launch area and the boat wash. The District plans on applying for a grant with DBW to fund this project.

Justification: The restrooms are over 20 years old and are in poor condition.

Grant funding is being pursued for this project through the Division of Boating and Waterways.

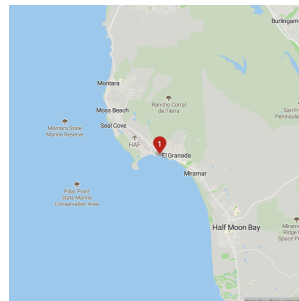
Images



Details

Type of Project	Replacement
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Location



Strategic Goal Operating Impact



1) Comprehensive Long-Range Planning Guides District Actions and Decision-Making.



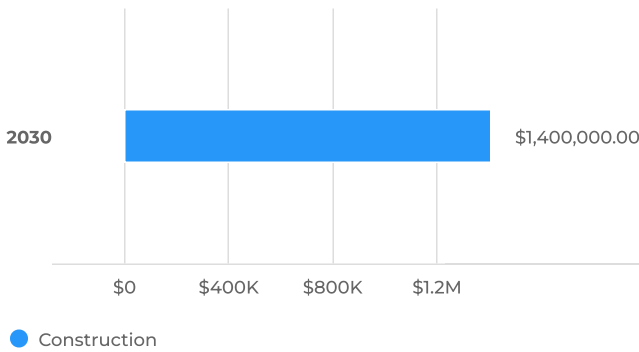
2) Infrastructure Improvements are Guided by Comprehensive Long-Term Planning.

Not expected to impact operating costs/revenues at this time. Increased boat washing capacity may reduce the frequency of resurfacing the roads in and out of the harbor due to salt water exposure. This project is not yet funded.

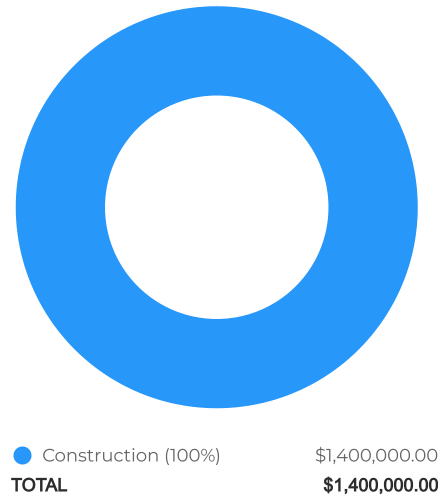
Capital Cost

Total Historical	Total Budget (all years)	Project Total
\$360,470	\$1.4M	\$1.76M

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

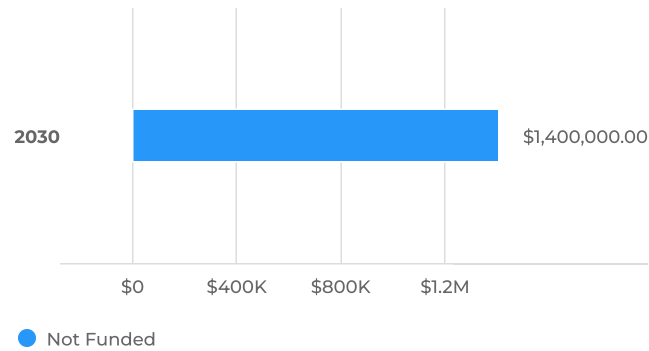
Capital Cost	Historical	FY2030	Total
Design & Engineering	\$360,470	\$0	\$360,470
Construction	\$0	\$1,400,000	\$1,400,000
Total	\$360,470	\$1,400,000	\$1,760,470



