



2025/26
OPERATING AND
CAPITAL BUDGET
July 1, 2025 – June 30, 2026

Port San Luis Harbor District

3950 Avila Beach Drive – PO Box 249
Avila Beach, CA 93424 – (805) 595-5400



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Port San Luis Harbor District, California**, for its annual budget for the fiscal year beginning **July 1, 2024**. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Port San Luis Harbor District
California**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morrill

Executive Director



Table of Contents

Table of Contents	4
Budget at a Glance	6
Budget Message	7
Priorities and Issues.....	8
Short-Term Factors Influencing Decisions.....	11
Budget Process	15
About Us	17
Where is Port San Luis?	18
Our History	21
Port San Luis Today	22
Organizational Chart.....	23
Staffing Authorization	24
Performance Measures	25
Department Summary.....	27
Administration and Business Department	27
Facilities Department	30
Harbor Patrol Department	34
Consolidated Budget	38
Fund Structure.....	39
Consolidated Financial Schedule.....	40
Changes in Fund Balance.....	41
Specified Reserve Funding and Use	42
Three-Year Consolidated Financial Schedule.....	43
District Revenue	44
Recent Revenue Trends.....	45
District Expenditures	46
Debt	47
Consolidated Budget Summary.....	48
Consolidated Budget Detail.....	49



Major Maintenance Projects	56
Capital Projects and Asset Purchases	60
General Fund Budget	69
General Fund Budget Summary	70
General Fund Budget Detail	71
Enterprise Fund Budget	76
Enterprise Fund Budget Summary	77
Enterprise Fund Budget Detail	78
Our Future	85
Five-Year Major Maintenance Plan	86
Five-Year Capital Project Plan	87
Five-Year Projections.....	88
Long-Term Goals and Strategies (Master Plan).....	91
Policies and Definitions	98
District Policies and Guidelines	99
Basis of Budgeting	101
Glossary	102



Budget at a Glance



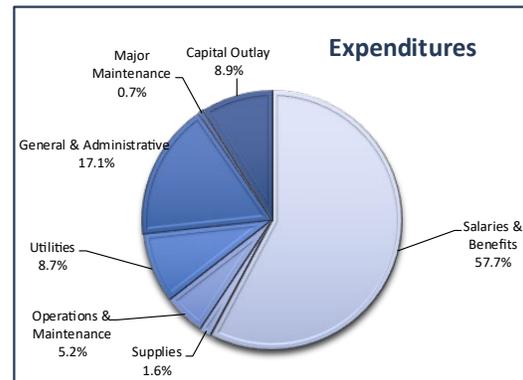
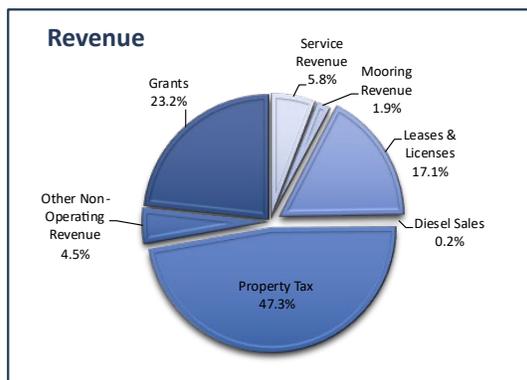


Budget Message

The budget message provides an overview of the District's budget and includes the budget summary, comparisons to the prior year, the District's priorities and issues, and internal and external factors that influenced the District's short-term decisions as summarized on pages 7-14.

Budget Summary 2025/26 Compared to 2024/25 Projections				
	2025/26 Budget	2024/25 Projections	\$ Change	% Change
Operating Revenue	\$ 2,454,200	\$ 2,293,100	\$ 161,100	7.0%
Non-Operating Revenue	5,116,936	4,934,953	181,983	3.7%
Operating Expenditures less prior year reserve use	7,926,895	6,956,400	970,495	14.0%
Major Maintenance and Capital Projects (net of grant funding)	839,656	520,400	319,256	61.3%
Revenue less Expenditures excluding prior year reserve use	(1,195,415)	(293,747)	(901,668)	-307.0%
Prior Year Specified Reserve Usage	279,000	122,900	156,100	127.0%
Specified Reserve Funding	-	-	-	No change
Increase/(Decrease) in Operating Reserves	(916,415)	(170,847)	(745,568)	436.4%

- The 2025/26 budget utilizes \$279,000 in prior year specified reserves to fund a portion of major maintenance and capital asset purchases and improvements with a decrease to operating reserves in the amount of \$916,415. At year-end the general fund will have \$3,912 in operating reserves, and the Enterprise Funds will have \$4,359,394 in operating reserves.
- Operating revenue is budgeted to increase 7.0% compared to 2024/25 projections. Revenue sources contributing to the budgeted increase are due to higher citations and parking revenue.
- Non-Operating Revenue is budgeted to increase 3.7% compared to 2024/25 projections. Base property tax revenues are budgeted to increase 4.7%, while unitary tax revenues are projected to decrease as the Diablo Canyon Nuclear Power Plant continues the decommissioning process. See page 47 for further detail on revenue. The District will see the yearly amount of \$191,588 in Mitigation funds through fiscal year 2025-26.
- Operating expenditures are budgeted to increase 14.0% compared to 2024/25 projections. This is due to overall inflationary cost increases to operations. Additional details on operating expenditures can be found on pages 48-50.
- The District anticipates operating expenditures to exceed operating and non-operating revenues by \$355,759. This loss will be funded by operating reserves. Operating reserves will also be used to fund a portion of major maintenance and capital project costs of \$3,131,000. Additional major maintenance and capital project costs will be funded using \$279,000 in specified reserves and \$2,291,344 in anticipated grants. See [Major Maintenance](#) and [Capital Projects and Asset Purchases](#) sections for further detail.





Priorities and Issues

Mission Statement

The Harbor Commission adopted the following Mission Statement on February 25, 2014.

“To serve the public with an array of commercial and recreational boating, fishing, and coastal-related opportunities, while ensuring an environmentally responsible, safe, well-managed, and financially sustainable harbor that preserves our marine heritage and character.”

Value Statements

Port San Luis:

- Values honesty because it builds trust.
- Promotes respect and understanding of the Harbor District and surrounding community.
- Strives to carry out its mission responsibly, ethically, and with integrity.
- Protects and serves throughout our community and environment.
- Fosters a positive attitude through patience, gratitude, and empathy.
- Takes a proactive approach by being resourceful, dependable, and responsive.





Priorities and Issues (continued)

Following are the District goals in support of the Mission Statement:

Port San Luis Harbor District 2025-2026 Objectives and Goals (Adopted April 22, 2025)

Major Objectives and Goals for District - Most important to accomplish, key targets of focus, and resources.

Objective #1 - Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.

Goal A - Complete a focused set of workshops on key topics driving financial health.

Goal B - Complete a budget with priorities for what we can accomplish.

Goal C - Work with lessees to identify possibilities to boost revenues.

Goal D - Develop focused plans for short-term parking, boatyard, and Harford Pier revenue opportunities.

Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.

Goal A - Identify ways to optimize boating access through improvements in the Port layout and parking management.

Goal B - Pursue grant or other funding opportunities to extend the dock.

Goal C - Sustain follow up on sediment management.

Objective #3 - Keep Harford Pier open and optimize use.

Goal A - Complete Harford Pier site plan and explore potential interest in expanding the pier and its uses and revenues.

Goal B - Resolve multiple needs and uses (fishing, restaurants, parking, walking).

Goal C - Pursue near-term opportunities to boost use and revenues (e.g., use of restrooms, refrigeration, table space, etc.).

Other Important Objectives and Goals – Very important, find resource, and complete as able.

Objective #4 - Revitalize the Avila Pier.

Goal A - Pursue external funding for Avila Pier rebuild/rehabilitation.

Goal B - When receive funding for rebuilding, explore potential for revenue generating activities from the pier pursuant to the Master Plan.

Goal C - Explore near-term revenue opportunities (e.g., mobile vendors).

Objective #5 - Review Master Plan and identify targeted areas for revision to prepare for future changes (e.g., Flying Flags, Diablo closure, sea-level change, Offshore Wind Feasibility Study, etc.).



Priorities and Issues (continued)

Additional Objectives – Pursue as resources permit.

Objective #6 - Continue environmental stewardship efforts (e.g., Clean Marinas), explore passive solar designs, and evaluate opportunities to further reduce carbon footprint (e.g., solar panels in parking areas and canopy with potential tie-ins to water treatment plant) and pedestrian/vehicle circulation and bike paths.

Objective #7 - Continue advocacy and collaborative efforts with the State, County, Cal Poly, PG&E, BOEM, REACH 2030, Commercial Fishermen’s Associations, Coast Guard and other state and federal agencies to support commercial, recreational, and coastal-related activities.

Objective #8 - Enhance outreach with lessees—listen to needs, interests, and ideas—and demonstrate support for win-win solutions.

Objective #9 - Support high-performing staff – continue steps to maintain low turnover and good employee morale through compensation, staff growth, and positive engagement.

Objective #10 - Continue oversight and support for the Flying Flags projects and for successful implementation of the lease.

Strategic priorities are established by the Harbor Commission. Departments develop their goals based on those priorities, while also aligning with safety standards and legal requirements. The departmental goals can be found on pages 29, 33, and 36.





Short-Term Factors Influencing Decisions

Factors influencing District decisions on a short-term basis include impact of outside economic and legislative factors and limited internal resources available to support replacement of equipment and aging buildings and infrastructure.

Economic Factors

The District forecasts operating revenues will decrease in 2025/26 compared to last year's budget. Since March of 2023, after three years of pandemic issues and a sharp decline in travelers, the tourism industry began seeing a much-welcomed comeback and has continued increasing in volume. This upward trend is anticipated to continue having a positive effect on the District's enterprise revenues. However, inflation and tariff uncertainty may begin affecting travel and tourism in the foreseeable future.

Stage two and three of Flying Flags Avila Beach, which opened in October 2021, are targeted to be completed in the calendar years 2025-26. With the trend of increased tourism to Avila Beach and RV camping popularity in general, the District anticipates steady growth in lease income from this property.

Central Coast home prices are approximately 1.65% more than the previous year. According to Fannie Mae, mortgage rates could slide from 6.88% to 6.30% by the end of 2025 and potentially fall below that rate by the first quarter of 2026.

Conservative budgeting of revenues was implemented to accommodate outside economic factors such as uncertainty in the stock market, high gas prices, inflation, and a possible decrease in disposable income and downturn in the economy. A decrease in disposable income can negatively impact the District's Enterprise Fund revenue, which relies on recreational spending. In addition, the largest employer in San Luis Obispo County, Pacific Gas & Electric Co., announced the closure of the Diablo Canyon Nuclear Power Plant by 2025, but an application for extension has been submitted to the various licensing agencies. Diablo Canyon provides 1,500 head-of-household jobs locally, and the effect of a closure in 2025 is certainly not inconsequential. Additionally, the District received approximately \$190,000 in tax revenues annually associated with the power plant. Knowing the timeline of the plant's closure and the outcome of a potential extension would 1) allow the County and Harbor District to plan ways to replace such tax revenue and/or adjust spending and services; and 2) allow those individuals employed at Diablo Canyon to plan for future employment. Despite this potential closure, there are proposals for keeping the power plant open past 2025, but nothing has been finalized at this time.

Legislative Factors

In 2024, the Governmental Accounting Standards Board (GASB) issued statement 68 on Accounting and Financial Reporting for Pensions, which requires governments to record long-term liabilities in enterprise funds and government-wide statements. Government-wide statements reflect general, capital, and enterprise activity assets, liabilities, and operations as stated on a modified accrual basis. According to the most recent actuarial reports used for fiscal year 2023-24 financial reporting, the unfunded portion of the net pension liability for all such activities was \$6,024,316.



Short-Term Factors Influencing Decisions (continued)

On July 1, 2021, CalPERS began the implementation of its new policy which will shorten the amortization period of new unfunded liabilities from 30 years to 20 years. The Discount Return Rate is estimated to be 6.9% (the projected investment return) which will result in an increase in the District's required contribution with an estimated payoff date of June 30, 2039, if no changes are made in making additional contributions and previous liabilities are still calculated with a 30-year amortization schedule and new liabilities at the new 20-year amortization schedule.

The District currently contracts with CalPERS to provide employees with medical benefits. CalPERS requires that participating agencies contribute a certain dollar amount towards current employees and retirees. For calendar year 2024, the required minimum contribution is \$158 per month. The retiree contribution liability (also known as Other Post-Employment Benefits (OPEB)) is calculated every three years through an actuarial valuation. The most recent valuation estimated the District's unfunded liability at \$1,031,186.

The Federal Patient Protection and Affordable Care Act (ACA) was signed into law on March 23, 2010, and established comprehensive health insurance reforms, and as a result, there have been continuous changes in the marketplace. In part, these ACA changes have resulted in over double-digit increases in health insurance costs since its inception. In 2010, the health care cost to the District was \$275,500 and is projected to be \$556,300 for fiscal year 2025/26.

Propositions 4 and 1A constitutionally require the State of California to reimburse local agencies for costs directly associated with new state-mandated programs. When it defers these reimbursements, the state must eventually pay them back with interest. Two of the most common reimbursements owed to special districts include Brown Act and Public Records Act Mandate. Under Governor Brown's long-range financial plan, local governments would be reimbursed for a portion of the mandated costs starting in fiscal year 2015/16. The State owes Port San Luis Harbor District \$28,891 from 2006 through 2012 for costs associated with Brown Act mandates.

On March 28, 2016, Governor Jerry Brown signed a bill to raise the minimum wage from \$10 per hour to \$16.50 per hour beginning January 1, 2025. California voters recently turned down a measure to increase the minimum wage to \$18.00. Ironically, this occurred after the state raised the minimum wage for fast-food workers to \$20.00 per hour in April 2024. This is not expected to affect the District in the short term but may require the District to increase hourly pay rates in the future for recruitment and retention purposes.

Investment Resources

The District relies on its investment reserves (specified reserves and operating reserves) to fund major maintenance and capital project budgets in budget cycles where operating reserves and grants are insufficient to cover the cost of all projects. Such reserves are invested in the Local Agency Investment Fund (LAIF).

LAIF is a voluntary State investment pool administered by the Treasurer of the State of California into which cities, counties, and other local governments invest their idle cash. The fund is managed by a professional investment staff.

The District has also looked into options to maximize its return on investment through the use of professional services agreements to manage financial investments and make financial investment-related decisions on behalf of the District. The District anticipates entering into an agreement once a new Treasurer is appointed for the Harbor District.



Short-Term Factors Influencing Decisions (continued)

Limited Resources

The Avila Pier has been partially or fully closed since 2015 due to concerns about its condition. A pile survey had been previously conducted which showed significant loss and damage to the piles. Since that time, engineers have re-evaluated the pier. At that time, the results showed that while the pier has experienced loss and damage to some piles, it retained much of its capacity due to the sheer number of piles. However, during the past year the Avila Pier suffered significant storm-related damage, raising questions as to what the final product could look like once repairs are complete.

The Harbor District staff has secured over \$2.7 million in funding for the Avila Pier project: \$1.672 million from Wildlife Conservation Board, \$250,000 from State Coastal Conservancy, \$412,000 from Friends of Avila Pier (FOAP), \$200,000 from Division of Boating and Waterways, \$200,000 from State Lands Commission, and \$10,000 from Avila Beach Community Foundation. While this funding was sufficient to complete Stage 1 to reopen the pier and part of Stage 2, it is not sufficient to complete all stages of the project. Stage 1 is initial repairs to open the pier. Stage 2 is repairs to the landing and restroom. Stage 3 is repairs and improvement to the Terminus. To fund the needed repairs, staff is seeking reimbursement through FEMA.

A 2016 agreement between the Harbor District and the Avila Beach Community Services District (ABCSD) re-established the Harbor District's 35% capacity rights to the wastewater treatment plant in Avila Beach. This entitlement comes with an obligation to fund 35% of related capital improvements. The District is obligated to participate in the project, and to date, the District's share will be 35% to be repaid over 20 years. Payment options may include using revenue or reserve funds.

The District has an underground storage tank to provide diesel to marine vessels. It is required to replace its single-walled tank with a dual-walled tank by December 31, 2025. As costs have increased due to material shortages, inflation, and the impending deadline, the current estimate for replacement is \$650,000. Profits from diesel sales do not adequately recover costs to fund this project and other improvements. The District has secured a grant from the California State Lands Commission COVID-19 Mitigation fund to cover a portion of the project costs. District staff has submitted requests to the Central Coast Joint Cable Fisheries Liaison Committee to cover the remaining costs but has, so far, been unsuccessful.

The District continues to make progress on the redevelopment of the Harford Pier and the rehabilitation of the canopy but is limited by funding and resources. The Draft Canopy Assessment and Repair Plan was completed in 2021. Using the initial findings, the District moved forward with the replacement of the roof in Spring 2022 and replaced damaged portions as identified. The Pier Crew nearly completed all repairs to the pier structure behind the former Olde Port Inn restaurant location. After these initial repairs are made and a Coastal Development Permit has been issued, District staff can proceed with the rebuilding of the pier and buildings under the canopy. District staff has made some initial inquiries into potential grant funding sources for redevelopment. Currently, the Harbor District does not have an established plan for the delineation of space and use for the area to be rebuilt under the canopy or the scope of which elements will be District/developer responsibility for funding.

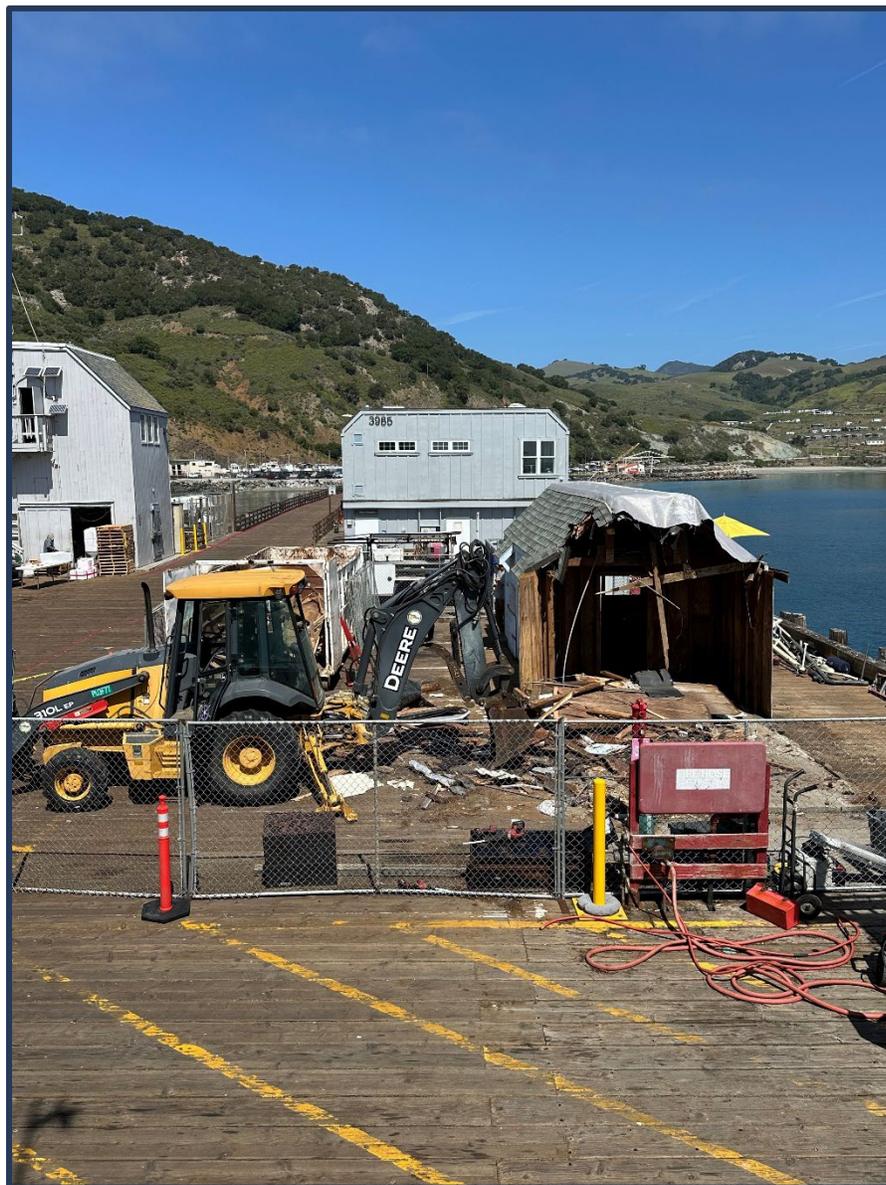
In addition to direct funding, labor is an additional limited resource which impacts the District's ability to complete necessary projects. To offset the increased workload to the Facilities Department during Avila and Harford Pier projects, the District has employed two contract workers for the duration of the Avila Pier project. While the addition of contract workers has been crucial with keeping up with projects, labor continues to be an issue due to turnover and the ongoing increase in the number of projects.



Short-Term Factors Influencing Decisions (continued)

The District was able to successfully rehabilitate the former cold storage site and transition the fish market lease to the east side. The new fish market opened in Spring 2022 and provided an additional source of District revenue. Other District buildings used by lessees are past their useful life and need substantial improvements.

In addition to the fish market, the District recently signed an agreement with the Commercial Fisherman's Association for removal and reinstallation of a Live Fish Storage building, which will provide additional revenue to the District.





Budget Process

The District’s budget process is governed by Policy 3020, Budget Preparation. The Budget is prepared annually by the Harbor Director with the assistance of the Department Heads. By February, the Board of Commissioners approve the budget calendar for the next fiscal year’s budget at the regularly scheduled Harbor Commission meeting. The Commission sets overall goals and priorities for the Harbor District with emphasis on the Major Maintenance and Capital Project and Asset Purchase budget. The Commission and staff decide to fund capital projects based on identifying capital needs. They apply clear criteria to rank projects based on safety and risk mitigation, operational need, budget impact, condition of existing assets, and community benefit. The Commission also reviews the current year’s budget and forecast at this time.

The first draft of the Preliminary Budget and Major Maintenance and Capital Project budget is presented at a Harbor Commission April meeting. District staff receives direction from the Commission and presents the Preliminary Budget a second time at the May Harbor Commission meeting. The Preliminary Budget is adopted at the May meeting and a public notice is published pursuant to Section 6061 of Government Code stating the adoption of the Preliminary Budget.

The Final Budget is presented to the Harbor Commission at the June Board of Commissioners’ meeting. The Commissioners adopt the Final Budget for next fiscal year during a public hearing at this meeting. Members of the public are invited to comment during this meeting prior to the adoption of the Final Budget.

The Final Budget is reported to the San Luis Obispo County Board of Supervisors, County Auditor Controller, Secretary to the Board of Supervisors, and the Chief Administrative Officer of the County before July 31 of each year.



February 25, 2025	Mid-Year Review and Approve Budget Calendar
April 10, 2025	Major Maintenance & Capital Project Workshop
May 8, 2025	Preliminary Budget Workshop
May 27, 2025	Budget Presentation – Adoption of Preliminary Budget
June 24, 2025	Final Review and Budget Adoption



Budget Process (continued)

Participants in the Budget Process						
Participants	January	February	March	April	May	June
Board of Commissioners		Mid-year Financials Pension Update		Preliminary Budget/ Major Maintenance & Capital Project Workshop	Workshop 5/8/2025	Final Budget Review
		BOC Meeting 2/25/2025 Approve Budget Calendar		BOC Spec Meeting 4/10/2025	Presentation and Adoption of Preliminary Budget BOC Meeting 5/27/2025	Budget Adoption BOC Meeting 6/24/2025
Community		Audience Participation	Audience Participation	Audience Participation	Audience Participation	Audience Participation
Managers Support Staff	Compare YTD projections with Budget Amounts	Prep Major Maintenance & Capital Project List	Prep Major Maintenance & Capital Project List	Attend Workshop MM-CP Backup	Attend BOC Meeting Budget Backup	Attend BOC Meeting Budget Backup
	Draft Department Budgets	Meet as a Group for MM-CP	Draft to Present in April			
Accounting Division	Prepare YTD projections	Prepare Mid-Year Financials	Meet as a Group for MM-CP	Budget Entries	Budget Updates from BOC	Complete Final Draft
	Draft Budgeting	Pension/Budget Workshop	Prepare MM-CP Reports/ Presentation to BOC	Present to BOC MM-CP & Draft Budget	Prepare Final Draft for June BOC Adoption of Preliminary Budget	Present Final Budget Draft GOAL - BOC Adoption of FINAL BUDGET
	MM - CP Budget Templates	Draft Budgeting				
		Meet with Departments to Review Dept budget				

Budget Post-Adoption Amendment Process

The Harbor Commission level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is maintained at the fund and budget category level, with more stringent control over major maintenance and capital assets, which are maintained at the line-item level. District staff requests approval from the Harbor Commission for budgetary transfers between budget category levels and any line-item additions to major maintenance and capital assets throughout the year. Typical budget adjustments include changes to capital projects, major maintenance and operating expenditures based on the District's needs and economic changes.

Budget Review

In February of each year, a mid-year budget report is prepared and presented to the Harbor Commission for review. If it is anticipated that revenue projections will not be met or expenditures will exceed appropriations, corrective recommendations will accompany the report.

In August of each year, estimates of final fiscal year-end results are calculated. Budgeted funding of specified reserves is adjusted accordingly. If the estimates are more favorable than budget, then additional specified reserves are recommended to the Harbor Commission and vice versa.



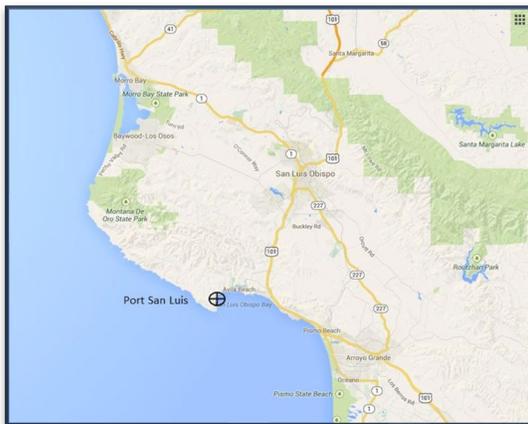
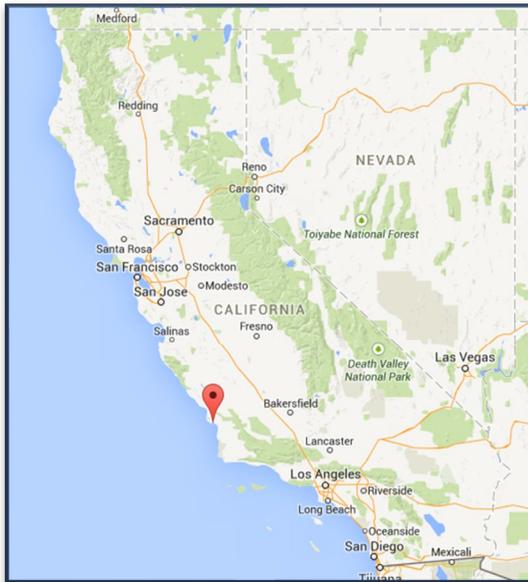
About Us





Where is Port San Luis?

Port San Luis is a Special District located on the California coast, about eight miles south of San Luis Obispo, just past the town of Avila Beach.



Population

Year	San Luis Obispo County	Avila Beach
2020	282,424	1,576
2010	269,954	1,627
2000	247,878	797
1990	217,162	Not avail.
1980	155,435	Not avail.

*Source: US Census Bureau





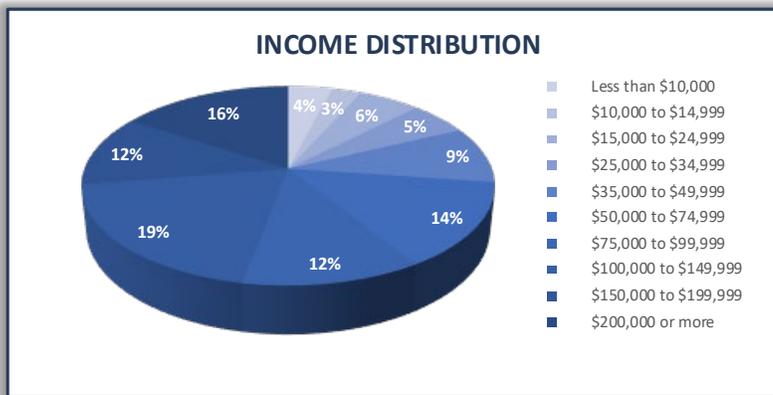
Where is Port San Luis? (continued)

Port San Luis is located in San Luis Obispo County. Due to its size, demographic information for the Harbor is not available. Information for the County is presented.

San Luis Obispo County is made up of seven cities as well as many unincorporated communities. The California Department of Finance estimated the population to be 279,337 as of January 1, 2025. This is a 0.5% decrease from January 1, 2024, estimates.

SLO County Population by City	
Arroyo Grande	17,910
Atascadero	30,134
Paso Robles	31,061
Grover Beach	12,411
Morro Bay	10,404
Pismo Beach	7,804
San Luis Obispo	49,534
Unincorporated	120,079
Total (Estimated)	279,337

*Source: California Department of Finance



The County's median household income was estimated at \$93,398. This is less than the estimated median income for the State of California of \$96,334.

The median value of owner-occupied housing is estimated at \$896,500. This is more than estimated for the State of California of \$695,400. The median monthly owner cost with a mortgage is estimated at \$3,072, slightly higher than the State of California estimated at \$2,865.

*Source: US Census Bureau
2023: ACS 5-Year Estimates Subject Tables



Where is Port San Luis? (continued)

Demographic and Economic Statistics

Calendar Year	Population	Personal Income (in thousands)	Per Capital Personal Income	Unemployment Rate
2015	274,293	14,034,209	49,873	4.4%
2016	277,977	14,552,207	51,442	4.5%
2017	279,210	14,937,322	53,006	3.6%
2018	280,048	15,700,229	55,580	3.2%
2019	280,101	16,465,164	58,108	2.9%
2020	283,111	17,270,828	61,004	11.5%
2021	282,249	18,863,123	66,617	5.9%
2022	283,159	19,162,980	67,951	2.6%
2023	282,013	20,481,086	72,721	3.5%
2024	281,639	N/A	N/A	3.9%

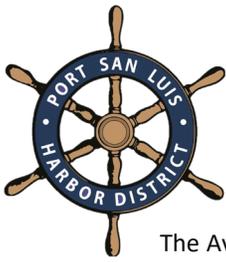
*Source: San Luis Obispo County 2023-2024 Annual Comprehensive Financial Report

Principal Taxpayers

(Fiscal Year 2023-2024)

Taxpayer	Industry	Assessed Value (In Thousands)	% Of Total County Assessed Value
Pacific Gas & Electric Co.	Utility	\$1,095,938	1.51%
High Plains Ranch II LLC	Solar Ranch	786,943	1.09%
Southern California Gas Company	Utility	185,864	0.26%
Jamestown Premier	Commercial	159,488	0.22%
E & J Gallo Winery / Vineyards	Winery	132,184	0.18%
Firestone Walker LLC	Brewery	107,313	0.15%
CAP VIII – Mustang Village LLC	Apartments	102,092	0.14%
Treasury Wine Estates Americas Co	Winery	97,388	0.13%
Sierra Vista Hospital INC	Hospital	85,383	0.12%
Vespera Pismo Beach Holdings	Resort	81,449	0.11%
Total Top 10 Taxpayers		\$2,834,042	3.91%

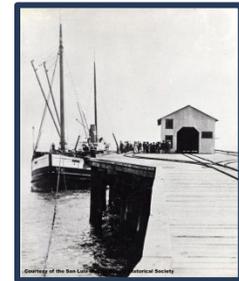
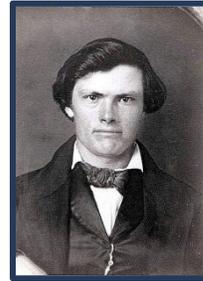
*Source: San Luis Obispo County 2023-2024 Annual Comprehensive Financial Report



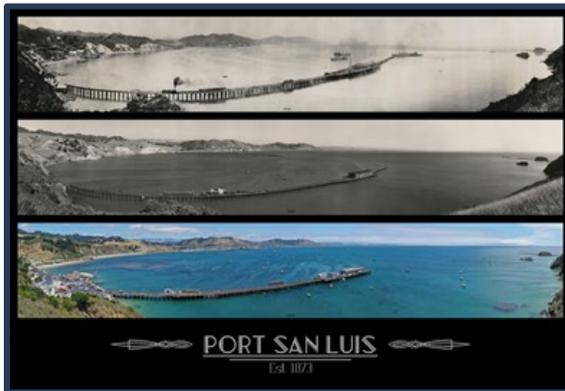
Our History

The Avila Beach area was used by the Spaniards and Portuguese many centuries ago. Richard Henry Dana also used the natural headlands to anchor up out of the wind, resupply, and trade with the local Chumash Indians.

In 1873, John Harford built Harford Wharf. Using horses, he offloaded schooners and imported cargo from Los Angeles and San Francisco. He sold the goods in San Luis Obispo and northern Santa Barbara County. Ships carrying supplies, mail, and passengers laid alongside the Harford Pier.



In 1876, the Marre Hotel was built at Port San Luis where passengers would rest up while waiting for passage on the next ship. The narrow-gauge railroad was built in the 1880's, carrying both passengers and cargo. By 1913, the federal breakwater, funded by congressional action, had been built to provide a safe anchorage at the wharf. Cattle and agriculture goods were exported to Los Angeles and San Francisco; lumber and dry goods were imported to the area. The narrow-gauge railroad ran out onto the wharf to carry cargo back and forth to market.



Local commerce fell on hard times at the onset of the Depression, and the Port fell into disrepair. The railroad and pier were sold to Elton Tognazzini in 1942 for \$17,265.

In 1954, the citizens of southern San Luis Obispo County voted to create and fund a Harbor District for the Port San Luis Area. It was hoped that this action would provide a method to fix up the old facilities and create some commerce for the south county. Five Harbor Commissioners were elected, and the harbor was given new life.

In 1955, the State Legislature granted the Harbor District the area's tidelands in trust. Very few grants being given, this, indeed, was another chance to improve the Port's dilapidated facilities. Tognazzini sold his property, including the Harford Pier, to the Harbor District for \$500,000 in the late 1950s, using a loan from the State Department of Boating and Waterways. The District continued to grow, adding the site now known as Harbor Terrace in 1978, acquiring the beach, the pier, and the parking lot in Avila Beach from the County in 1983, and the 30-acre home to the Point San Luis Lighthouse from the federal government in 1994.

The Harbor Commission has since sought to implement the original goal of the first Commission and vision of the Founding Fathers of the District. That is, to serve the public with an array of commercial and recreational boating, fishing, and coastal-related opportunities, while ensuring an environmentally responsible, safe, well-managed, and financially sustainable harbor that preserves our marine heritage and character. In the past ten years, the Commission has concentrated more on environmental responsibilities, while maintaining a balance to serve the boating and general public.



Port San Luis Today

Fishing

The Port provides facilities for launching trailer-able boats to fish for rockfish, salmon, sea bass, and other species depending on the season and presence of fish. The Port also hosts a very active commercial fishing industry that continues its significant rebound from its low point in 2005 of \$870,000 in landings to a value of over \$2,700,000 in 2016, a more than threefold increase and the highest since 1998. Commercial fishing in Port San Luis reached approximately 700,848 pounds with a value of \$1,523,779 in 2024. The top species landed in the Port are Brown Rockfish, Gopher Rockfish, Black and Yellow Rockfish, Cabazon, Pacific Hagfish and Halibut. Port San Luis was also the top port for Pacific Hagfish in California in 2016, landing 388,000 pounds. The Port had a [Commercial Fishing Economic Impact Report](#) completed in 2018, which is on their website and provides further data on the fisheries.

Recreation

Recreation continues to play a very significant role in the use of the District's facilities, resulting in increased demand on District resources including maintenance, Harbor Patrol, and administrative staff. The District's beaches host hundreds of thousands of visitors annually for traditional beach activities as well as kayaking, paddle boarding, surfing, outrigger canoeing, and boogie boarding. The restored 19th century Point San Luis Lighthouse, another very popular destination, is owned by Port San Luis Harbor District and restored, managed, and maintained by the Point San Luis Lighthouse Keepers, our non-profit partner. Visitors can access the Lighthouse by scheduled trolley trip and docent led hikes. Adventurous individuals can also access the Lighthouse by arriving on the popular Coast Guard Beach, walking up the stairs and self-touring the Lighthouse grounds.

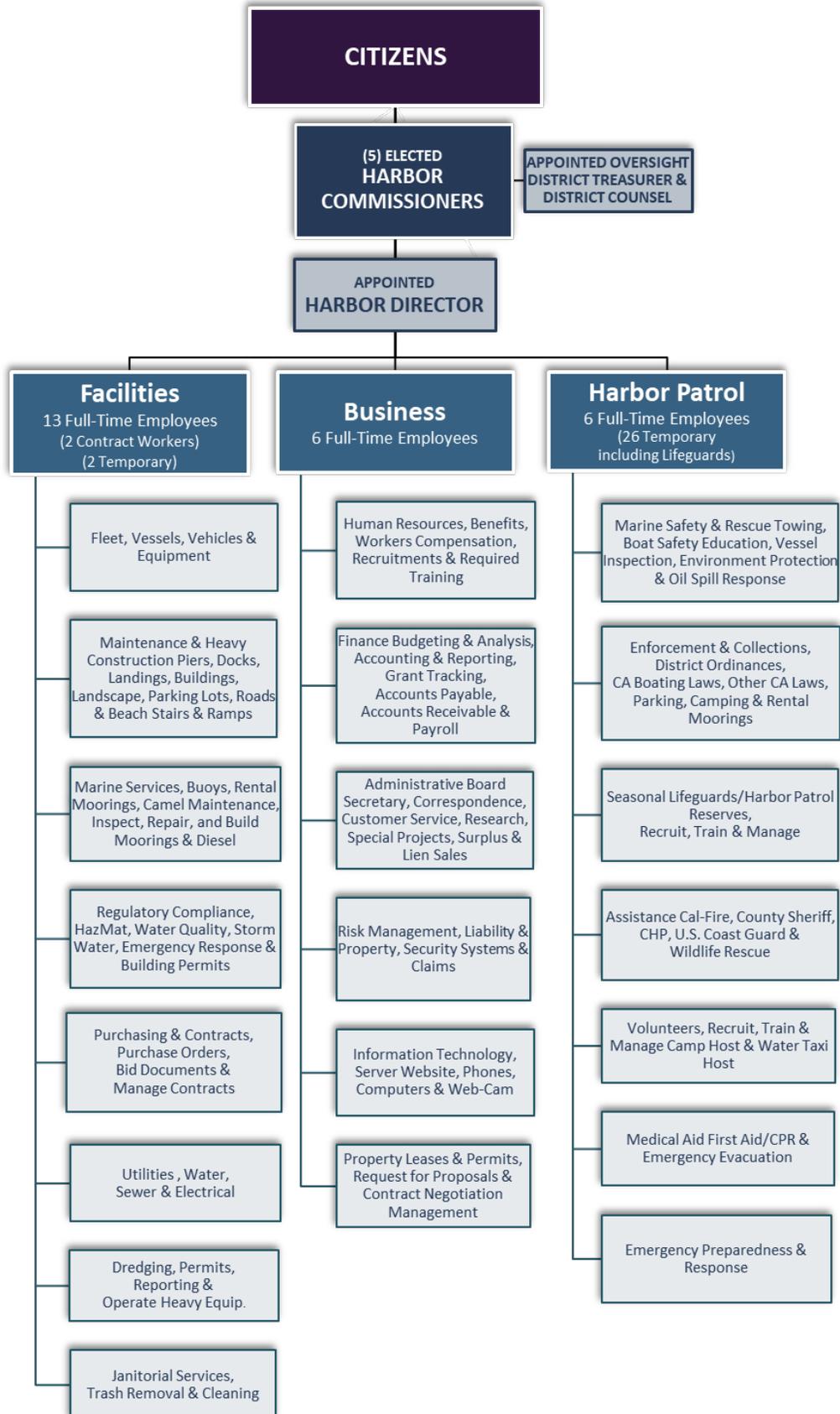
Development

In 1978, the District purchased the site now known as Harbor Terrace, intending for the land to be financially and physically supportive of District operations. In early 2018, the District entered a 50-year ground lease for development/operation of the site. Groundbreaking was held in January 2020. The Grand Opening of Flying Flags Avila Beach – Port San Luis was held in November 2021 and features marine gear and boat storage, District uses, and overnight accommodations, including the more rustic walk-in tent camping, RV sites, and self-contained cabins. The site will continue to be improved and developed to include additional camping sites, a commercial space, and a swimming pool. While maintaining its essential functions in support of coastal dependent uses, the project also increases visitor access to the Port and the coast and provide revenue to further support District operations.