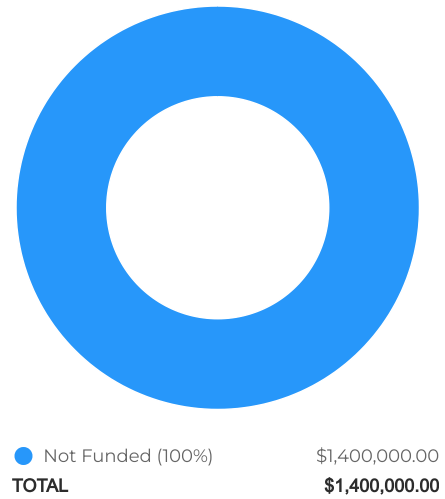
Funding Sources

Total Historical	Total Budget (all years)	Project Total
\$360,470	\$1.4M	\$1.76M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	Historical	FY2030	Total
Not Funded	\$0	\$1,400,000	\$1,400,000
Grant Funding	\$360,470	\$0	\$360,470
Total	\$360,470	\$1,400,000	\$1,760,470



Princeton Shoreline Project

Overview

Request Owner	Rachelle Modena
Est. Start Date	07/01/2025
Est. Completion Date	06/30/2030
Department	Pillar Point Harbor
Type	Capital Improvement
Project Number	Not yet started

Description

The project will be a partnership with the US Army Corps of Engineers. This multi-phase project will begin with a feasibility study with construction following. Details of the construction needs will follow the feasibility study.

The feasibility study will focus on Princeton Shoreline, where the Federal breakwaters have disrupted sediment transport, leading to accelerated erosion of the beach and low bluff (14-17 feet elevation), in front of the Princeton by the Sea community. Princeton Shoreline extends from the west breakwater of the inner harbor to Pillar Point Marsh, about 0.5 mi. Currently, the study area includes the beach, low coastal bluff, and the first row of commercial and privately owned parcels, including a yacht club and hotel. The Federal Interest Determination (FID) was written and approved with the option to expand the study area if no separable element is identified to address the erosion at Princeton Shoreline and if it is necessary to provide a comprehensive and sustainable solution to the ongoing damage caused by the Federal breakwaters at the Princeton Shoreline. This will be determined prior to the Tentatively Selected Plan (TSP) Milestone. The scope for an expanded study area is not included in this Project Management Plan (PMP). If the PDT finds the study area and scope need to be expanded, they will highlight this for vertical team engagement and determine if a recommendation to convert the study to General Investigations should be made.

Images

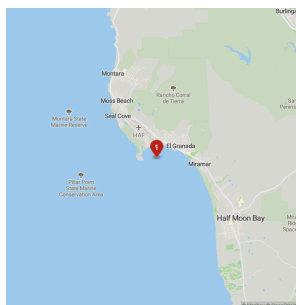


Princeton Shoreline Project

Details

Type of Project Improvement to Existing Structure

Location



Strategic Goal/Operating Impact



1) Comprehensive Long-Range Planning Guides District Actions and Decision-Making





2) Infrastructure Improvements are Guided by Comprehensive Long-Term Planning

Capital Cost

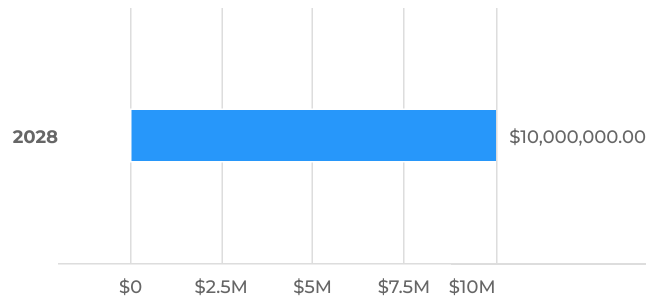
Total Budget (all years)

\$10M

Project Total

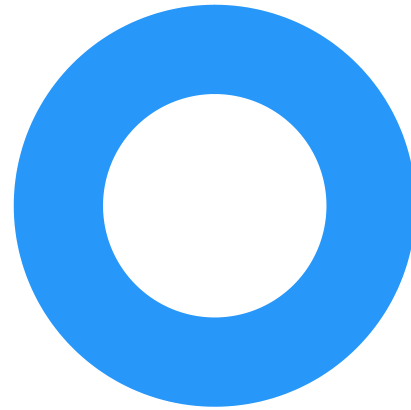
\$10M

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$10,000,000
TOTAL **\$10,000,000.00**