Organizational Chart





Staffing Authorization

	FY 2023/24	FY 2024/25	FY 2025/26
Administration			
Harbor Director	1	1	1
Business Department			
Business Manager	1	1	1
Accounting Supervisor	1	1	1
Human Resource Analyst*	1	1	1
Support Services Coordinator	1	1	1
Executive Assistant/Clerk of the Board**	1	1	1
Accounting Technician	1	1	1
Facilities Department			
Facilities Manager	1	1	1
Planner/Analyst	1	1	1
Facilities Supervisor	1	1	1
Heavy Construction Lead Worker	1	1	1
Utility Crew Lead Worker	1	1	1
Port Maintenance Worker	6	6	6
Contract Workers	2	2	2
Mooring Crew Lead Worker	1	1	1
Port Maintenance Worker Deckhand	1	1	1
Harbor Patrol Department			
Chief Harbor Patrol Officer	1	1	1
Harbor Patrol Sergeant	1	1	1
Harbor Patrol Officer	4	4	4
Harbor Patrol Reserves (20 hours per month)	4	4	4
Temporary Staffing			
Temporary Port Maintenance Worker	2	2	2
Lifeguards	22	22	22
TOTAL STAFFING	56	56	56

* Title change from Administrative Analyst to Human Resource Analyst in 2023/24.

** Title change from Administrative Secretary to Executive Assistant/Clerk of the Board in 2023/24.



Performance Measures

As part of our commitment to transparency, accountability, and continuous improvement, this section presents key performance measures that align with the District’s strategic goals and departmental objectives. These measures are intended to evaluate the efficiency, effectiveness, and outcomes of services provided, helping to inform budget decisions and track progress over time.

Major Objectives and Goals for District-Most important to accomplish, key targets of focus, and resources.

Objective #1: Sustain and enhance the Harbor’s finances.

Organizational Goal A - Complete a focused set of workshops on key topics driving financial health.			Organizational Goal B - Complete a budget with priorities for what we can accomplish.			Organizational Goal C - Work with lessees to identify possibilities to boost revenues			Organizational Goal D - Develop focused plans for short-term parking, boatyard, and Harford Pier revenue opportunities		
2024	2025	2026	2024	2025	2026	2024	2025	2026	2024	2025	2026

Objective #2: Maintain and enhance a boater friendly atmosphere at the PSL for both commercial and recreation boaters.

Organizational Goal A - Identify ways to optimize boating access through improvements in the Port layout and parking management.			Organizational Goal B - Pursue grant or other funding opportunities to extend the dock.			Organizational Goal C - Sustain follow up on sediment management		
2024	2025	2026	2024	2025	2026	2024	2025	2026

Objective #3: Keep Harford Pier Open and optimize use.

Organizational Goal A: Complete Harford Pier site plan and explore potential interest in expanding the pier and its uses and revenues.			Organizational Goal B: Resolve multiple needs and uses (fishing, restaurants, parking, walking).			Organizational Goal C: Pursue near-term opportunities to boost use and revenues (e.g., use of restrooms, refrigeration, table space, etc.).		
2024	2025	2026	2024	2025	2026	2024	2025	2026

Other Important Objectives and Goals-Very important, find resource, and complete as able.

Objective #4: Revitalize the Avila Pier.

Organizational Goal A: Pursue external funding for Avila Pier rebuild/rehabilitation.			Organizational Goal B: When receive funding for rebuilding, explore potential for revenue generating activities from the pier pursuant to the Master Plan.			Organizational Goal C: Explore near-term revenue opportunities (e.g., mobile vendors).		
2024	2025	2026	2024	2025	2026	2024	2025	2026

Objective #5: Review Master Plan and identify targeted areas for revision to prepare for future changes (e.g., Flying Flags, Diablo closure, sea-level change, Offshore Wind Feasibility Study, etc.).

2024	2025	2026
------	------	------

(Green = on track; Blue = delayed; Purple = off track/needs review; Grey = no update available)



Performance Measures (continued)

Additional Objectives-Pursue as resources permit.

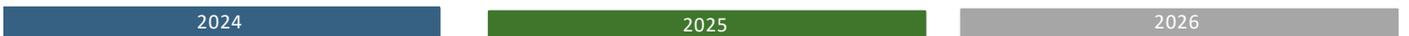
Objective #6: Continue environmental stewardship efforts (e.g., Clean Marinas), explore passive solar designs, and evaluate opportunities to further reduce carbon footprint (e.g., solar panels in parking areas and canopy with potential tie-ins to water treatment plant) and pedestrian/vehicle circulation and bike paths.



Objective #7: Continue advocacy and collaborative efforts with the State, County, Cal Poly, PG&E, BOEM, REACH 2030, Commercial Fishermen’s Associations, Coast Guard and other state and federal agencies to support commercial, recreational, and coastal-related activities.



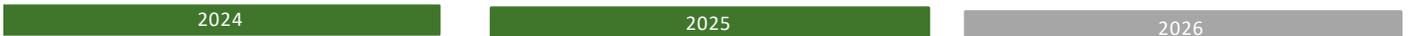
Objective #8: Enhance outreach with lessees—listen to needs, interests, and ideas—and demonstrate support for win-win solutions.



Objective #9: Support high-performing staff—continue steps to maintain low turnover and good employee morale through compensation, staff growth, and positive engagement.



Objective #10: Continue oversight and support for the Flying Flags project and for successful implementation of the lease.



(Green = on track; Blue = delayed; Purple = off track/needs review; Grey = no update available)





Department Summary

Administration and Business Department

In-line with the mission, goals, and strategic plan of the Harbor District, *to hold the waters and lands in trust for the public*, the Administration & Business Department includes five elected Harbor Commissioners and seven full-time employees. The department includes the following positions: Harbor Commissioner, Harbor Director, Business Manager, Accounting Supervisor, Human Resource Analyst, Support Services Coordinator, Executive Assistant/Clerk of the Board, and Accounting Technician. Together, the Administration & Business Department performs a variety of different tasks including:

Elected Harbor Commissioners

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

Harbor Director

- Plans, organizes, coordinates, and directs the activities of Port San Luis consistent with Harbor Commission direction.
- Provides direction and leadership by setting organizational standards and objectives in conjunction with the Commission.
- Prepares, reviews, and makes recommendations regarding issues for Board consideration and action.
- Prepares and presents Grant requests.
- Oversees preparation of annual budget.
- Appoints, evaluates, and terminates management staff.

Administration

- Provides customer service.
- Prepares and maintains administrative paperwork regarding moorings, boat storage, skiff spaces, and gear storage.
- Provides highly responsible and complex administrative, secretarial, and clerical duties in support of management, staff, committees, and elected officials.
- Oversees and administers a variety of planning, projects, grants, and contracts.

- Assists in Workers' Compensation and insurance compliance.
- Manages website and social media posts.

Accounting/Finance

- Prepares District annual budget.
- Analyzes, reconciles, and maintains financial records.
- Coordinates year-end audit including creation of financial statements.
- Performs complex bookkeeping tasks and clerical work as related to accounts receivable, collections, and accounts payable.
- Reconciles bank statements and prepares deposits.
- Processes payroll

Human Resources

- Reviews all hiring and disciplinary decisions.
- Conducts staffing, organizational, and budgetary studies and recommends modifications to increase effectiveness and efficiency.
- Ensures compliance with all local, state, and federal regulations and laws.

Policies and Procedures

- Recommends and implements policies.
- Drafts and analyzes Board policies.
- Analyzes and develops procedures and processes.

Property Management

- Develops and manages all leases and licenses on District property.
- Oversees and manages Districts online camping reservations system.



Department Summary (continued)

Administration and Business Department

Organizational Chart



Trends, Challenges, and Opportunities

- Develop a special permitting program to allow short-term, seasonal vendors to operate on District property. (Opportunity)
- Greater demand for administrative and customer service assistance from other departments, public, and elected officials without the ability to add additional employees. (Challenge)
- Expand the District's social media presence to increase public awareness and engagement. (Opportunity)

Accomplishments

- Enhance website accessibility and user experience by ensuring all links were functional and content was regularly updated, resulting in more reliable and timely information for users. (Objective #2)
- Successfully transitioned IT and Human Resources functions to third-party vendors, streamlining operations, improving service delivery, and allowing internal resources to focus on strategic priorities. (Objective #9)
- GFOA awards for the FY24 Budget and the FY23 Comprehensive Annual Financial Report. (Objective #1)





Department Summary (continued)

Administration and Business Department

Department Goals

- Fully implement an Enterprise Resource Planning (ERP) system for the District to include Human Resources, Payroll Processing, Accounting, and Project and Contract Management. (Objective #1)
- Pursue new leases, licenses, permits, and other revenue opportunities through targeted outreach, and engage with existing lessees to explore potential revenue enhancements. (Objectives #1, 3, & 8)
- Complete first phase of Master Plan update. (Objective #5)
- Foster a high-performing workforce by enhancing employee morale through professional development opportunities, and positive engagement initiatives. (Objective #9)

Accomplishment of these goals will facilitate achieving the District’s long-term objectives listed on page 91

Budget Summary

	2023/24 Actual	2024/25 Projected	2025/26 Budget	% Change from Projections
Wages	\$691,675	\$817,700	\$746,300	(8.73%)
Benefits & Payroll Taxes	\$647,097	\$749,971	\$856,101	14.15%
Contract Labor	0	\$48,000	\$46,000	(4.17%)

Operating Indicators

	2020/21	2021/22	2022/23	2023/24	2024/25
Recruitments opened	5	6	6	19	7
Lien sales conducted	0	0	0	3	1
RFPs released	1	2	1	1	2
Special event permits processed	7	28	50	23	30
Leases managed (as of June 30 th)	10	10	10	11	12
Licenses managed (as of June 30 th)	6	6	6	6	9
Claims filed against the District	2	1	1	0	3
Mooring patrons	167	172	170	173	168
Skiff storage patrons	61	60	58	60	60
*Boat storage patrons	0	17	23	28	30
Gear storage patrons	13	18	18	21	21
Grants received	3	3	1	4	2
Amount of grants received	\$29,712	\$28,246	\$29,075	\$45,461	\$20,000 est.

* Boat Storage partial opening January 2022.



Department Summary (continued)

Facilities Department

In-line with the mission, goals, and strategic plan of the Harbor District, *to hold the waters and lands in trust for the public*, the Facilities Department includes thirteen full-time employees and two temporary employees. The department includes the following positions: Facilities Manager, Facilities Supervisor, Planner Analyst, Heavy Construction Lead worker, Utility Crew Lead worker, Mooring Crew Lead worker, and Port Maintenance workers. The Facilities Department is responsible for the development, construction, maintenance, and repair of port and harbor facilities, including the buildings, roads, parking lots, beaches, revetments, piers, docks, hoists, moorings, water distribution system, and wastewater collection system and performs a variety of tasks including:

Operations and Maintenance

- Performs unskilled, semi-skilled, and skilled work as part of a work crew or independently in the maintenance and operation of the District.
- Troubleshoots and repairs electrical, water system, and sewer system problems.
- Supervises the mechanical fabrication, maintenance, and repair of equipment.
- Determines material required for job orders and requisitions materials and supplies as needed.
- Maintains inventories of supplies, equipment, materials, and tools.
- Implements and follows District safety programs.
- Performs annual dredging operations.
- Maintains, replaces, and rebuilds portions of the pier, docks, and camels.
- Constructs and maintains shore-side facilities.
- Participates in storm preparedness operations and responds when necessary.

Mooring Operations

- Operates, maintains, and repairs a work vessel engaged in the setting, repairing, and removing of mooring tackle.
- Constructs moorings to prescribed standards.
- Completes necessary paperwork related to mooring operations.
- Responds to fires accessible from the water and engages in fire suppression using equipment aboard the work vessel.

Construction Management

- Develops and manages projects including:
 - Selection of consultants.
 - Oversight of preparation of plans, specifications, and bid documents.
 - Secures permits, as necessary.
 - Releases Invitations for Bids, reviews results, and recommends bid award to Harbor Commission.
- Prepares and presents Grant requests.

Regulatory Compliance

- Ensures compliance with regulatory agencies, contract requirements, District policies and ordinances, and safety and operational plans.
- Secures all necessary operational permits and ensures compliance.
- Manages environmental and hazardous materials programs.



Department Summary (continued)

Facilities Department

Organizational Chart



Trends, Challenges, and Opportunities

- Continued storm damage, repairs, and time commitment for FEMA reimbursement. (Challenge)
- Market volatility and delays in consultant and contractor work impact project efficiency and staff availability. (Challenge)
- Delays with Harford Pier and Avila Pier rehabilitations due to extensive damage, limited staff, and regulatory conditions. (Challenge)
- Turnover of staff and vacant positions. (Challenge)
- Continue to reduce reoccurring costs by reducing waste, competitive bidding, seeking alternatives, efficiency, performing services in-house that are normally contracted, and seeking grant assistance. (Trend)
- Continue to strive for preventative maintenance rather than reactive maintenance and strategically prioritize resources and projects as staff, equipment, and material availability change. (Trend)
- Continue to improve the mooring field through preventive maintenance, patron notification, and removal of derelict boats. (Trend)
- Reduced federal, state, and local grant opportunities. (Challenge)
- Continue to explore funding and financing options for electric vehicle charging infrastructure and solar power. (Opportunity)
- Prioritization of projects to implement utilizing the \$1.2 million in COVID relief funding. (Opportunity)
- Continue to seek additional funding and further enhance the Avila Pier Rehabilitation project. (Opportunity)
- Seek grant funding for implementation and design of revetment and jetty repair. (Opportunity)

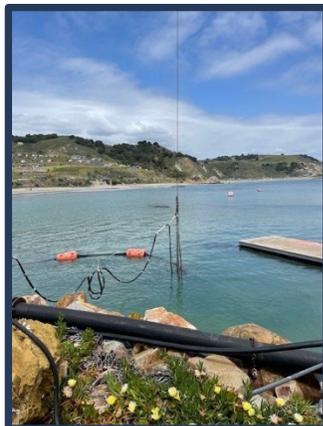


Department Summary (continued)

Facilities Department

Accomplishments

- Continued success in obtaining grant funding and donations for the Avila Pier. (Objective #4)
- Progress towards the reopening of Avila Pier was made throughout FY 2024/25: (Objective #4)
 - Structural repairs to Avila Pier have been performed through bent 58 (of 111).
 - Avila Pier is open to the public to bent 50.
 - Avila Pier utilities are commissioned to bent 50 (electric lighting, firewater).
 - Light posts and utility materials have been purchased and received. Installation has begun.
- Significant progress towards the Harford Pier rehabilitation has been made throughout the year: (Objective #3)
 - South half of Harford Pier and canopy is repaired and open to the public. Continued removal of Olde Port Inn and repairs of sub-structure is ongoing.
 - Pier repairs for Fish Shack facility complete.
 - Continued removal of abandoned utilities within Harford Canopy (electric, gas, water, wastewater, etc.)
 - Construction drawings are in-the-works to detail the configuration of the fire suppression system within the canopy.
 - Continued maintenance and repair of hoists.
- Continued repairs following severe winter storms. Continued reimbursement efforts for FEMA federal assistance. (Objective #2)
- By extending hours during the beginning of dredging, the Facilities Department was able to shorten the dredge season and minimize impacts to businesses and crew availability. One dredge pump is being sent out every other year versus every year for rebuild potentially saving the district \$27,000 bi-annually. (Objective #2)
- Long-term dredge permit renewals are underway. The District has received 1-year extensions until the longer term 5–10-year permits are approved. A consultant performed sediment sampling and analysis. The District is seeking to preserve existing authorizations and limit costly conditions. (Objective #2)





Department Summary (continued)

Facilities Department

Department Goals

- Continue pursuing grants for revetment/jetty repairs, underground storage tank replacement, commercial fishing needs, and Avila and Harford Piers. (Objective #1)
- Finish FEMA reimbursements claims to restore the District's expended funds. (Objective #1)
- Replace single-walled tank to bring District into compliance prior to December 31, 2025. (Objective #2)
- Renew dredging permits and complete regulatory requirements for Coastal Commission, US Army Corps of Engineers, and State Water Resources Control Board. Continue efforts to reduce dredging permit fees which typically cost the District over \$20,000 annually. (Objective #2)
- Remove utilities within and servicing the Olde Port building. Remove Olde Port structure and perform sub-pier repairs. Perform repairs to canopy and shier walls where structurally necessary. Have repaired sections of the canopy open to the public by June 2026. (Objective #3)
- Secure additional funding for project milestones. Develop overall project budget, viable repair plan, and project timeline. Finalize engineering and design for Avila Pier Landing repair and improvements. (Objective #4)
- Continue to pursue partnership opportunities that will help the District achieve stewardship goals. Potential project(s) include vehicle charging infrastructure. (Objective #6)
- Monitor the installation of an additional 53,000 gallon water storage tank. Monitor the progress of proposed commercial plan and retaining walls. (Objective #10)
- Put UST replacement out to bid and replace single-walled tank to bring District into compliance

Accomplishment of these goals will facilitate achieving the District's long-term objectives listed on page 91

Budget Summary

	2023/24 Actual	2024/25 Projected	2025/26 Budget	% Change from Projections
Wages	\$1,189,516	\$1,247,400	\$1,309,800	5.00%
Benefits & Payroll Taxes	\$465,477	\$526,419	\$571,636	8.59%
Contract Labor	0	0	0	0%

Operating Indicators

	2020/21	2021/22	2022/23	2023/24	2024/25
Dredge hours	388	515	490	567	676 est.
Boats fueled	309	258	244	170	210 est.
Invitations to Bid released	3	5	8	4	2
Major maintenance projects completed	6	7	9	8	8
Amount of major maintenance completed	\$255,415	\$420,159	\$379,553	\$341,518	\$245,800 est.
Capital projects completed	11	10	5	4	4
Amount of capital projects completed	\$1,310,550	\$1,848,256	\$3,084,836	\$1,049,664	\$614,600 est.
Grants received	6	5	4	5	4
Amount of grants received	\$254,788	\$1,184,000	\$1,889,146	\$605,996	\$340,000 est.



Department Summary (continued)

Harbor Patrol Department

In-line with the mission, goals, and strategic plan of the Harbor District, *to hold the waters and lands in trust for the public*, the Harbor Patrol Department manages the public safety functions of the District. The department includes one Chief Harbor Patrol Officer, one Harbor Patrol Sergeant, four full time Harbor Patrol officers, twenty seasonal lifeguards, and up to four Harbor Patrol reserves.

Public Safety

- Manages the public safety functions of the District.
- Provides and leads the delivery of safety and security services to the users of the District by providing water and shore-side patrol.
- Provides safe conditions for the users of the public beach by providing careful watch over beach activity.
- Advises patrons of dangerous conditions, rules, and regulations.
- Provides search, rescue, lifesaving, and emergency medical services.
- Provides information to District tenants, users, and the public.
- Cooperates with CalFire.
- Trains and supervises lifeguards.

Enforcement

- Develops and implements enforcement programs and policies.
- Enforces laws, ordinances, safety regulations, and District policies.
- Investigates and makes reports of incidents.

Harbor Patrol Reserve Program

The Harbor Patrol Reserve Program is designed to enhance the capabilities and strengths of the Harbor Patrol department as well as provide a potential training ground for future permanent employees. Harbor Patrol Reserves may be used for special events, holidays, and weekends and to assist with Harbor Patrol staffing levels during training and sick/vacation coverage. They have the unique opportunity to train and work with career Harbor Patrol Officers in many of the aspects of the job. Some of these aspects include routine patrol, boater education and public relations, deck handling, emergency response, and a multitude of other assignments. The program budget includes one reserve estimated to work 80 hours per month.

Administration

- Maintains inventories of supplies, equipment, and law enforcement specific tools.
- Supervises day-to-day operations of Camp Host and Water Taxi Host volunteer programs.
- Prepares and presents Grant requests.
- Participates in storm preparedness operations and responds when necessary.

Emergency Preparedness and Response

- Performs lead functions for District's Incident Command system.
- Cooperates with Federal Emergency Management Agency (FEMA), County Office of Emergency Services (OES), and Emergency Workers Exposure Control (EWEC).



Department Summary (continued)

Harbor Patrol Department

Organizational Chart



Trends and Challenges

- Constrained budget and decreased availability of grant funding for asset replacement and capital improvement projects. (Challenge)
- Training and retention of fully qualified Harbor Patrol Officers and Lifeguards during a period where the availability of interested candidates has trended down. (Challenge)
- Effectively communicating Harbor District Ordinances to a visitor base with high turnover. (Challenge)
- Increased legislative impact/reporting requirements for public safety. (Challenge/Trend)

Accomplishments

- Aggressively applied for grants to upgrade/replace/maintain department equipment and facilities. (Objective #1 – Sustain and enhance the Harbor’s finances – provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.)
- Restructured patrol strategy to maximize coverage on Port properties. (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)
- Successfully completed required training for a new Harbor Patrol Officer, bringing department up to full complement. (Objective #9 - Support high-performing staff – continue steps to maintain low turnover and good employee morale through compensation, staff growth, and positive engagement.)
- Decreased annual number of marine rescues and vessel assists after continued emphasis on marine safety education and preventative contacts (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)
- Utilized grant funding to remove multiple unseaworthy vessels from the water (Objective #1 - Sustain and enhance the Harbor’s finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.)



Department Summary (continued)

Harbor Patrol Department

Department Goals

- Increase enforcement presence on District beaches and in the harbor. (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)
- Prioritize community engagement and collaboration to build trust and improve relationships between the District and the community (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)
- Continue to maintain a competent fleet of Harbor Patrol assets to maximize public safety presence and aquatic response. (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)
- Continue pursuing pertinent training opportunities for professional development and increased efficiency of Harbor Patrol Officers. (Objective #2 - Maintain and enhance a boater friendly atmosphere at PSL for both commercial and recreational boaters.)

Accomplishment of these goals will facilitate achieving the District's long-term objectives listed on page 91.





Department Summary (continued)

Harbor Patrol Department

Budget Summary

	2023/24 Actual	2024/25 Projected	2025/26 Budget	% Change from Projections
Wages	\$763,625	\$775,900	\$843,700	8.74%
Benefits & Payroll Taxes	\$317,630	\$371,110	\$406,052	11.31%
Contract Labor	\$190,954	\$205,000	\$215,250	3.26%

Harbor Patrol Operating Indicators

Fiscal Year	2020/21	2021/22	2022/23	2023/24	2024/25
Agency to agency assistance	216	187	247	183	208
Wildlife rescues	92	65	98	65	51
Parking citations	241	314	516	137	295
Water taxi passengers	4,264	3,148	4,409	1,625	3,881
Avila parking lot spaces sold	71,197	88,790	72,679	86,499	77,700 est.
RV camping nights sold	8,794	10,414	6,952	8,554	4,000 est.
Grants received	2	3	4	0	1
Amount of grants received	\$246,000	\$22,034	\$111,600	-	\$8,000
Marine Rescues	88	70	73	57	49
Medical aids	47	51	44	48	46
Contacts for beach fire compliance	142	47	22	21	17
Contacts for dog law compliance	361	149	154	91	84
Contacts for alcohol compliance	78	43	23	27	20

* Includes Harford Pier and Harford Landing parking areas

Lifeguard Operating Indicators

Calendar Year	2020	2021	2022	2023	2024
Rescues	11	4	32	7	20
Medical aids	60	70	97	76	84
Contacts for beach fire compliance	10	3	33	40	73
Contacts for dog law compliance	2,002	1,530	1,592	1,252	990
Contacts for alcohol compliance	1,070	3,454	586	278	347



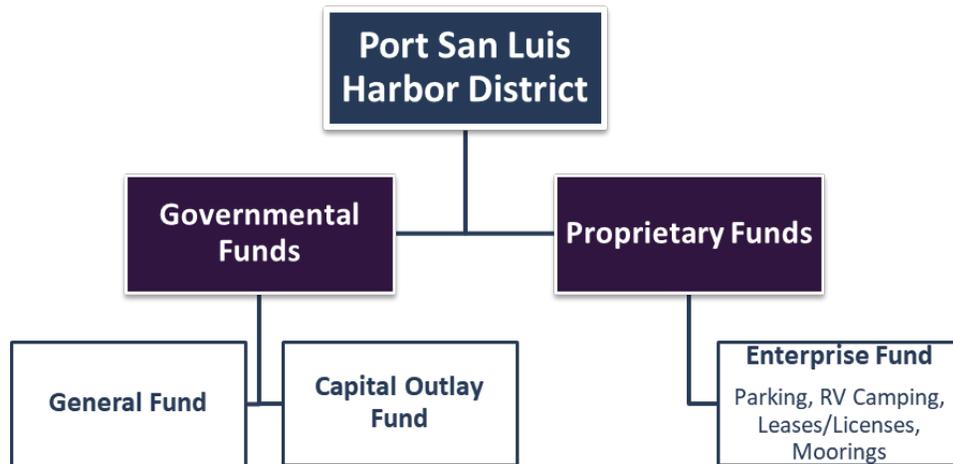


Consolidated Budget





Fund Structure



General Fund - The General Fund is the District's primary operating fund. The General Fund is used to account for all revenues and expenditures necessary to carry out the basic governmental activities of the District that are not accounted for through other funds. For the District, the General Fund includes such activities as public protection, public ways and facilities, and recreational services.

Capital Outlay Fund - The Capital Outlay Fund is used to account for financial resources to be used for the acquisition or construction of major capital assets and facilities for general fund related activities (other than those financed by enterprise funds).

Enterprise Fund - The 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 public on a continuing basis are financed or recovered primarily through user charges.

All three funds are considered major.

Fund Activity by Department

Department	General Fund Activities	Capital Outlay Fund Activities	Enterprise Fund Activities
Administration and Business	<ul style="list-style-type: none"> • Administration • Human Resources • AR/AP • Audit • Payroll • Board Secretary 	<ul style="list-style-type: none"> • Project Planning and Approval • Grant Management 	<ul style="list-style-type: none"> • Fee Setting • Special Event Processing • Moorings • Revenue Reconciliation
Facilities	<ul style="list-style-type: none"> • Janitorial • Hazardous Material • Fleet Maintenance • Heavy Construction 	<ul style="list-style-type: none"> • Project Planning and Tracking 	<ul style="list-style-type: none"> • Diesel Fuel • Mooring Inspections & Repairs • RV Camping Maintenance
Harbor Patrol	<ul style="list-style-type: none"> • Marine Safety • Public Safety • Enforcement • Boater Education • Medical Aid 	<ul style="list-style-type: none"> • Project Planning and Tracking 	<ul style="list-style-type: none"> • Parking Lot Patrol and Citation Issuance



Consolidated Financial Schedule

Port San Luis Harbor District Budget Summary by Fund For the Fiscal Year Ending June 30, 2026				
	General Fund	Capital Outlay Fund	Enterprise Fund	Total Budget
Revenue				
Charges for Services	\$ -	\$ -	\$ 568,600	\$ 568,600
Mooring Fees	-	-	184,700	184,700
Lease and License	-	-	1,685,900	1,685,900
Diesel Sales	-	-	15,000	15,000
Property Taxes	4,668,348	-	-	4,668,348
Interest	68,200	-	131,800	200,000
Other Financing Sources	191,588	-	-	191,588
Other Non-Operating Revenue	50,000	-	1,000	51,000
Grant Funding	6,000	1,900,541	390,803	2,297,344
Fund Transfer	-	429,709	(429,709)	-
Total Revenue	\$ 4,984,136	\$ 2,330,250	\$ 2,548,094	\$ 9,862,480
Expenditures by Category				
Salaries, Wages, & Benefits	\$ 3,788,887	\$ -	\$ 1,272,652	\$ 5,061,539
Supplies	96,313	-	40,687	137,000
Operations & Maintenance	271,659	-	187,541	459,200
Utilities	504,066	-	262,242	766,308
General & Administrative	859,502	-	643,346	1,502,848
Major Maintenance	-	65,000	50,000	115,000
Capital Projects	-	2,265,250	750,750	3,016,000
Total Expenditures by Category	\$ 5,520,427	\$ 2,330,250	\$ 3,207,218	\$ 11,057,895
Revenue less Expenditures	\$ (536,291)	\$ (0)	\$ (659,124)	\$ (1,195,415)
Specified Reserve Usage	204,000	-	75,000	279,000
Specified Reserve Funding	-	-	-	-
Increase/(Decrease) in Operating Reserves	\$ (332,291)	\$ (0)	\$ (584,124)	\$ (916,415)
Estimated Beginning Fund Balance as of July 1, 2025	\$ 540,203	\$ -	\$ 5,018,518	\$ 5,558,721
Estimated Ending Fund Balance as of June 30, 2026	\$ 3,912	\$ (0)	\$ 4,359,394	\$ 4,363,306

Percentage Change in Fund Balance	-99.3%	0.0%	-13.1%	-21.5%
-----------------------------------	--------	------	--------	--------



Changes in Fund Balance

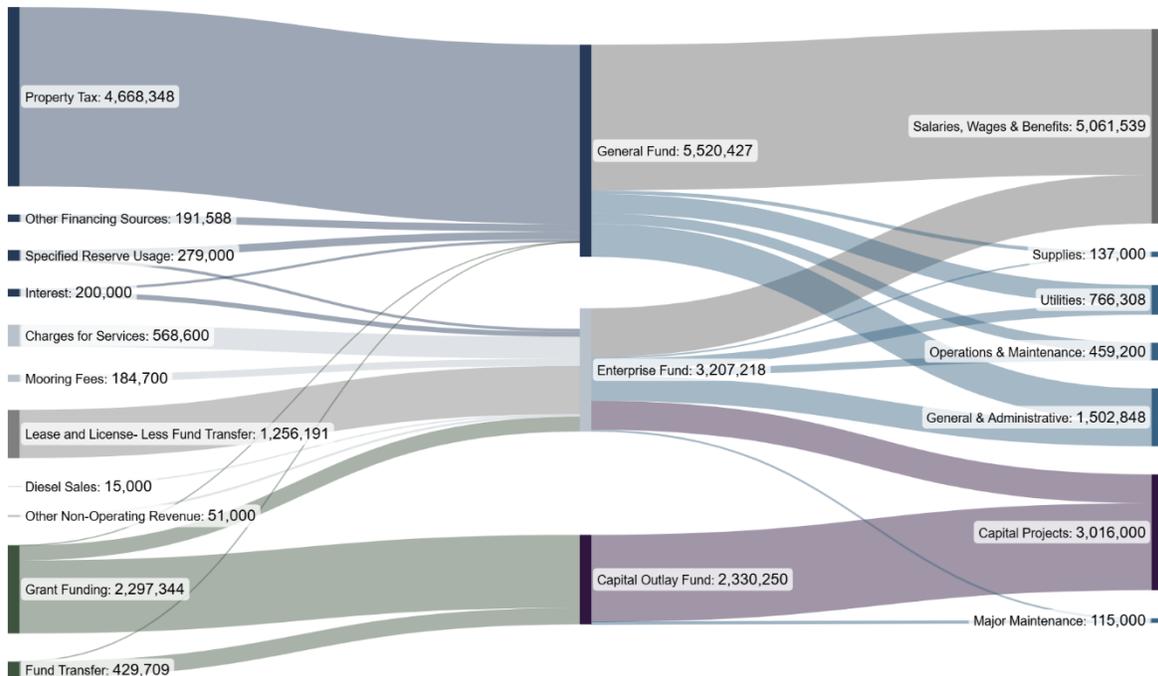
The combined General Fund and Enterprise Fund is budgeted to decrease by \$1,195,415 or 21.5%, as described in the following paragraphs.

The Fund Balance for the General Fund is expected to decrease by \$536,291, or 99.3%, in 2025/26. The source of revenue for the General Fund is primarily property tax. Property tax revenue has increased over the last few years with \$2,780,200 in revenue in 2009/10 versus expected property tax revenue of \$4,668,348 in 2025/26, which is a 67.91% increase. During the same period, salaries and benefits have increased from \$1,795,500 in 2009/10 versus budgeted salaries and wages of \$3,788,887 in 2025/26, which is a 111.02% increase over the last sixteen years. These trends, coupled with increased maintenance costs on aging infrastructure, are leading to the spending down of the Fund Balance in the General Fund.

The Fund Balance for the Enterprise Fund is expected to decrease by \$659,124, or 13.1% in 2025/26. Enterprise Fund operating revenues in 2009/10 were \$1,327,900 versus \$2,454,200 expected in 2025/26, an 84.82% increase. During the same period, salaries and benefits have increased from \$754,500 in 2009/10 versus expected salaries and benefits of \$1,272,652 in 2025/26, a 68.67% increase.

A cash transfer from the Enterprise Fund to the General Fund of \$429,709 will be required in 2025/26 to sustain general fund operations. A cash transfer of \$203,020 may be necessary in 2024/25.

*Fund Balance Flow Chart



Made at SankeyMATIC.com

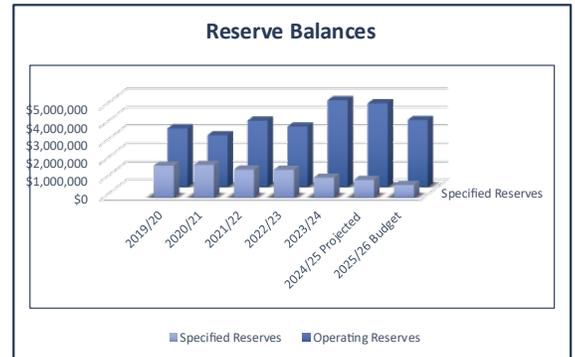
*Graph is a Sankey diagram that shows the flow of expenses by revenue source for each fund. It does not reflect Increase/Decrease in Operating Reserves.



Specified Reserve Funding and Use

For budget purposes, the District differentiates Specified Reserves from Operating (Unspecified Reserves). Specified Reserves are designated per Board action or by District Ordinance (LCM reserve). The designation of reserves generally occurs in August of each year and is equal to the actual available unused fund balance from the previous fiscal year. The Operating Reserve is not designated for a particular purpose.

Per District policy, \$1.3 million in Operating Reserves should not be appropriated due to District cash flow needs. The \$1.3 million acts as the District’s emergency reserve and may be used for such items as stabilization of District staffing during economic downturns and/or revenue stream losses and one-time unanticipated expenses.



Port San Luis Harbor District
Fiscal Year Ended June 30, 2025
Reserve Funding & Use

Reserve Description	Consolidated Budget				Notes
	2024/25 Projected Ending Balance	2025/26 Budgeted		Ending Balance	
		Reserve Funding	Reserve Use		
Building Improvement	\$ 18,691	\$ -	\$ -	\$ 18,691	
Coastal Gateway	17,400	-	-	17,400	
Crane	7,900	-	-	7,900	
Commissioner Discretionary Funds	3,610	-	-	3,610	
Dredge	920	-	-	920	
Election	-	-	-	-	
Equipment	1,112	-	-	1,112	
Facilities	352,065	-	(100,000)	252,065	Underground Storage Tank \$100,000
Flying Flags/Harbor Terrace	22,400	-	-	22,400	
Harbor Patrol Emergency Equipment Replacement	25,000	-	-	25,000	
Harbor Patrol Vessel Replacement	129,000	-	(129,000)	-	Harbor Patrol Vessel
Hoist	11,480	-	-	11,480	
LCM Maintenance Fund	222,652	-	(40,000)	182,652	Maintenance to District's mooring boat (LCM)
Other Post Employment Benefits	69,000	-	-	69,000	
Safety Equipment	5,415	-	-	5,415	
Utility Replacement	68,300	-	-	68,300	
Water Tank	11,536	-	(10,000)	1,536	Repairs and improvements to existing water tank
Total Specified Reserves	\$ 966,481	\$ -	\$ (279,000)	\$ 687,481	

Unassigned Fund Balance (Operating Reserve) **\$ 4,592,240** **-** **(916,415)** **3,675,825**

Notes:
 Per District policy, at least \$1.3M in operating reserves is required for cash flow purposes.



Three-Year Consolidated Financial Schedule

	General Fund			Capital Outlay Fund			Enterprise Fund			Consolidated		
	2023/24 Actual	2024/25 Projected	2025/26 Budget									
Revenue												
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 603,301	\$ 494,200	\$ 568,600	\$ 603,301	\$ 494,200	\$ 568,600
Mooring Fees	-	-	-	-	-	-	204,568	158,200	184,700	204,568	158,200	184,700
Lease and License	-	-	-	-	-	-	2,271,215	1,625,700	1,685,900	2,271,215	1,625,700	1,685,900
Diesel Sales	-	-	-	-	-	-	16,830	15,000	15,000	16,830	15,000	15,000
Property Taxes	4,578,420	4,459,565	4,668,348	-	-	-	-	-	-	4,578,420	4,459,565	4,668,348
Interest	61,439	85,250	68,200	-	-	-	242,336	164,750	131,800	303,775	250,000	200,000
Other Financing Sources	191,588	191,588	191,588	-	-	-	-	-	-	191,588	191,588	191,588
Other Non-Operating Revenue	27,750	26,000	50,000	-	-	-	75,064	-	1,000	102,814	26,000	51,000
Grant Funding	45,461	7,800	6,000	375,339	320,000	1,900,541	230,657	20,000	390,803	651,457	347,800	2,297,344
Fund Transfer	(350,000)	-	-	350,000	203,020	429,709	-	(203,020)	(429,709)	-	-	-
Total Revenue	\$ 4,554,658	\$ 4,770,203	\$ 4,984,136	\$ 725,339	\$ 523,020	\$ 2,330,250	\$ 3,643,971	\$ 2,274,830	\$ 2,548,094	\$ 8,923,968	\$ 7,568,053	\$ 9,862,480
Expenditures by Category												
Salaries, Wages, & Benefits	\$ 3,182,353	\$ 3,589,721	\$ 3,788,887	\$ -	\$ -	\$ -	\$ 1,135,477	\$ 1,199,779	\$ 1,272,652	\$ 4,317,830	\$ 4,789,500	\$ 5,061,539
Supplies	189,910	69,758	96,313	-	-	-	107,789	25,342	40,687	297,699	95,100	137,000
Operations & Maintenance	206,466	180,283	271,659	-	-	-	118,817	99,717	187,541	325,283	280,000	459,200
Utilities	413,340	445,026	504,066	-	-	-	215,110	223,424	262,242	628,450	668,450	766,308
General & Administrative	633,571	708,688	859,502	-	-	-	416,714	459,662	643,346	1,050,285	1,168,350	1,502,848
Major Maintenance	-	-	-	205,644	122,450	65,000	135,874	123,350	50,000	341,518	245,800	115,000
Capital Projects	-	-	-	842,139	400,570	2,265,250	207,525	214,030	750,750	1,049,664	614,600	3,016,000
Total Expenditures by Category	\$ 4,625,640	\$ 4,993,476	\$ 5,520,427	\$ 1,047,783	\$ 523,020	\$ 2,330,250	\$ 2,337,306	\$ 2,345,304	\$ 3,207,218	\$ 8,010,729	\$ 7,861,800	\$ 11,057,895
Revenue less Expenditures	\$ (70,982)	\$ (223,273)	\$ (536,291)	\$ (322,444)	\$ -	\$ (0)	\$ 1,306,665	\$ (70,474)	\$ (659,123)	\$ 913,239	\$ (293,747)	\$ (1,195,415)
Specified Reserve Usage	282,726	62,720	204,000	-	-	-	159,469	60,180	75,000	442,195	122,900	279,000
Specified Reserve Funding	-	-	-	-	-	-	(44,095)	-	-	(44,095)	-	-
Funding/(Funded by) Operating Reserve	\$ 211,744	\$ (160,553)	\$ (332,291)	\$ (322,444)	\$ -	\$ (0)	\$ 1,422,039	\$ (10,294)	\$ (584,123)	\$ 1,311,339	\$ (170,847)	\$ (916,415)





District Revenue

The District generates a majority of its revenue through property taxes. For the 2025/26 fiscal year, property taxes are budgeted to bring in \$4,668,348. This amount is based on estimates received from the County of San Luis Obispo and includes a projected 4.68% increase in base property taxes.