Capital Cost Breakdown

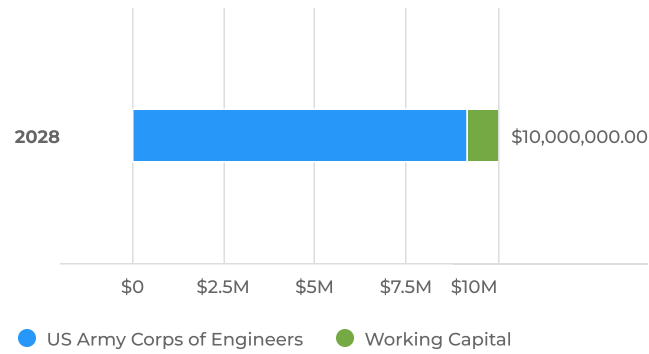
Capital Cost	FY2028	Total
Construction/Maintenance	\$10,000,000	\$10,000,000
Total	\$10,000,000	\$10,000,000

Funding Sources

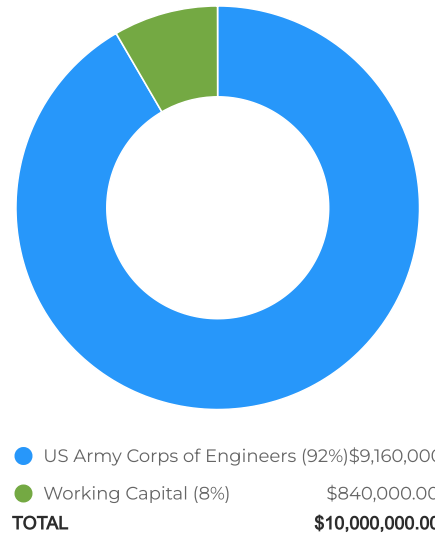
Total Budget (all years)
\$10M

Project Total
\$10M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2028	Total
Working Capital	\$840,000	\$840,000
US Army Corps of Engineers	\$9,160,000	\$9,160,000
Total	\$10,000,000	\$10,000,000

Replace & Expand Johnson Pier & D,E,F,G,H-Dock and Reconfigure Fuel Dock

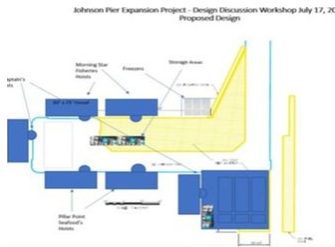
Overview

Request Owner	Rachelle Modena
Est. Start Date	03/15/2017
Est. Completion Date	06/30/2030
Department	Pillar Point Harbor
Type	Capital Improvement
Project Number	912-003

Description

To achieve the goals of safety and to efficiently operate the pier terminus for the benefit of the commercial fishing industry and its customers, the docks have exceeded their useful service life and need to be replaced. In addition, PPH operates at 90% of its capacity and the plan would add 21 additional slips to H-Dock. The fuel dock would need to be reconfigured for the expansion. For FY 2025 electrical upgrades are expected to be completed and \$2,100,000 will be funded from available working capital.

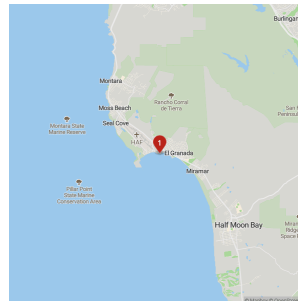
Images



Details

Type of Project Improvement to Existing Structure

Location



Strategic Goal/Operating Impact



1) Comprehensive Long-Range Planning Guides District Actions and Decision-Making



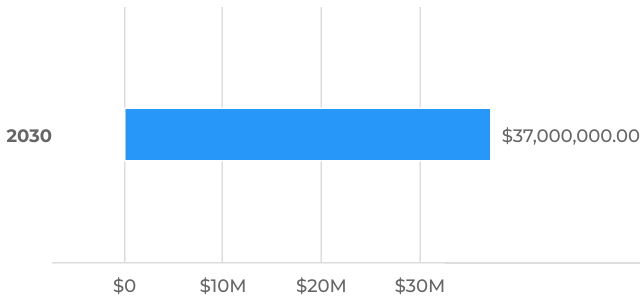
2) Infrastructure Improvements are Guided by Comprehensive Long-Term Planning

Expected to increase revenues by approximately \$100,000 a year.