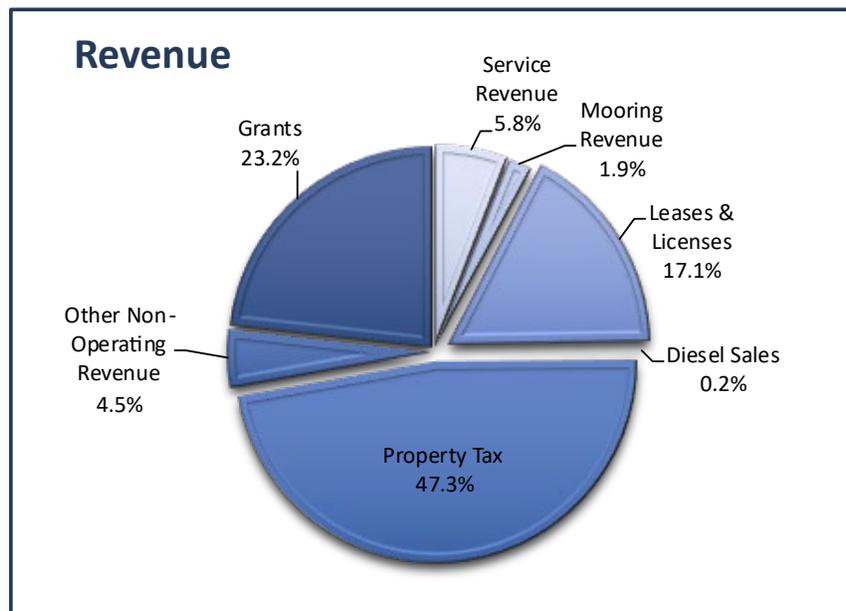
Lease, license, and RV camping revenue are the second largest revenue source. This revenue is budgeted to be \$1,685,900 in 2025/26, an increase of 3.7% from 2024/25 projections. This amount is calculated based on current lease agreements and trends. On July 1, 2025, fees will be increased by CPI for RV camping, moorings, equipment, storage, license fees, and permits. These factors, along with 2024/25 actuals, were used for conservative budgeting of revenues. Continued development of Flying Flags Avila Beach at Port San Luis in 2024/25 provides substantial camping revenue. Approval by the Coastal Commission to operate two additional District camp locations lapsed in November 2024.

Service revenue, including parking, citations, and administrative revenues, is budgeted to be \$568,600, an increase of 15.1% from 2024/25 fiscal year projections. The District has budgeted to receive \$184,700 in Mooring revenue in 2025/26. This amount is an increase of 16.8% from 2024/25 projections.

Port San Luis has its own diesel facility and offers fuel to boaters. This service is budgeted to bring in \$15,000 in net income for the 2025/26 fiscal year. This is consistent with projected net income in 2024/25. The District continues to experience high fuel costs, therefore, decreasing the net income from the facility.

Grant revenue is budgeted to bring in \$2,291,344 in 2025/26. These funds are to be used towards abandoned vessel removal, Avila Pier landing, Avila Pier rehabilitation, Harbor Patrol replacement vessel, Harford Pier redevelopment, revetment maintenance, solar/charging design, and underground storage tank replacement. The District has historically received funds to help cover expenditures related to dog waste bags as well as assistance with costs related to Washington, DC lobbying efforts.

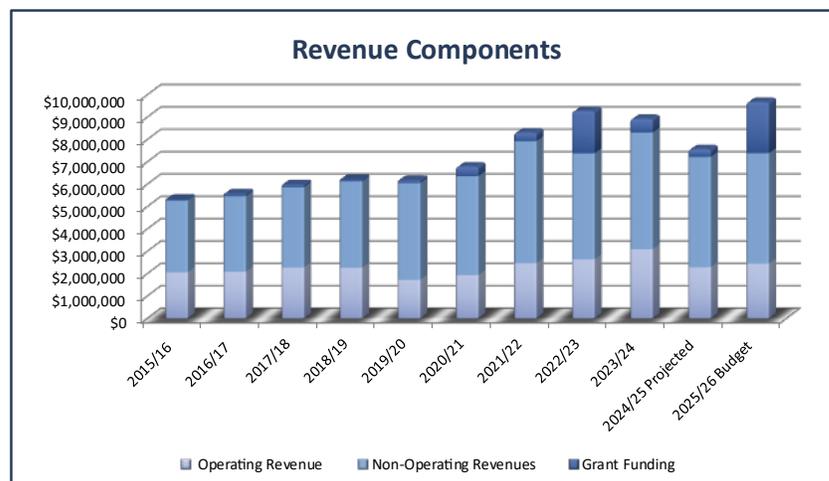
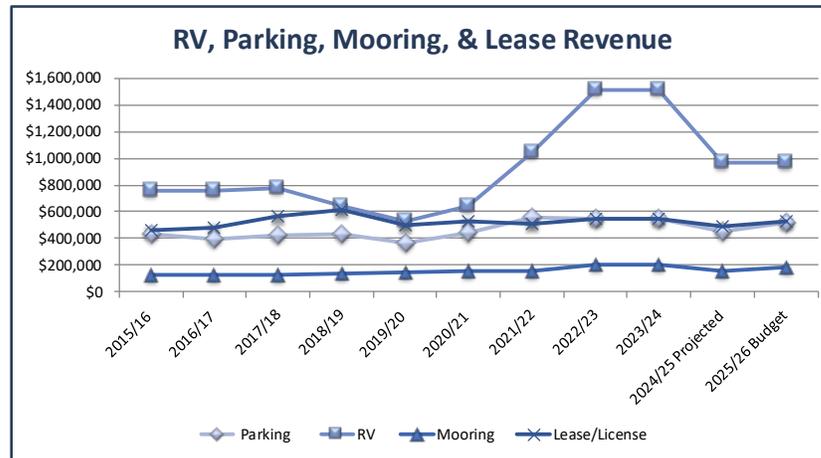
The chart below shows each of the major revenue sources in relation to the total revenue generated by the District for the fiscal year.





Recent Revenue Trends

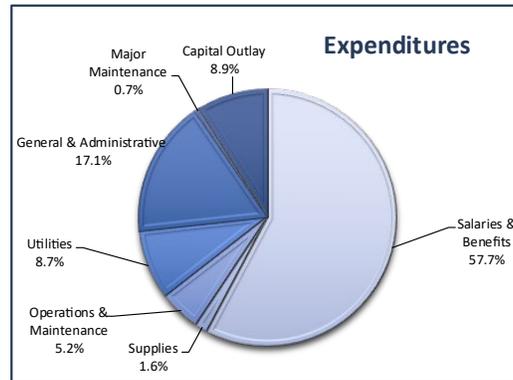
The charts below detail the latest trends in a few of the District's revenue sources.





District Expenditures

Expenditures for the 2025/26 budget are budgeted to be \$11,057,895. The following chart shows the percentage of funds spent on each major category of expenditures.



Salaries/Wages and Benefits are budgeted to be \$5,061,539, a 5.1% increase from 2024/25 projections. The budget includes estimated annual cost of living adjustments and assumes the District is at a full staffing level.

Supplies are budgeted at \$137,000. This is a 16.0% decrease compared to the 2024/25 projections. Included in the supply category is office, shop, and RV camping supplies. Additional included items are uniforms for the maintenance crew, Harbor Patrol, and lifeguards.

Operations & Maintenance costs are budgeted at \$459,200, a 54.5% increase from 2024/25 projections. Operations and Maintenance expenditures include fuel, building and vehicle maintenance, signage, and beach maintenance, among other things. High fuel cost is factored into the overall cost of purchasing and District use of fuel. The increase is due to moving recurring annual maintenance to the operating budget rather than with major maintenance.

Utilities are budgeted to be \$766,308, a 10.7% increase from 2024/25 projections. Sewage treatment and water expense continue to be a significant portion of the budget. The District staff is evaluating how to mitigate future costs and determining the long-term impact on the budget.

General and Administrative expenditures are budgeted to be \$1,502,848, a 15.7% increase over 2024/25 projections. Included in the 2025/26 budget is \$34,000 for travel/meals/lodging and additional amounts for legal fees, Treasurer fees, tax collection fees, merchant fees, and other line items.

District Policy #3020 requires the placement of 1.75% of general and enterprise fund revenues into contingency funds spread out over all the above-listed expense categories. Additionally, 2% of revenues are required to be placed into an overall budget contingency line item to be used by the Harbor Commission for unusual budget circumstances or emergencies. This item is included in the General and Administrative expenditures described above.

Major Maintenance expenditures are budgeted to be \$115,000 and Capital Project Outlay expenditures \$3,016,000. In 2025/26, \$50,000 of specified reserves is budgeted for Major Maintenance, and \$229,000 of specified reserves is budgeted for Capital Projects. A total of \$2,391,344 in grant funding is budgeted this 2025/26 fiscal year.

For further details, refer to the [Major Maintenance](#) and [Capital Projects and Asset Purchases](#) sections.



Debt

As of June 30, 2024, the District's current debt obligation is \$1,384,377 excluding PERS and OPEB obligations identified in Legislative Factors on pages 11-12. \$287,311 is an obligation of the General Fund while \$1,097,066 is an obligation of the Enterprise Fund. These obligations relate to Avila Beach Community Service District sewer improvements, purchase of a boom truck, and Harbor Terrace entitlements. In March 2022, the Board of Commissioners approved an asset purchase of a new boom truck. District staff worked with California Special Districts Association (CSDA) and Municipal Finance Corporation (MFC) to structure cost-effective financing for the boom truck acquisition, which the Board of Commissioners approved at the May 24, 2022, Board meeting. Additionally, the District has identified in Short-Term Factors Influencing Decisions, page 13, the obligation to fund 35% of related capital improvements to the Avila Beach Community Service District wastewater treatment plant. This project began in 2021/22.

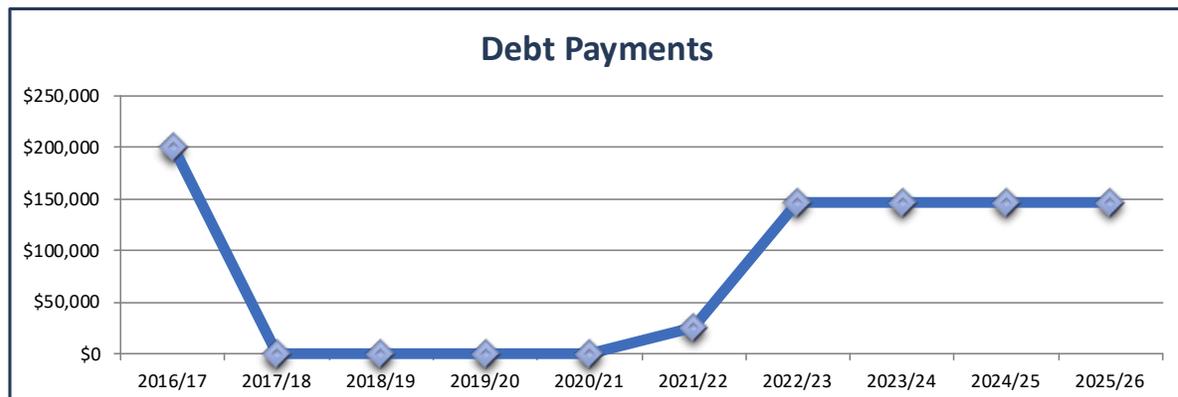
California Harbors and Navigation Code Section 6077 prescribes that the bonded indebtedness of the District does not exceed 15% of the assessed value of property within the District. As of 6/30/24, the District's debt limit is \$4,944,581,400.

Scheduled debt service payments are as follows:

Future Debt Service Payments							
Fiscal Year Ending	General Fund Principal	General Fund Interest	Total General Fund	Enterprise Fund Principal	Enterprise Fund Interest	Total Enterprise Fund	Total Payments
6/30/2026	24,869	8,110	32,979	90,115	23,842	113,957	146,936
6/30/2027	25,674	7,305	32,979	92,216	21,741	113,957	146,936
6/30/2028	11,310	6,699	18,009	58,929	20,098	79,027	97,036
6/30/2029	11,666	6,343	18,009	59,998	19,029	79,027	97,036
6/30/2030	12,033	5,976	18,009	61,100	17,927	79,027	97,036
6/30/2031	12,412	5,597	18,009	62,237	16,790	79,027	97,036
6/30/2032	12,804	5,205	18,009	63,411	15,616	79,027	97,036
6/30/2033	13,207	4,802	18,009	64,620	14,407	79,027	97,036
6/30/2034	13,623	4,386	18,009	65,868	13,159	79,027	97,036
2035-2039	74,828	15,217	90,045	238,108	45,651	283,759	373,804
2040-2042	50,794	3,233	54,027	152,381	9,700	162,081	216,108

Based on our current investment resources, we have been able to service our debt and anticipate continuing to service any new debt obligations without impacting our ability to meet District goals.

The chart below shows the District's historical debt payments as well as the budgeted payments for the 2025/26 fiscal year.





Consolidated Budget Summary

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
REVENUE							
Service Revenue <i>(Avila Parking, Location Fees, Citations)</i>	\$ 600,600	\$ 603,301	\$ 568,600	\$ 494,200	\$ 568,600	\$ 568,600	15.1%
Mooring Revenue <i>(Moorage Fees, Equipment Sales, Skiff Space) (Exclusive of Labor and O&M)</i>	185,000	204,568	191,700	158,200	184,700	184,700	16.8%
Leases & Licenses <i>(Leases, Licenses, RVs, Utility Reimbursement)</i>	1,820,100	2,271,215	1,793,900	1,625,700	1,685,900	1,685,900	3.7%
Diesel Sales <i>(Exclusive of Labor, O&M, and Permits)</i>	25,000	16,830	25,000	15,000	15,000	15,000	0.0%
Total Operating Revenue	2,630,700	3,095,914	2,579,200	2,293,100	2,454,200	2,454,200	7.0%
Non-Operating Revenue/(Expenditure) <i>(Property Tax, Interest, Grant Income not related to Capital Projects/ Major Maintenance)</i>	4,575,972	5,222,058	4,858,153	4,934,953	5,116,936	5,116,936	3.7%
REVENUE	\$ 7,206,672	\$ 8,317,972	\$ 7,437,353	\$ 7,228,053	\$ 7,571,136	\$ 7,571,136	4.7%

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
EXPENDITURES							
Salaries/Wages/Benefits <i>Budget Contingency</i>	\$ 4,564,480	\$ 4,317,830	\$ 4,879,245	\$ 4,789,500	\$ 5,035,039 26,500	\$ 5,035,039 26,500	5.1%
Supplies <i>Budget Contingency Less: Prior year reserve use</i>	327,350	297,699	126,400	95,100	110,500 26,500	110,500 26,500	16.2%
Operations & Maintenance <i>Budget Contingency</i>	329,750	325,283	317,850	280,000	432,700 26,500	432,700 26,500	54.5%
Utilities <i>Budget Contingency</i>	675,750	628,450	696,160	668,450	739,808 26,500	739,808 26,500	10.7%
General & Administrative (includes \$26,500 G&A contingency) <i>Budget Contingency Fund Less: Prior year reserve use</i>	1,028,000	1,050,285	1,323,600	1,168,350	1,351,448	1,351,448	15.7%
	144,100	-	148,500	-	151,400	151,400	
	-	-	-	(45,000)	-	-	
OPERATING EXPENDITURES	\$ 7,069,430	\$ 6,619,547	\$ 7,491,755	\$ 6,956,400	\$ 7,926,895	\$ 7,926,895	14.0%

NET INCOME/(LOSS) BEFORE MAJOR MAINTENANCE & CAPITAL PROJECTS	\$ 137,242	\$ 1,698,425	\$ (54,402)	\$ 271,653	\$ (355,759)	\$ (355,759)	-231.0%
--	-------------------	---------------------	--------------------	-------------------	---------------------	---------------------	----------------

Major Maintenance Expense	822,810	341,518	445,000	245,800	115,000	115,000	-53.2%
Less: Grants	(175,000)	(59,250)	(40,000)	(25,000)	(55,000)	(55,000)	120.0%
Prior year reserve use	(207,400)	(48,365)	(72,988)	(60,000)	(50,000)	(50,000)	-16.7%
Capital Project Outlay	1,966,466	1,049,664	1,824,000	614,600	3,016,000	3,016,000	390.7%
Less: Grants	(968,639)	(546,746)	(1,232,639)	(315,000)	(2,236,344)	(2,236,344)	610.0%
Prior year reserve use	(374,644)	(393,830)	(130,300)	(17,900)	(229,000)	(229,000)	1179.3%
MAJOR MAINTENANCE AND CAPITAL PROJECTS	\$ 1,063,593	\$ 342,991	\$ 793,073	\$ 442,500	\$ 560,656	\$ 560,656	26.7%

Net change in Operating Reserves before Reserve Set Aside	\$ (926,351)	\$ 1,355,434	\$ (847,475)	\$ (170,847)	\$ (916,415)	\$ (916,415)	436.4%
---	--------------	--------------	--------------	--------------	--------------	--------------	--------

Reserve Set Aside	\$ -	\$ (44,095)	\$ -	\$ -	\$ -	\$ -	0.0%
Budget Transfer In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Increase/(Decrease) in Operating Reserves	\$ (926,351)	\$ 1,311,339	\$ (847,475)	\$ (170,847)	\$ (916,415)	\$ (916,415)	436.4%



Consolidated Budget Detail

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Service Revenue						
Administration	\$ 10,000	\$ 20,215	\$ 8,000	\$ 13,000	\$ 8,000	\$ 8,000
Branded Merchandise	2,000	1,714	2,000	3,200	2,000	2,000
Branded Merchandise COGS	(1,400)	(1,373)	(1,400)	(2,500)	(1,400)	(1,400)
Citations	30,000	19,446	30,000	25,000	30,000	30,000
Facilities Labor & Equipment	5,000	10,506	5,000	2,500	5,000	5,000
Avila Parking	500,000	502,443	475,000	410,000	475,000	475,000
Harford Landing/ Harford Pier Parking	50,000	46,200	45,000	42,000	45,000	45,000
Harbor Patrol & Lifeguards	5,000	4,150	5,000	1,000	5,000	5,000
Budget Transfer	-	-	-	-	-	-
Total Service Revenue	\$ 600,600	\$ 603,301	\$ 568,600	\$ 494,200	\$ 568,600	\$ 568,600

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Mooring Revenue						
Anchorage Fees	\$ 1,500	\$ 1,464	\$ 1,500	\$ 8,000	\$ 1,500	\$ 1,500
Work Dock Rental Fee	1,500	239	200	200	200	200
Live-Aboard Fee	2,000	3,348	3,000	3,000	3,000	3,000
Equipment Rental- Moorings	31,000	31,598	32,000	20,000	25,000	25,000
Mooring Operations	140,000	149,035	142,000	120,000	142,000	142,000
Fisherman's Discount	(14,000)	(16,725)	(15,000)	(18,000)	(15,000)	(15,000)
Mooring Equipment Sales	54,000	89,076	65,000	45,000	65,000	65,000
Mooring Equipment COGS	(31,000)	(53,467)	(37,000)	(20,000)	(37,000)	(37,000)
Total Mooring Revenue	\$ 185,000	\$ 204,568	\$ 191,700	\$ 158,200	\$ 184,700	\$ 184,700





Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Lease & License Revenue						
Commissions- Laundry	\$ 2,500	\$ 1,398	\$ 2,000	\$ 500	\$ 1,000	1,000
Coastal Gateway Room Rental	3,000	3,430	3,000	4,000	3,000	3,000
Coin Showers	20,000	15,684	14,000	10,000	14,000	14,000
Harford Land Area- Leases	194,000	215,745	208,000	200,000	213,000	213,000
Piers- Leases	258,000	264,019	265,000	230,000	258,000	258,000
Piers- Licenses	29,000	34,952	32,000	32,000	35,000	35,000
Beaches- Leases	10,000	13,949	13,000	12,000	13,000	13,000
Beaches- Licenses	14,000	17,091	16,000	13,000	13,000	13,000
Boat & Gear Storage	37,000	55,648	44,000	56,000	44,000	44,000
Boat Washdown	2,600	2,456	2,400	2,000	2,400	2,400
Coin Hoist- Harford Pier	4,500	3,613	4,000	4,000	4,000	4,000
Flying Flags RV Resort	440,000	708,936	570,000	570,000	640,000	640,000
RVs- District	685,000	800,715	500,000	400,000	325,000	325,000
Utilities Reimbursement	120,000	132,331	120,000	90,000	120,000	120,000
Miscellaneous Operating Income	500	1,248	500	2,200	500	500
Total Lease & License Revenue	\$ 1,820,100	\$ 2,271,215	\$ 1,793,900	\$ 1,625,700	\$ 1,685,900	\$ 1,685,900