Capital Cost

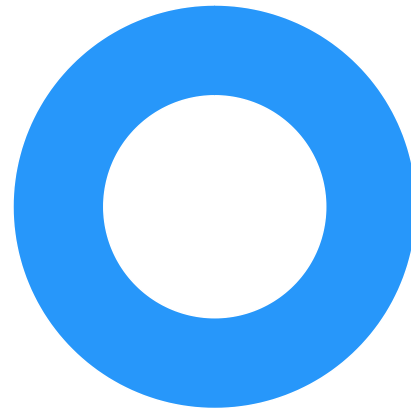
Total Historical **\$3,973,015** Total Budget (all years) **\$37M** Project Total **\$40.973M**

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$37,000,000
TOTAL \$37,000,000.00

Capital Cost Breakdown

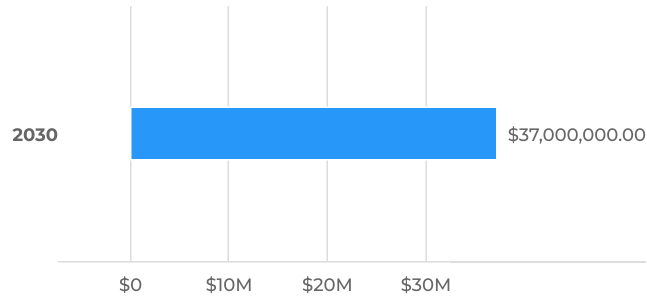
Capital Cost	Historical	FY2030	Total
Design & Engineering	\$1,873,015	\$0	\$1,873,015
Electrical	\$2,100,000	\$0	\$2,100,000
Construction/Maintenance	\$0	\$37,000,000	\$37,000,000
Total	\$3,973,015	\$37,000,000	\$40,973,015



Funding Sources

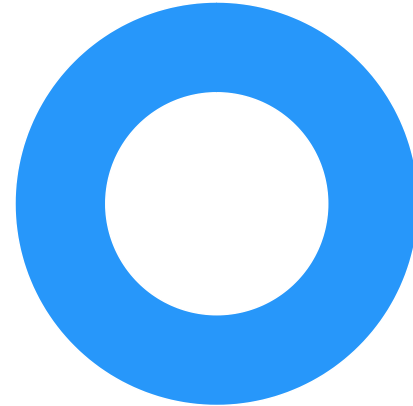
Total Historical **\$3,973,015** Total Budget (all years) **\$37M** Project Total **\$40.973M**

Funding Sources by Year



● Not Funded

Funding Sources for Budgeted Years



● Not Funded (100%) \$37,000,000.00
TOTAL **\$37,000,000.00**

Funding Sources Breakdown

Funding Sources	Historical	FY2030	Total
Working Capital	\$3,973,015	\$0	\$3,973,015
Not Funded	\$0	\$37,000,000	\$37,000,000
Total	\$3,973,015	\$37,000,000	\$40,973,015



Rock Slope Restoration

Overview

Request Owner	Rachelle Modena
Est. Start Date	07/01/2026
Est. Completion Date	06/30/2027
Department	Pillar Point Harbor
Type	Capital Improvement
Project Number	Not yet started

Description

Failed rock slope protection identified through the Master Plan process.

Justification: Observed to be in critical condition.

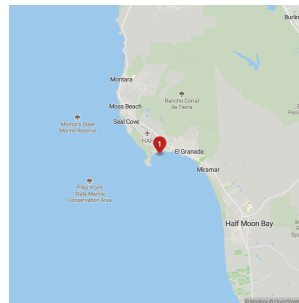
Images



Details

Type of Project: Improvement to Existing Structure

Location



Strategic Goal/Operating Impact



1) Comprehensive Long-Range Planning Guides District Actions and Decision-Making.



2) Environmental Stewardship

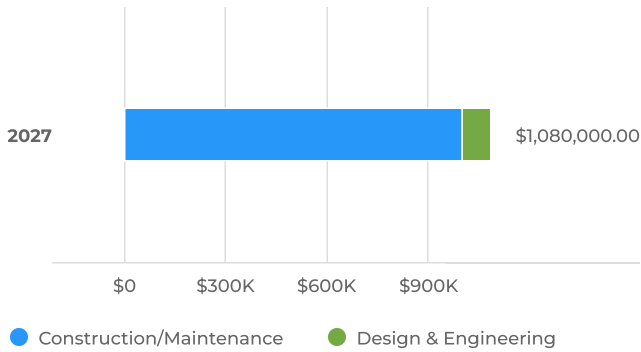
Not expected to impact operating costs/revenues.

Capital Cost

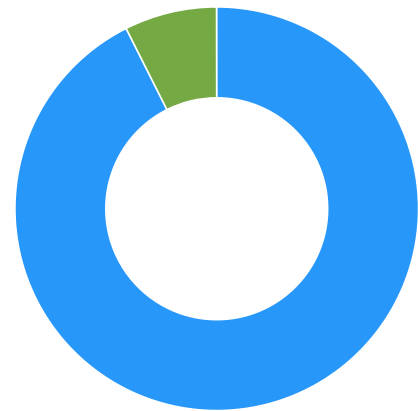
Total Budget (all years)
\$1.08M

Project Total
\$1.08M

Capital Cost by Year



Capital Cost for Budgeted Years



● Construction/Maintenance (93%) \$1,000,000.00
 ● Design & Engineering (7%) \$80,000.00
TOTAL \$1,080,000.00

Capital Cost Breakdown

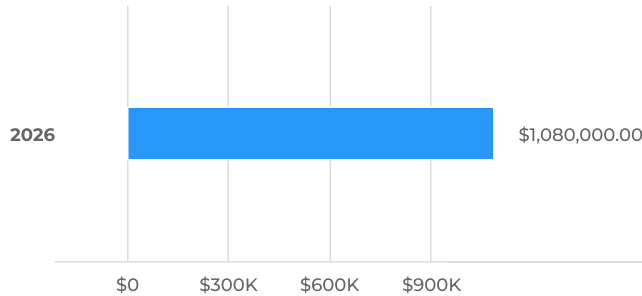
Capital Cost	FY2027	Total
Design & Engineering	\$80,000	\$80,000
Construction/Maintenance	\$1,000,000	\$1,000,000
Total	\$1,080,000	\$1,080,000



Funding Sources

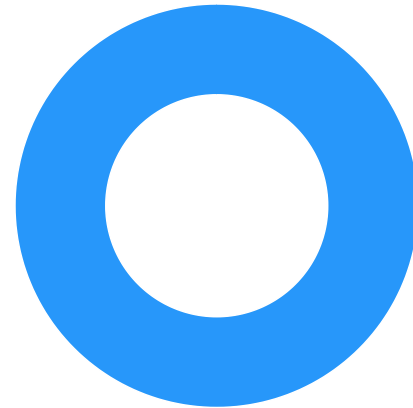
FY2026 Budget	Total Budget (all years)	Project Total
\$1,080,000	\$1.08M	\$1.08M

Funding Sources by Year



● Working Capital

Funding Sources for Budgeted Years



● Working Capital (100%) \$1,080,000.00
TOTAL \$1,080,000.00

Funding Sources Breakdown

Funding Sources	FY2026	Total
Working Capital	\$1,080,000	\$1,080,000
Total	\$1,080,000	\$1,080,000



Vessel & Vehicle Replacement PPH

Overview

Request Owner	Rachelle Modena
Department	Pillar Point Harbor
Type	Capital Equipment
Project Number	Not yet started

Description

Replacement of Vehicles, Vessels and Other Equipment.