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Diesel Sales Revenue						
Diesel Sales	\$ 150,000	\$ 166,109	\$ 150,000	\$ 120,000	\$ 150,000	\$ 150,000
Diesel Cost of Goods Sold	(125,000)	(149,279)	(125,000)	(105,000)	(135,000)	(135,000)
Total Diesel Sales Revenue	\$ 25,000	16,830	25,000	\$ 15,000	\$ 15,000	\$ 15,000

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Non-Operating Revenue						
Interest Income	\$ 60,000	\$ 303,775	\$ 200,000	\$ 250,000	\$ 200,000	\$ 200,000
Interest Income - Lease	-	-	-	-	-	-
Finance Charge Income	1,000	2,026	1,000	-	1,000	1,000
Grant Income	4,750	45,461	6,000	7,800	6,000	6,000
Bad Debt Recovery	-	-	-	-	-	-
Tax Proceeds	4,318,634	4,578,420	4,459,565	4,459,565	4,668,348	4,668,348
Gain/(Loss) on Disposal of Assets	-	-	-	-	-	-
Misc. Non-Operating Income	-	27,750	-	26,000	50,000	50,000
Unrealized Gain/(Loss) on Investments	-	98,068	-	-	-	-
Interest Expense	-	-	-	-	-	-
Other Financing Sources	191,588	191,588	191,588	191,588	191,588	191,588
Misc. Non-Operating Expenses	-	(25,030)	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Non-Operating Revenue	\$ 4,575,972	\$ 5,222,058	\$ 4,858,153	\$ 4,934,953	\$ 5,116,936	\$ 5,116,936

• Grant Income not related to Major Maintenance or Capital Projects



Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Salaries/Wages/Benefits						
Wages - Commissioners	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
Wages - Employees	2,679,500	2,608,816	2,805,200	2,805,000	2,863,800	2,863,800
Health Insurance	488,300	429,689	514,600	500,000	556,300	556,300
OPEB Expense	-	-	-	-	-	-
Workers Compensation	142,900	102,395	160,400	131,000	131,600	131,600
Payroll Taxes	210,400	199,294	220,200	248,500	261,600	261,600
Pension Costs	673,000	689,875	805,705	750,000	862,489	862,489
Pension 115 Trust Fund	60,000	-	60,000	-	-	-
Deferred Compensation-Employer	-	3,100	4,800	3,000	4,800	4,800
Recruitment	6,500	5,523	7,500	14,500	7,500	7,500
Misc. Employee Benefits	9,130	5,851	8,340	15,000	17,000	17,000
Unemployment Self Insurance	3,500	8,566	1,000	12,000	11,700	11,700
NC Unemployment Insurance	-	312	1,500	500	-	-
Contract Labor	-	-	2,000	48,000	46,000	46,000
Contract Security	195,000	190,954	205,000	205,000	215,250	215,250
Compensated Absence	13,000	20,578	3,000	3,000	3,000	3,000
Other Post Employment Benefits	22,000	16,877	18,000	18,000	18,000	18,000
Salaries, Wages, & Benefits						
Contingency	25,250	-	26,000	-	26,500	26,500
Budget Transfer	-	-	-	-	-	-
Total Salaries/Wages/Benefits	\$ 4,564,480	\$ 4,317,830	\$ 4,879,245	\$ 4,789,500	\$ 5,061,539	\$ 5,061,539

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Supplies						
Office	\$ 26,500	\$ 26,600	\$ 21,200	\$ 26,000	\$ 21,200	\$ 21,200
Emergency Supplies	191,000	165,581	8,800	8,000	8,800	8,800
Shop	11,000	14,877	9,200	7,000	10,000	10,000
Sanitation	40,000	41,095	32,000	32,000	32,000	32,000
Harbor Patrol/Lifeguards	10,000	9,972	9,200	9,200	15,000	15,000
Mooring	6,000	19,581	4,800	4,800	4,800	4,800
Dredge	1,000	-	800	100	800	800
Clothing/Equipment	16,600	19,993	14,400	8,000	17,900	17,900
Supply Contingency	25,250	-	26,000	-	26,500	26,500
Budget Transfer	-	-	-	-	-	-
Less: Prior year reserve use	-	-	-	-	-	-
Total Supplies	\$ 327,350	\$ 297,699	\$ 126,400	\$ 95,100	\$ 137,000	\$ 137,000



Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Operations & Maintenance						
Building/Facility	\$ 28,000	\$ 25,501	\$ 28,500	\$ 25,000	\$ 49,000	\$ 49,000
Vandalism	1,000	-	1,000	1,000	-	-
Office machines	-	2,090	1,000	9,000	5,500	5,500
Office machine Leases	8,000	5,360	5,500	6,000	5,700	5,700
Dredge	24,400	26,940	18,000	18,000	40,000	40,000
Electronic Equipment (Non-Computer)	7,500	3,308	5,000	3,000	500	500
Vehicles & Equipment	18,000	18,729	19,500	14,000	19,500	19,500
Heavy Equipment Maintenance	-	-	-	-	30,000	30,000
Parking Lot Maintenance	-	-	-	-	15,000	15,000
Wastewater Collection System Maintenance	-	-	-	-	30,000	30,000
Water Distribution System Maintenance	-	-	-	-	25,000	25,000
Crane	-	1,370	-	-	-	-
Coastal Gateway Costs	2,000	5,766	2,500	1,000	1,000	1,000
Patrol Boats	20,000	20,246	20,000	10,000	15,000	15,000
LCM	1,500	-	1,500	1,500	-	-
Boatyard Maintenance	1,000	500	1,000	-	-	-
Camp Host	1,000	816	1,000	-	500	500
Water Taxi Host	5,000	5,993	5,000	5,000	4,000	4,000
Signs	5,000	3,701	5,000	5,000	2,500	2,500
Road/Revetment	8,000	11,685	8,000	2,000	6,000	6,000
General Maintenance	15,000	17,103	15,000	8,000	10,000	10,000
Sport Launch Hoist and Facilities	5,000	3,893	5,000	1,000	15,000	15,000
Beaches	10,000	10,078	10,000	6,000	10,000	10,000
Public Hoist	2,000	3,331	2,000	1,500	-	-
Tools	6,000	2,910	6,000	6,000	6,000	6,000
Fuel	73,000	64,599	67,000	67,000	67,000	67,000
Piers	18,000	25,067	18,000	12,000	50,000	50,000
Diesel Facility	9,500	22,735	9,500	23,000	9,500	9,500
Ice Facility	3,000	1,697	3,000	-	1,000	1,000
Lighthouse	7,500	8,211	7,500	4,500	3,500	3,500
Water & Sewer System	10,000	22,467	12,000	35,000	-	-
Storm Water	3,000	3,760	3,000	2,500	3,000	3,000
Fire Protection	4,000	5,523	3,250	10,000	2,500	2,500
Dock & Landing	6,100	1,904	6,100	2,500	4,000	4,000
Tenant Expense	2,000	-	2,000	500	2,000	2,000
Operations & Maintenance Contingency	25,250	-	26,000	-	26,500	26,500
Budget Transfer	-	-	-	-	-	-
Total Operations & Maintenance	\$ 329,750	\$ 325,283	\$ 317,850	\$ 280,000	\$ 459,200	\$ 459,200



Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Utilities						
Electricity	\$ 73,700	\$ 86,451	\$ 88,400	\$ 85,000	\$ 89,000	\$ 89,000
Telephone/Communications	60,100	34,503	33,800	33,800	35,600	35,600
Gas	2,100	1,486	2,900	2,800	1,600	1,600
Fire Monitoring	-	-	-	-	3,000	3,000
Sewer	150,000	113,522	160,000	160,000	165,600	165,600
Trash	64,200	61,721	68,600	68,000	81,600	81,600
Haz Mat Disposal	5,000	5,669	5,000	8,000	5,000	5,000
Water - Lopez	268,000	291,678	275,860	275,850	322,808	322,808
Water/Sewer - Avila	27,400	33,420	35,600	35,000	35,600	35,600
Utility Contingency	25,250	-	26,000	-	26,500	26,500
Budget Transfer	-	-	-	-	-	-
Total Utilities	\$ 675,750	\$ 628,450	\$ 696,160	\$ 668,450	\$ 766,308	\$ 766,308

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
General & Administrative						
Advertising & Promotion	\$ 1,500	\$ 575	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Travel, Meals, Lodging	32,000	25,242	34,000	15,000	34,000	34,000
Education/Training	15,000	16,250	17,000	20,000	17,000	17,000
Dues & Subscriptions	52,000	68,491	52,550	52,000	57,325	57,325
Legal Advertising	2,200	1,082	2,000	2,000	2,000	2,000
Cash (Over) / Short	-	(230)	-	(100)	-	-
Bank Charges/Merchant Fees	62,000	60,259	60,000	60,000	60,000	60,000
Bad Debts/Returned Checks	3,000	5,595	3,000	3,000	3,000	3,000
Consultants	35,500	32,714	41,000	40,000	35,875	35,875
Legislative Advocacy	9,000	8,400	8,400	8,400	8,400	8,400
Computers & Related Equipment	18,500	22,549	8,500	6,000	8,500	8,500
Computer Software	-	-	37,150	40,000	70,548	70,548
Technical Support	-	-	50,000	55,000	59,900	59,900
Digital Document Conversion	-	-	500	-	500	500
Parking Enforcement	24,000	26,171	26,000	26,000	26,000	26,000
Legal Fees	100,000	99,822	110,000	110,000	100,000	100,000
Audits	12,000	12,405	16,210	12,850	17,000	17,000
Tax Collection Fees	60,000	61,471	64,000	74,000	74,000	74,000
Treasurer Fees	55,000	41,006	55,000	4,000	50,000	50,000
Permits	21,200	5,020	16,100	10,000	16,100	16,100
Elections	-	-	137,000	47,000	-	-
Property Insurance	382,800	435,069	434,390	456,000	550,000	550,000
Cities Redevelopment	68,250	72,027	75,000	77,000	80,000	80,000
Bonds	800	-	800	700	800	800
LAFCO Fees	20,000	17,369	20,000	20,500	25,000	25,000
Coastal Conservancy	25,000	25,000	25,000	25,000	25,000	25,000
Board Discretionary Fund	2,500	2,500	2,500	2,500	2,500	2,500
Harbor Director Discretionary Fund	500	500	500	500	500	500
General & Administrative Contingency	25,250	-	26,000	-	26,500	26,500
Budget Contingency Fund	144,100	10,998	148,500	-	151,400	151,400
Less: Prior year reserve use	-	-	-	(45,000)	-	-
Total General & Administrative	\$ 1,172,100	\$ 1,050,285	\$ 1,472,100	\$ 1,123,350	\$ 1,502,848	\$ 1,502,848



Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Major Maintenance						
Abandoned Vessel Removal	\$ 25,000	\$ 24,625	\$ 25,000	\$ 25,000	\$ (G) 55,000	55,000
Avila Beach Stairs Restoration	60,000	9,300	15,000	1,800	-	-
District Buildings - Maintenance & Improvements	55,000	47,373	20,000	10,000	-	-
Document Conversion & Organization	5,000	51	-	-	-	-
Dredge Equipment Maintenance	25,000	24,741	-	-	-	-
Heavy Equipment Maintenance	25,000	23,607	25,000	13,000	-	-
Mobile Hoist Pre-Treatment Upgrade	60,000	-	-	-	-	-
Mooring Capital Cost (LCM)	40,000	10,548	40,000	40,000	40,000	40,000
Parking Lot Maintenance	110,000	108,118	20,000	10,000	-	-
Pier Lumber & Materials	140,000	12,232	120,000	80,000	-	-
Revetment Maintenance	77,810	41,379	75,000	1,000	-	-
Trailer Hoist Maintenance & Repairs	140,000	31,509	40,000	5,000	-	-
Wastewater Collection System Maintenance	10,000	8,035	10,000	10,000	-	-
Water and Wastewater Rate Study	-	-	25,000	25,000	-	-
Water Distribution System Maintenance	10,000	-	10,000	10,000	-	-
Water Tank	20,000	-	20,000	15,000	20,000	20,000
Work Dock Repower	20,000	-	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Major Maintenance	\$ 822,810	\$ 341,518	\$ 445,000	\$ 245,800	\$ 115,000	115,000
Specified Reserve Use	\$ (207,400)	\$ (48,365)	\$ (72,988)	\$ (60,000)	\$ (50,000)	(50,000)
Operating Reserve Use	(440,410)	(233,903)	(332,012)	(160,800)	(10,000)	(10,000)
Grant Funding	(175,000)	(59,250)	(40,000)	(25,000)	(55,000)	(55,000)
Total Major Maintenance Funding	\$ (822,810)	\$ (341,518)	\$ (445,000)	\$ (245,800)	\$ (115,000)	(115,000)

Note: (G) = Grant Funding - Full or Partial



Consolidated Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Capital Project Outlay						
Accounting Software Replacement	\$ 30,000	\$ -	\$ 120,000	\$ 42,000	\$ 100,000	\$ 100,000
Avila Pier Landing Rehabilitation	200,000	-	242,000	-	(G) 267,000	267,000
Avila Pier Rehabilitation	651,277	646,590	522,000	215,000	(G) 200,000	200,000
Boom Truck	50,000	49,901	50,000	50,000	50,000	50,000
Flying Flags Project Monitoring	25,000	-	25,000	2,600	-	-
Harbor Patrol Equipment Replacement	25,000	10,527	25,000	-	25,000	25,000
Harbor Patrol Vessel Replacement	-	-	-	-	329,000	329,000
Harbor Terrace District Yard Improvements	37,580	37,579	-	-	-	-
Harford Pier Redevelopment	100,000	19,372	100,000	100,000	(G) 380,000	380,000
Lifeguard Equipment Upgrade	6,600	6,585	-	-	-	-
Master Plan - PSLHD	-	-	25,000	-	25,000	25,000
Revetment Maintenance	-	-	-	-	(G) 420,000	420,000
Roll-Off Dumpsters	25,000	-	-	-	-	-
Security Cameras	5,230	5,229	-	-	-	-
Sediment Sampling-Dredge Permit	28,000	17,692	-	-	-	-
Sewer Treatment Plant	178,113	176,528	175,000	175,000	175,000	175,000
Skiff - Pier Crew	-	-	10,000	10,000	-	-
Solar/Charging Design	30,000	4,995	30,000	-	(G) 245,000	245,000
Tractor Replacement & Implements	-	-	-	-	(G) 100,000	100,000
Underground Storage Tank Replacement	500,000	-	500,000	20,000	(G) 700,000	700,000
Vehicle Replacement Program	74,666	74,666	-	-	-	-
Total Capital Project Outlay	\$ 1,966,466	\$ 1,049,664	\$ 1,824,000	\$ 614,600	\$ 3,016,000	\$ 3,016,000
Specified Reserve Use	\$ (374,644)	\$ (393,830)	\$ (130,300)	\$ (17,900)	\$ (229,000)	(229,000)
Operating Reserve Use	(623,183)	(109,088)	(461,061)	(281,700)	(550,656)	(550,656)
Grant Funding	(968,639)	(546,746)	\$ (1,232,639)	\$ (315,000)	(2,236,344)	(2,236,344)
Total Capital Project Outlay Funding	\$ (1,966,466)	\$ (1,049,664)	\$ (1,824,000)	\$ (614,600)	\$ (3,016,000)	\$ (3,016,000)

Note: (G) = Grant Funding - Full or Partial



Major Maintenance Projects





Major Maintenance Projects

Major Maintenance					
Project Title	Type	Funding Source			
		Operating	Specified	Grant	Total
Abandoned Vessel Removal	Annual	\$ -	\$ -	\$ 55,000	\$ 55,000
Mooring Capital Costs (LCM)	Annual	-	40,000	-	\$ 40,000
Water Tank	Carry Over	10,000	10,000	-	\$ 20,000
	Totals	\$ 10,000	\$ 50,000	\$ 55,000	\$ 115,000





Major Maintenance Projects

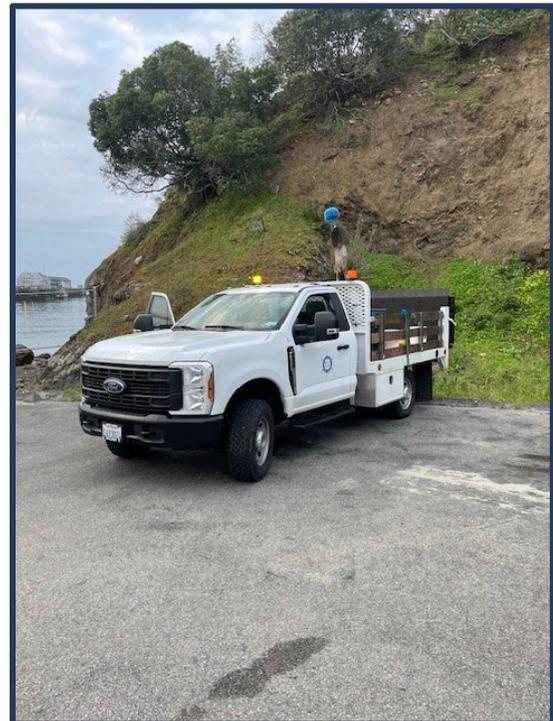
Abandoned Vessel Removal				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$55,000	\$55,000
			To be solicited from Division of Boating and Waterways	
<p>Description: Removal, storage, and disposal of abandoned vessels</p> <p>Cost Consideration(s): The District would be responsible for a 10% match that would be absorbed in the operating budget. This project could save costs in the future as vessels that are identified as falling into disrepair can be destroyed before they sink and cause environmental damage. The SAVE Grant is a grant that remains in effect through September 30, 2025. The District can utilize the funds for this grant throughout the term of the grant. The amount of funds utilized annually is dependent upon the number of vessels destroyed or salvaged from the harbor.</p>				
Department(s)	Timeline	Relation to District Objective		
Business, Facilities, Harbor Patrol	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters.		

Mooring Capital Costs (LCM)				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	\$40,000	-	\$40,000
		LCM		
<p>Description: Repairs and maintenance to the District's mooring tender vessel, the Elsie M (LCM)</p> <p>Cost Consideration(s): Annual repairs and maintenance to the District's mooring tender vessel (LCM). This includes costs associated with annual haul-out (hull maintenance, engine maintenance, propeller reconditioning, repainting, etc.).</p>				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters.		



Major Maintenance Projects (continued)

Water Tank				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	10,000.00	\$10,000	-	\$20,000
		<i>Water Tank</i>		
Description: Perform necessary repairs and improvements to the existing water tank system				
Cost Consideration(s): A new pump with lower horsepower will be installed. The new pump will be more energy-efficient than the existing pump, which will help the District save on power costs over time. The older existing pump will remain in place, which will provide system redundancy in case one of the two pumps goes down or needs to be taken out of service for maintenance and repairs.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-2026	Objective #1: Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.		





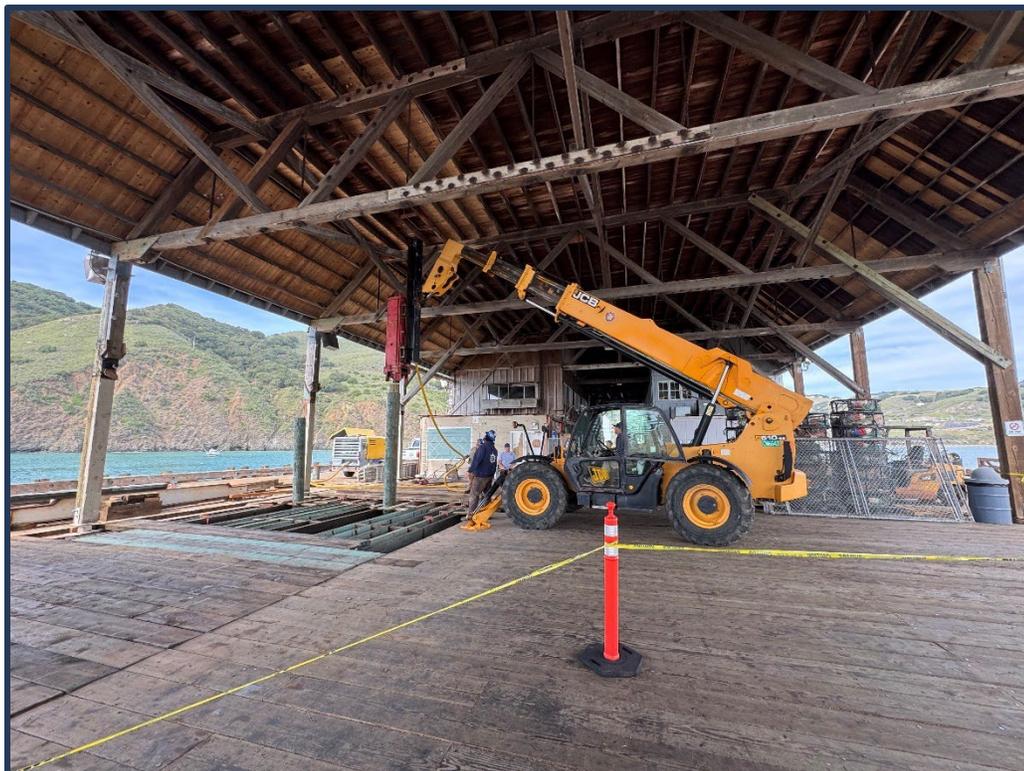
Capital Projects and Asset Purchases





Capital Projects and Asset Purchases

Capital Projects and Asset Purchases					
Project Title	Type	Funding Source			
		Operating	Specified	Grant	Total
Accounting Software Replacement	Carry Over	\$ 100,000	\$ -	\$ -	\$ 100,000
Avila Pier Landing Rehabilitation	Carry Over	-	-	267,000	267,000
Avila Pier Rehabilitation	Carry Over	-	-	200,000	200,000
Boom Truck Replacement	Annual	50,000	-	-	50,000
Harbor Patrol Emergency Equipment Replacement	Annual	25,000	-	-	25,000
Harbor Patrol Replacement Vessel	New	50,000	129,000	150,000	329,000
Harford Pier Redevelopment	Carry Over	-	-	380,000	380,000
Master Plan	New	25,000	-	-	25,000
Revetment Maintenance	New	-	-	420,000	420,000
Sewer Treatment Plant	Annual	175,000	-	-	175,000
Solar/Charging Design	Carry Over	-	-	245,000	245,000
Tractor Replacement & Implements	New	-	-	100,000	100,000
Underground Storage Tank Replacement	Carry Over	125,656	100,000	474,344	700,000
	Totals	\$ 550,656	\$ 229,000	\$ 2,236,344	\$ 3,016,000





Capital Projects and Asset Purchases

Accounting Software Replacement				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$100,000	-	-	\$100,000
Description: Replacement of accounting software				
Cost Consideration(s): This is a carry over of the 2023-24 capital project replacing the existing software with new software with more advanced and efficient functions. The cost includes remaining implementation and employee training and support. This is a subscription-based software, so there will be a recurring annual subscription cost of \$33,000.				
Department(s)	Timeline	Relation to District Objective		
Business	FY 2025-26	Objective #9: Support high-performing staff - continue steps to maintain low turnover and good employee morale through compensation, staff growth, and positive engagement.		

Avila Pier Landing Rehabilitation				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$267,000	\$267,000
			DBW - \$200,000 FOAP - \$67,000	
Description: Rehabilitation and reconstruction of the Avila Pier landing				
Cost Consideration(s): Portions of the landing were lost during multiple storms between 2019 and 2024. The Division of Boating and Waterways (DBW) officially awarded a grant to fund repairs and improvements to the landing in 2022. The District is required to match 30%, but the Friends of Avila Pier (FOAP) have committed to funding this portion; the District can also use in-kind contributions to match. Planning and design will begin during FY 2025-26. Construction of the landing will be dependent on permitting and available funds for additional terminus repairs.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters. Objective #4: Revitalize the Avila Pier.		



Capital Projects and Asset Purchases (continued)

Avila Pier Rehabilitation				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$200,000	\$200,000
			Wildlife Conservation Board	
Description: Rehabilitation of the Avila Pier				
Cost Consideration(s): This project has been in effect since June 2015 and construction work began in July 2022. The Wildlife Conservation Board (WCB) awarded the project an additional \$422,000 in late 2024. Available funding in FY 2025-26 includes \$200,000 from the 2024 WCB award and is intended for construction, including additional pile replacements and repairs, upper pier replacement and ADA corridor creation, and utilities & lighting replacements. The District is pursuing additional sources to help fund ongoing work, including efforts to address newer damages from 2023 and 2024 storm surges.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #4: Revitalize the Avila Pier.		

Boom Truck Replacement				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$50,000	-	-	\$50,000
	Fourth year of installments on a five-year loan			
Description: Continue payments on new boom truck through a five-year lease-to-own option				
Cost Consideration(s): The District purchased a boom truck in FY 2022-23 with a five-year lease-to-own option. FY 2024-25 is the third year of installments. Additionally, staff was notified a portion of the boom truck lease may be considered for potential reimbursement with some of the Wildlife Conservation Board's Avila Pier Rehabilitation grant, as the boom truck would be used for construction work on the Avila Pier.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters. Objective #3: Keep Harford Pier open and optimize use. Objective #4: Revitalize the Avila Pier.		



Capital Projects and Asset Purchases (continued)

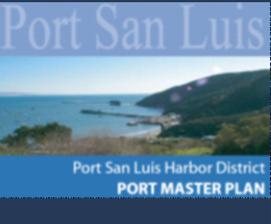
Harbor Patrol Emergency Equipment Replacement				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$25,000	-	-	\$25,000
Description: Harbor Patrol emergency equipment replacement				
Cost Consideration(s): This project is in accordance with District Policy 3026.95 which mandates that an annual emergency equipment replacement fund be established for the Harbor Patrol Department in the amount of \$25,000. The budgeted funds would be used in the event of an unexpected breakdown of critical emergency response equipment. This fund will aid in the rapid repair or replacement of key rescue equipment to ensure that the Harbor Patrol Department remains in an important level of readiness.				
Department(s)	Timeline	Relation to District Objective		
Harbor Patrol	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters.		

Harbor Patrol Replacement Vessel				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$50,000	\$129,000	\$150,000	\$329,000
	<i>Offset with surplus sale of existing boat</i>	<i>Harbor Patrol Vessel Replacement</i>	<i>(to be solicited)</i>	
Description: Harbor Patrol Replacement Vessel				
Cost Consideration(s): This project will replace the existing eighteen-year-old fiberglass patrol vessel which has aging safety equipment and technology. Staff anticipates this vessel will be funded with a combination of grant funding, specified reserves (Harbor Patrol Vessel Replacement), and the surplus sale of the existing Harbor Patrol Boat II.				
Department(s)	Timeline	Relation to District Objective		
Harbor Patrol	FY 2025-26	Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters.		



Capital Projects and Asset Purchases (continued)

Harford Pier Redevelopment				
	Funding Source			Amount
	Operating Revenue	Specified Reserves	Grant Revenue	
	-	-	\$380,000	\$380,000
			State Lands Commission	
Description: Redevelopment of the Harford Pier				
Cost Consideration(s): Consultants to develop lease site concepts and development plans for Warehouse Canopy area and Pod 1 area. Further development of the Canopy Repair Plan may be undertaken, including demolition and rebuild of the west structure beneath the canopy and repairs to the underlying pier structure and deck at the terminus. Funding in FY 2025-26 includes \$380,000 from the State Lands Commission's Covid-19 Port Infrastructure grant. This is a multi-phase project.				
Department(s)	Timeline	Relation to District Objective		
Business, Facilities	FY 2025-26	Objective #3: Keep Harford Pier open and optimize use.		

Master Plan				
	Funding Source			Amount
	Operating Revenue	Specified Reserves	Grant Revenue	
	\$25,000	-	-	\$25,000
Description: Hire consultants to facilitate a strategic planning exercise designed to identify District priorities in advance of Master Plan update.				
Cost Consideration(s): The District's Master Plan was implemented in 2004 and revised in 2007 per the Local Coastal Plan Update. A Strategic Plan will identify and rank priorities, which will assist in a more efficient and effective Master Plan update process.				
Department(s)	Timeline	Relation to District Objective		
Business, Facilities, Harbor Patrol	FY 2025-26	Objective #5: Review Master Plan and identify targeted areas for revision to prepare for future changes.		



Capital Projects and Asset Purchases (continued)

Revetment Maintenance				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$420,000	\$420,000
			FEMA DR-4683 75% Total Project Remaining 25% TBD	
<p>Description: Repairs to the concrete area at the Sport Launch jetty and other areas where the revetment has been undermined and sloughed off</p> <p>Cost Consideration(s): This project maintains an existing asset. It will not result in additional operating costs. The revetment was damaged in the January 2023 storms. Boulders will be added, and some existing boulders will be restacked. The project is eligible for reimbursement under the DR-4683 FEMA declared emergency.</p>				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	<p>Objective #2: Maintain and enhance a boater-friendly atmosphere at PSL for both commercial and recreational boaters.</p>		

Sewer Treatment Plant				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$175,000	-	-	\$175,000
<p>Description: District's 35% share of the Avila Beach Community Services District's capital improvements</p> <p>Cost Consideration(s): The Avila Beach Community Services District owns, operates, and maintains existing wastewater treatment and disposal facilities that presently serve the District. Pursuant to our agreement, the District is responsible for its proportionate share of capital expenditures at the wastewater treatment plant. These projects could influence future operating costs though the amounts are difficult to estimate. This budget includes the annual payment for the Redundancy Project's loan.</p>				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	<p>Objective #1: Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.</p>		



Capital Projects and Asset Purchases (continued)

Solar/Charging Design				
Funding Source				
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$245,000	\$245,000
			State Lands Commission - \$45,000; SLOCOG - \$200,000; SLO ABCD - TBD	
Description: Continue design and planning for solar and charging stations for the District to pursue grant funding for implementation				
Cost Consideration(s): The Board of Commissioners has shown interest in pursuing electric vehicle chargers and solar power. Solar power will reduce District costs and charging stations may serve as an additional source of revenue. The District has secured grants for this project with the State Lands Commission (SLC) and SLOCOG (San Luis Obispo Council of Governments) and has applied for an EVCS infrastructure grant with the San Luis Obispo County Air Pollution Control District (SLO APCD). Design, engineering, and implementation will not be pursued until the final scope of work has been identified and adequate grant funds are secured. Grant availability and status will determine implementation.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #1: Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities. Objective #6: Continue environmental stewardship efforts, explore passive solar designs, and evaluate opportunities to further reduce carbon footprint.		

Tractor Replacement & Implements				
Funding Source				
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	-	-	\$100,000	\$100,000
			(to be solicited)	
Description: Replace District's current tractor with a newer, used, 40-50 HP tractor in good condition.				
Cost Consideration(s): The District's current tractor was purchased in 2003 and has surpassed its life expectancy. Repairs needed will exceed the current value of this asset. The tractor is used for weed abatement, beach cleaning, and road/parking lot maintenance. Additional implements that will need to be purchased include: PTO rear-mounted sweeper (parking lots and Lighthouse Road), beach cleaning machine. The District may purchase a newer tractor with implements only if grant funds are secured from funding partners.				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	Objective #1: Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.		



Capital Projects and Asset Purchases (continued)

Underground Storage Tank Replacement				
	Funding Source			
	Operating Revenue	Specified Reserves	Grant Revenue	Amount
	\$125,656	\$100,000	\$474,344	\$700,000
		<i>Facilities</i>	<i>State Lands Commission</i>	
Description: Replacement of the underground storage tank				
<p>Cost Consideration(s): State Water Board requires all single-walled underground storage tanks to be closed and/or upgraded prior to December 31, 2025. Total project costs for replacement of the underground storage tank (UST) with a double-walled AST are estimated to range between \$620,000 and \$635,000 for a double-walled AST or UST. Additional budgeted funds will be used for project management, dewatering, and potential removal of contaminated soils. This is a multi-phased project over 10 years (of cost recovery) and must be completed by December 31, 2025, per State requirements. The project was put out to bid during FY 2024-25 and will be completed in FY 2025-26 as contract or scheduling and availability permit.</p>				
Department(s)	Timeline	Relation to District Objective		
Facilities	FY 2025-26	<p>Objective #1: Sustain and enhance the Harbor's finances - provide for needed infrastructure, expand revenue sources, and pay down long-term liabilities.</p> <p>Objective #6: Continue environmental stewardship efforts, explore passive solar designs, and evaluate opportunities to further reduce carbon footprint.</p>		





General Fund Budget





General Fund Budget Summary

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
REVENUE							
Service Revenue <i>(Avila Parking, Location Fees, Citations)</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Mooring Revenue <i>(Moorage Fees, Equipment Sales, Skiff Space) (Exclusive of Labor and O&M)</i>	-	-	-	-	-	-	0.0%
Leases & Licenses <i>(Leases, Licenses, RVs, Utility Reimbursement)</i>	-	-	-	-	-	-	0.0%
Diesel Sales <i>(Exclusive of Labor, O&M, and Permits)</i>	-	-	-	-	-	-	0.0%
Total Operating Revenue	-	-	-	-	-	-	0.0%
Non-Operating Revenue/(Expenditure) <i>(Property Tax, Interest, Grant Income not related to Capital Projects/ Major Maintenance)</i>	4,535,432	4,904,658	4,758,687	4,770,203	4,984,136	4,984,136	4.5%
REVENUE	\$ 4,535,432	\$ 4,904,658	\$ 4,758,687	\$ 4,770,203	\$ 4,984,136	\$ 4,984,136	4.5%

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
EXPENDITURES							
Salaries/Wages/Benefits <i>Budget Contingency</i>	\$ 3,374,446	\$ 3,182,353	\$ 3,585,964	\$ 3,589,721	\$ 3,775,637	\$ 3,775,637	5.2%
Supplies <i>Budget Contingency Less: Prior year reserve use</i>	210,002	189,910	86,862	69,758	83,063	83,063	19.1%
Operations & Maintenance <i>Budget Contingency</i>	210,892	206,466	205,821	180,283	258,409	258,409	43.3%
Utilities <i>Budget Contingency</i>	441,573	413,340	459,475	445,026	490,816	490,816	10.3%
General & Administrative (includes \$26,500 G&A contingency) <i>Budget Contingency Fund Less: Prior year reserve use</i>	619,050	633,571	833,540	708,688	783,802	783,802	10.6%
OPERATING EXPENDITURES	\$ 4,928,013	\$ 4,625,640	\$ 5,245,912	\$ 4,948,476	\$ 5,520,427	\$ 5,520,427	11.6%

NET INCOME/(LOSS) BEFORE MAJOR MAINTENANCE & CAPITAL PROJECTS	\$ (392,581)	\$ 279,018	\$ (487,225)	\$ (178,273)	\$ (536,291)	\$ (536,291)	-200.8%
--	--------------	------------	--------------	--------------	--------------	--------------	---------

Major Maintenance Expense	451,160	205,644	263,000	122,450	65,000	65,000	-46.9%
<i>Less: Grants</i>	(98,500)	(34,965)	(40,000)	(25,000)	(55,000)	(55,000)	120.0%
<i>Prior year reserve use</i>	(48,720)	(9,142)	(11,948)	(8,250)	(5,000)	(5,000)	-39.4%
Capital Project Outlay	1,535,291	842,139	1,405,250	400,570	2,265,250	2,265,250	465.5%
<i>Less: Grants</i>	(837,047)	(340,374)	(1,096,047)	(295,000)	(1,845,541)	(1,845,541)	525.6%
<i>Prior year reserve use</i>	(308,122)	(273,584)	(88,150)	(9,470)	(199,000)	(199,000)	2001.4%
MAJOR MAINTENANCE AND CAPITAL PROJECTS	\$ 694,062	\$ 389,718	\$ 432,105	\$ 185,300	\$ 225,709	\$ 225,709	21.8%

Net change in Operating Reserves before Reserve Set Aside	\$ (1,086,643)	\$ (110,700)	\$ (919,330)	\$ (363,573)	\$ (762,000)	\$ (762,000)	-109.6%
--	----------------	--------------	--------------	--------------	--------------	--------------	---------

Reserve Set Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Budget Transfer In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Increase/(Decrease) in Operating Reserves	\$ (1,086,643)	\$ (110,700)	\$ (919,330)	\$ (363,573)	\$ (762,000)	\$ (762,000)	-109.6%



General Fund Budget Detail

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Non-Operating Revenue						
Interest Income	\$ 20,460	\$ 61,439	\$ 101,534	\$ 85,250	\$ 68,200	\$ 68,200
Interest Income - Lease	-	-	-	-	-	-
Finance Charge Income	-	-	-	-	-	-
Grant Income	4,750	45,461	6,000	7,800	6,000	6,000
Bad Debt Recovery	-	-	-	-	-	-
Tax Proceeds	4,318,634	4,578,420	4,459,565	4,459,565	4,668,348	4,668,348
Gain/(Loss) on Disposal of Assets	-	-	-	-	-	-
Misc. Non-Operating Income	-	27,750	-	26,000	50,000	50,000
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-
Other Financing Sources	191,588	191,588	191,588	191,588	191,588	191,588
Misc. Non-Operating Expenses	-	-	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Non-Operating Revenue	\$ 4,535,432	\$ 4,904,658	\$ 4,758,687	\$ 4,770,203	\$ 4,984,136	\$ 4,984,136

• Grant Income not related to Major Maintenance or Capital Projects

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Salaries/Wages/Benefits						
Wages - Commissioners	\$ 21,600	\$ 21,600	\$ 21,600	\$ 21,600	\$ 21,600	\$ 21,600
Wages - Employees	1,948,400	1,896,609	2,023,600	2,056,344	2,099,450	2,099,450
Health Insurance	354,900	312,384	378,300	379,631	422,378	422,378
OPEB Expense	-	-	-	-	-	-
Workers Compensation	107,700	77,206	120,400	98,892	99,345	99,345
Payroll Taxes	153,100	145,086	159,100	182,203	191,808	191,808
Pension Costs	499,700	511,887	594,400	568,267	653,498	653,498
Pension 115 Trust Fund	44,546	-	44,264	-	-	-
Deferred Compensation-Employer	-	2,254	-	-	-	-
Recruitment	4,400	3,750	5,100	9,841	5,090	5,090
Misc. Employee Benefits	5,500	3,551	5,100	9,103	10,317	10,317
Unemployment Self Insurance	800	1,885	200	2,645	2,579	2,579
NC Unemployment Insurance	-	227	300	110	-	-
Contract Labor	-	-	1,800	42,284	40,522	40,522
Contract Security	195,000	190,954	205,000	205,000	215,250	215,250
Compensated Absence	13,000	14,960	3,000	3,000	3,000	3,000
Other Post Employment Benefits	13,200	-	10,800	10,800	10,800	10,800
Salaries, Wages, & Benefits						
Contingency	12,600	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Salaries/Wages/Benefits	\$ 3,374,446	\$ 3,182,353	\$ 3,585,964	\$ 3,589,721	\$ 3,788,887	\$ 3,788,887



General Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Supplies						
Office	\$ 16,360	\$ 16,412	\$ 13,088	\$ 16,051	\$ 13,088	\$ 13,088
Emergency Supplies	114,600	99,348	5,280	4,800	5,280	5,280
Shop	5,528	7,483	4,623	3,518	5,025	5,025
Sanitation	35,816	36,780	28,653	28,653	28,653	28,653
Harbor Patrol/Lifeguards	10,000	9,972	9,200	9,200	15,000	15,000
Mooring	852	2,781	682	682	682	682
Dredge	-	-	-	-	-	-
Clothing/Equipment	14,221	17,134	12,336	6,854	15,335	15,335
Supply Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Less: Prior year reserve use	-	-	-	-	-	-
Total Supplies	\$ 210,002	\$ 189,910	\$ 86,862	\$ 69,758	\$ 96,313	\$ 96,313