Images



Details

New Purchase or Replacement	Replacement
New or Used Vehicle/Vessel	New Vehicle/Vessel
Useful Life	10 or more years

STRATEGIC GOAL/OPERATING IMPACT



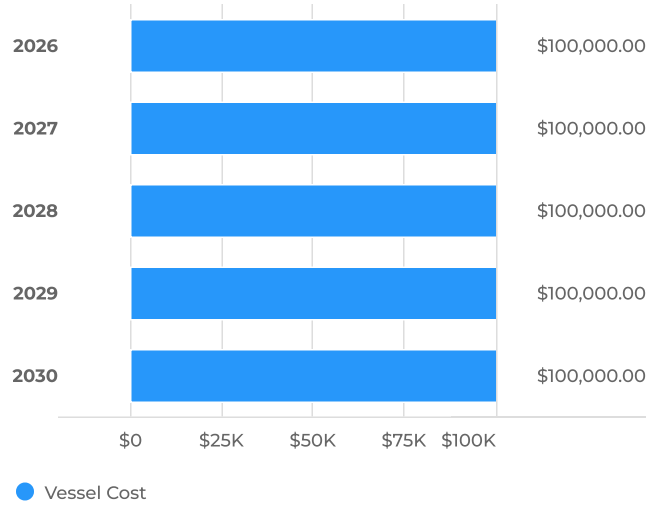
1) Comprehensive, Long-Range Planning Guides District Actions and Decision Making.

Not expected to impact operating costs/revenues.

Capital Cost

Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$130,000	\$100,000	\$500K	\$630K

Capital Cost by Year



Capital Cost for Budgeted Years

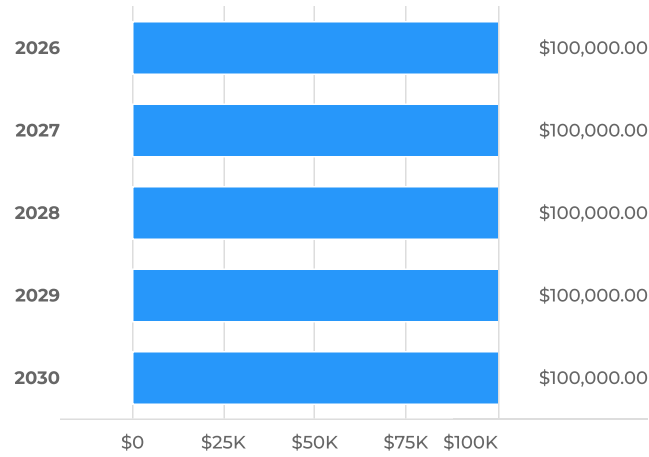


Capital Cost Breakdown							
Capital Cost	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Other Equipment	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Vessel Cost	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Total	\$130,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$630,000

Funding Sources

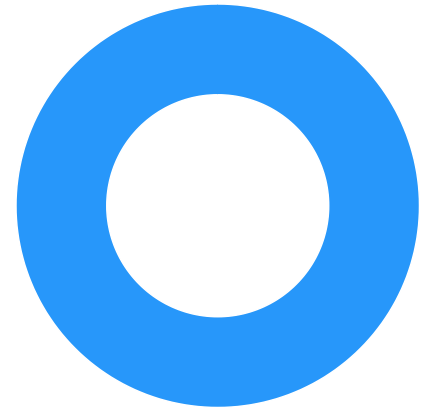
Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$130,000	\$100,000	\$500K	\$630K

Funding Sources by Year



● Working Capital

Funding Sources for Budgeted Years



● Working Capital (100%) \$500,000.00
TOTAL \$500,000.00

Funding Sources Breakdown

Funding Sources	Historical	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Working Capital	\$130,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$630,000
Total	\$130,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$630,000