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Operations & Maintenance						
Building/Facility	\$ 19,232	17,520	\$ 19,576	\$ 17,172	\$ 33,656	\$ 33,656
Vandalism	1,000	-	1,000	1,000	-	-
Office machines	-	1,254	600	5,400	3,300	3,300
Office machine Leases	4,800	3,216	3,300	3,600	3,420	3,420
Dredge	2,700	4,041	2,700	2,700	6,000	6,000
Electronic Equipment (Non-Computer)	5,497	2,425	3,665	2,199	366	366
Vehicles & Equipment	12,352	12,848	13,382	9,607	13,382	13,382
Heavy Equipment Maintenance	-	-	-	-	9,000	9,000
Parking Lot Maintenance	-	-	-	-	10,500	10,500
Wastewater Collection System Maintenance	-	-	-	-	7,500	7,500
Water Distribution System Maintenance	-	-	-	-	25,000	25,000
Crane	-	959	-	-	-	-
Coastal Gateway Costs	300	865	375	150	150	150
Patrol Boats	20,000	20,246	20,000	10,000	15,000	15,000
LCM	225	-	225	225	-	-
Boatyard Maintenance	-	-	-	-	-	-
Camp Host	150	122	150	-	75	75
Water Taxi Host	750	899	750	750	600	600
Signs	3,683	2,727	3,683	3,683	1,841	1,841
Road/Revetment	5,575	8,145	5,574	1,394	4,181	4,181
General Maintenance	10,387	11,835	10,387	5,540	6,924	6,924
Sport Launch	750	584	750	150	2,250	2,250
Beaches	10,000	10,078	10,000	6,000	10,000	10,000
Public Hoist	300	500	300	225	-	-
Tools	4,195	2,034	4,195	4,195	4,195	4,195
Fuel	61,281	54,235	56,244	56,244	56,244	56,244
Piers	12,600	17,547	12,600	8,400	35,000	35,000
Diesel Facility	1,425	3,410	1,425	3,450	1,425	1,425
Ice Facility	450	254	450	-	150	150
Lighthouse	7,500	8,211	7,500	4,500	3,500	3,500
Water & Sewer System	7,000	15,727	8,400	24,500	-	-
Storm Water	2,100	2,632	2,100	1,750	2,100	2,100
Fire Protection	2,800	3,866	2,275	7,000	1,750	1,750
Dock & Landing	915	286	915	375	600	600
Tenant Expense	300	-	300	75	300	300
Operations & Maintenance Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Operations & Maintenance	\$ 210,892	\$ 206,466	\$ 205,821	\$ 180,283	\$ 271,659	\$ 271,659



General Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Utilities						
Electricity	\$ 52,777	\$ 61,834	\$ 63,304	\$ 60,869	\$ 63,734	\$ 63,734
Telephone/Communications	36,168	20,771	20,341	20,341	21,424	21,424
Gas	1,508	1,067	2,082	2,011	1,149	1,149
Fire Monitoring	-	-	-	-	2,100	2,100
Sewer	105,000	79,465	112,000	112,000	115,920	115,920
Trash	56,327	54,129	60,187	59,661	71,593	71,593
Haz Mat Disposal	3,500	3,968	3,500	5,600	3,500	3,500
Water - Lopez	150,331	163,632	154,740	154,735	181,075	181,075
Water/Sewer - Avila	23,337	28,474	30,321	29,810	30,321	30,321
Utility Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Utilities	\$ 441,573	\$ 413,340	\$ 459,475	\$ 445,026	\$ 504,066	\$ 504,066

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
General & Administrative						
Advertising & Promotion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel, Meals, Lodging	21,882	17,266	23,249	10,257	23,249	23,249
Education/Training	11,978	12,984	13,575	15,971	13,575	13,575
Dues & Subscriptions	37,119	48,903	37,512	37,119	40,920	40,920
Legal Advertising	1,320	649	1,200	1,200	1,200	1,200
Cash (Over) / Short	-	-	-	-	-	-
Bank Charges/Merchant Fees	257	241	249	249	249	249
Bad Debts/Returned Checks	-	-	-	-	-	-
Consultants	21,997	20,123	25,405	24,785	22,229	22,229
Legislative Advocacy	5,400	5,040	5,040	5,040	5,040	5,040
Computers & Related Equipment	11,242	13,710	5,165	3,646	5,165	5,165
Computer Software	-	-	-	-	-	-
Technical Support	-	-	30,000	33,000	35,940	35,940
Digital Document Conversion	-	-	250	-	250	250
Parking Enforcement	-	-	-	-	-	-
Legal Fees	60,000	59,893	66,000	66,000	60,000	60,000
Audits	7,200	7,443	9,726	7,710	10,200	10,200
Tax Collection Fees	60,000	61,471	64,000	74,000	74,000	74,000
Treasurer Fees	33,000	24,603	33,000	2,400	30,000	30,000
Permits	14,820	3,509	11,255	6,991	11,255	11,255
Elections	-	-	137,000	47,000	-	-
Property Insurance	229,680	261,041	260,634	273,600	330,000	330,000
Cities Redevelopment	68,250	72,027	75,000	77,000	80,000	80,000
Bonds	480	-	480	420	480	480
LAFCO Fees	20,000	17,369	20,000	20,500	25,000	25,000
Coastal Conservancy	-	-	-	-	-	-
Board Discretionary Fund	1,500	1,500	1,500	1,500	1,500	1,500
Harbor Director Discretionary Fund	300	300	300	300	300	300
General & Administrative Contingency	12,625	-	13,000	-	13,250	13,250
Budget Contingency Fund	72,050	5,499	74,250	-	75,700	75,700
Less: Prior year reserve use	-	-	-	(45,000)	-	-
Total General & Administrative	\$ 691,100	\$ 633,571	\$ 907,790	\$ 663,688	\$ 859,502	\$ 859,502



General Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Major Maintenance						
Abandoned Vessel Removal	\$ 25,000	\$ 24,625	\$ 25,000	\$ 25,000	\$ (G) 55,000	55,000
Avila Beach Stairs Restoration	60,000	9,300	15,000	1,800	-	-
District Buildings - Maintenance & Improvements	36,100	28,541	14,000	7,000	-	-
Document Conversion & Organization	2,500	26	-	-	-	-
Dredge Equipment Maintenance	3,750	3,711	-	-	-	-
Heavy Equipment Maintenance	7,500	7,082	7,500	3,900	-	-
Mobile Hoist Pre-Treatment Upgrade	15,000	-	-	-	-	-
Mooring Capital Cost (LCM)	-	-	-	-	-	-
Parking Lot Maintenance	77,000	75,683	14,000	7,000	-	-
Pier Lumber & Materials	98,000	8,562	84,000	56,000	-	-
Revetment Maintenance	77,810	41,379	75,000	1,000	-	-
Trailer Hoist Maintenance & Repairs	21,000	4,726	6,000	750	-	-
Wastewater Collection System Maintenance	2,500	2,009	2,500	2,500	-	-
Water and Wastewater Rate Study	-	-	-	-	-	-
Water Distribution System Maintenance	10,000	-	10,000	10,000	-	-
Water Tank	10,000	-	10,000	7,500	10,000	10,000
Work Dock Repower	5,000	-	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Major Maintenance	\$ 451,160	\$ 205,644	\$ 263,000	\$ 122,450	\$ 65,000	\$ 65,000
Specified Reserve Use	\$ (48,720)	\$ (9,142)	\$ (11,948)	\$ (8,250)	\$ (5,000)	(5,000)
Operating Reserve Use	(303,940)	(161,537)	(211,052)	(89,200)	(5,000)	(5,000)
Grant Funding	(98,500)	(34,965)	(40,000)	(25,000)	(55,000)	(55,000)
Total Major Maintenance Funding	\$ (451,160)	\$ (205,644)	\$ (263,000)	\$ (122,450)	\$ (65,000)	\$ (65,000)

Note: (G) = Grant Funding - Full or Partial



General Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Capital Project Outlay						
Accounting Software Replacement	\$ 15,000	\$ -	\$ 60,000	\$ 21,000	\$ 50,000	\$ 50,000
Avila Pier Landing Rehabilitation	200,000	-	242,000	-	(G) 267,000	267,000
Avila Pier Rehabilitation	651,277	646,590	522,000	215,000	(G) 200,000	200,000
Boom Truck	15,000	14,970	15,000	15,000	15,000	15,000
Flying Flags Project Monitoring	17,500	-	17,500	1,820	-	-
Harbor Patrol Equipment Replacement	25,000	10,527	25,000	-	25,000	25,000
Harbor Patrol Vessel Replacement	-	-	-	-	329,000	329,000
Harbor Terrace District Yard Improvements	18,790	18,790	-	-	-	-
Harford Pier Redevelopment	80,000	15,498	80,000	80,000	(G) 304,000	304,000
Lifeguard Equipment Upgrade	6,600	6,585	-	-	-	-
Master Plan - PSLHD	-	-	25,000	-	25,000	25,000
Revetment Maintenance	-	-	-	-	294,000	294,000
Roll-Off Dumpsters	12,500	-	-	-	-	-
Security Cameras	5,230	5,229	-	-	-	-
Sediment Sampling-Dredge Permit	4,200	2,654	-	-	-	-
Sewer Treatment Plant	44,528	44,132	43,750	43,750	43,750	43,750
Skiff - Pier Crew	-	-	10,000	10,000	-	-
Solar/Charging Design	15,000	2,498	15,000	-	(G) 122,500	122,500
Tractor Replacement & Implements	-	-	-	-	(G) 100,000	100,000
Underground Storage Tank Replacement	350,000	-	350,000	14,000	(G) 490,000	490,000
Vehicle Replacement Program	74,666	74,666	-	-	-	-
Total Capital Project Outlay	\$ 1,535,291	\$ 842,139	\$ 1,405,250	\$ 400,570	2,265,250	2,265,250
Specified Reserve Use	(308,122)	(273,584)	\$ (88,150)	\$ (9,470)	\$ (199,000)	(199,000)
Operating Reserve Use	(390,122)	(228,181)	(221,053)	(96,100)	(296,709)	(296,709)
Grant Funding	(837,047)	(340,374)	(1,096,047)	(295,000)	(1,845,541)	(1,845,541)
Total Capital Project Outlay Funding	\$ (1,535,291)	\$ (842,139)	\$ (1,405,250)	\$ (400,570)	\$ (2,341,250)	\$ (2,341,250)

Note: (G) = Grant Funding - Full or Partial



Enterprise Fund Budget





Enterprise Fund Budget Summary

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
REVENUE							
Service Revenue <i>(Avila Parking, Location Fees, Citations)</i>	\$ 600,600	\$ 603,301	\$ 568,600	\$ 494,200	\$ 568,600	\$ 568,600	15.1%
Mooring Revenue <i>(Moorage Fees, Equipment Sales, Skiff Space) (Exclusive of Labor and O&M)</i>	185,000	204,568	191,700	158,200	184,700	184,700	16.8%
Leases & Licenses <i>(Leases, Licenses, RVs, Utility Reimbursement)</i>	1,820,100	2,271,215	1,793,900	1,625,700	1,685,900	1,685,900	3.7%
Diesel Sales <i>(Exclusive of Labor, O&M, and Permits)</i>	25,000	16,830	25,000	15,000	15,000	15,000	0.0%
Total Operating Revenue	2,630,700	3,095,914	2,579,200	2,293,100	2,454,200	2,454,200	7.0%
Non-Operating Revenue/(Expenditure) <i>(Property Tax, Interest, Grant Income not related to Capital Projects/ Major Maintenance)</i>	40,540	317,400	99,466	164,750	132,800	132,800	-19.4%
REVENUE	\$ 2,671,240	\$ 3,413,314	\$ 2,678,666	\$ 2,457,850	\$ 2,587,000	\$ 2,587,000	5.3%

	Last Year 2023/24		Current Year 2024/25		2025/26		% Change from 2024/25 Projections
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget	
EXPENDITURES							
Salaries/Wages/Benefits <i>Budget Contingency</i>	\$ 1,190,034	\$ 1,135,477	\$ 1,293,281	\$ 1,199,779	\$ 1,259,402	\$ 1,259,402	5.0%
Supplies <i>Budget Contingency Less: Prior year reserve use</i>	117,348	107,789	39,538	25,342	27,437	27,437	8.3%
Operations & Maintenance <i>Budget Contingency</i>	118,858	118,817	112,029	99,717	174,291	174,291	74.8%
Utilities <i>Budget Contingency</i>	234,177	215,110	236,685	223,424	248,992	248,992	11.4%
General & Administrative (includes \$26,500 G&A contingency) <i>Budget Contingency Fund Less: Prior year reserve use</i>	408,950	416,714	490,060	459,662	567,646	567,646	23.5%
OPERATING EXPENDITURES	\$ 2,141,417	\$ 1,993,907	\$ 2,245,843	\$ 2,007,924	\$ 2,406,468	\$ 2,406,468	19.8%

NET INCOME/(LOSS) BEFORE MAJOR MAINTENANCE & CAPITAL PROJECTS	\$ 529,823	\$ 1,419,407	\$ 432,823	\$ 449,926	\$ 180,532	\$ 180,532	-59.9%
--	-------------------	---------------------	-------------------	-------------------	-------------------	-------------------	---------------

Major Maintenance Expense <i>Less: Grants Prior year reserve use</i>	371,650	135,874	182,000	123,350	50,000	50,000	-59.5%
Capital Project Outlay <i>Less: Grants Prior year reserve use</i>	431,175	207,525	418,750	214,030	750,750	750,750	250.8%
MAJOR MAINTENANCE AND CAPITAL PROJECTS	\$ 369,531	\$ (46,727)	\$ 360,968	\$ 257,200	\$ 334,947	\$ 334,947	30.2%

Net change in Operating Reserves before Reserve Set Aside	\$ 160,292	\$ 1,466,134	\$ 71,855	\$ 192,726	\$ (154,414)	\$ (154,414)	-180.1%
---	------------	--------------	-----------	------------	--------------	--------------	---------

Reserve Set Aside	\$ -	\$ (44,095)	\$ -	\$ -	\$ -	\$ -	0.0%
Budget Transfer In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Increase/(Decrease) in Operating Reserves	\$ 160,292	\$ 1,422,039	\$ 71,855	\$ 192,726	\$ (154,414)	\$ (154,414)	-180.1%



Enterprise Fund Budget Detail

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Service Revenue						
Administration	\$ 10,000	\$ 20,215	\$ 8,000	\$ 13,000	\$ 8,000	\$ 8,000
Branded Merchandise	2,000	1,714	2,000	3,200	2,000	2,000
Branded Merchandise COGS	(1,400)	(1,373)	(1,400)	(2,500)	(1,400)	(1,400)
Citations	30,000	19,446	30,000	25,000	30,000	30,000
Facilities Labor & Equipment	5,000	10,506	5,000	2,500	5,000	5,000
Avila Parking	500,000	502,443	475,000	410,000	475,000	475,000
Harford Landing/ Harford Pier Parking	50,000	46,200	45,000	42,000	45,000	45,000
Harbor Patrol & Lifeguards	5,000	4,150	5,000	1,000	5,000	5,000
Budget Transfer	-	-	-	-	-	-
Total Service Revenue	\$ 600,600	\$ 603,301	\$ 568,600	\$ 494,200	\$ 568,600	\$ 568,600

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Mooring Revenue						
Anchorage Fees	\$ 1,500	\$ 1,464	\$ 1,500	\$ 8,000	\$ 1,500	\$ 1,500
Work Dock Rental Fee	1,500	239	200	200	200	200
Live-Aboard Fee	2,000	3,348	3,000	3,000	3,000	3,000
Equipment Rental- Moorings	31,000	31,598	32,000	20,000	25,000	25,000
Mooring Operations	140,000	149,035	142,000	120,000	142,000	142,000
Fisherman's Discount	(14,000)	(16,725)	(15,000)	(18,000)	(15,000)	(15,000)
Mooring Equipment Sales	54,000	89,076	65,000	45,000	65,000	65,000
Mooring Equipment COGS	(31,000)	(53,467)	(37,000)	(20,000)	(37,000)	(37,000)
Total Mooring Revenue	\$ 185,000	\$ 204,568	\$ 191,700	\$ 158,200	\$ 184,700	\$ 184,700



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Lease & License Revenue						
Commissions- Laundry	\$ 2,500	\$ 1,398	\$ 2,000	\$ 500	\$ 1,000	\$ 1,000
Coastal Gateway Room Rental	3,000	3,430	3,000	4,000	3,000	3,000
Coin Showers	20,000	15,684	14,000	10,000	14,000	14,000
Harford Land Area- Leases	194,000	215,745	208,000	200,000	213,000	213,000
Piers-Leases	258,000	264,019	265,000	230,000	258,000	258,000
Piers- Licenses	29,000	34,952	32,000	32,000	35,000	35,000
Beaches-Leases	10,000	13,949	13,000	12,000	13,000	13,000
Beaches- Licenses	14,000	17,091	16,000	13,000	13,000	13,000
Boat & Gear Storage	37,000	55,648	44,000	56,000	44,000	44,000
Boat Washdown	2,600	2,456	2,400	2,000	2,400	2,400
Coin Hoist- Harford Pier	4,500	3,613	4,000	4,000	4,000	4,000
Flying Flags RV Resort	440,000	708,936	570,000	570,000	640,000	640,000
RVs- District	685,000	800,715	500,000	400,000	325,000	325,000
Utilities Reimbursement	120,000	132,331	120,000	90,000	120,000	120,000
Miscellaneous Operating Income	500	1,248	500	2,200	500	500
Total Lease & License Revenue	\$ 1,820,100	\$ 2,271,215	\$ 1,793,900	\$ 1,625,700	\$ 1,685,900	\$ 1,685,900

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Diesel Sales Revenue						
Diesel Sales	\$ 150,000	\$ 166,109	\$ 150,000	\$ 120,000	\$ 150,000	\$ 150,000
Diesel Cost of Goods Sold	(125,000)	(149,279)	(125,000)	(105,000)	(135,000)	(135,000)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Non-Operating Revenue						
Interest Income	\$ 39,540	\$ 242,336	\$ 98,466	\$ 164,750	\$ 131,800	\$ 131,800
Interest Income - Lease	-	-	-	-	-	-
Finance Charge Income	1,000	2,026	1,000	-	1,000	1,000
Grant Income	-	-	-	-	-	-
Bad Debt Recovery	-	-	-	-	-	-
Tax Proceeds	-	-	-	-	-	-
Gain/(Loss) on Disposal of Assets	-	-	-	-	-	-
Misc. Non-Operating Income	-	-	-	-	-	-
Unrealized Gain/(Loss) on Investments	-	98,068	-	-	-	-
Interest Expense	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Misc. Non-Operating Expenses	-	(25,030)	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Non-Operating Revenue	\$ 40,540	\$ 317,400	\$ 99,466	\$ 164,750	\$ 132,800	\$ 132,800

• Grant Income not related to Major Maintenance or Capital Projects



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Salaries/Wages/Benefits						
Wages - Commissioners	\$ 14,400	\$ 14,400	14,400	\$ 14,400	\$ 14,400	\$ 14,400
Wages - Employees	731,100	712,207	781,600	748,656	764,350	764,350
Health Insurance	133,400	117,305	136,300	120,369	133,922	133,922
OPEB Expense	-	-	-	-	-	-
Workers Compensation	35,200	25,189	40,000	32,108	32,255	32,255
Payroll Taxes	57,300	54,208	61,100	66,297	69,792	69,792
Pension Costs	173,300	177,988	211,305	181,733	208,991	208,991
Pension 115 Trust Fund	15,454	-	15,736	-	-	-
Deferred Compensation-Employer	-	846	4,800	3,000	4,800	4,800
Recruitment	2,100	1,773	2,400	4,659	2,410	2,410
Misc. Employee Benefits	3,630	2,300	3,240	5,897	6,683	6,683
Unemployment Self Insurance	2,700	6,681	800	9,355	9,121	9,121
NC Unemployment Insurance	-	85	1,200	390	-	-
Contract Labor	-	-	200	5,716	5,478	5,478
Contract Security	-	-	-	-	-	-
Compensated Absence	-	5,618	-	-	-	-
Other Post Employment Benefits	8,800	16,877	7,200	7,200	7,200	7,200
Salaries, Wages, & Benefits						
Contingency	12,650	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Salaries/Wages/Benefits	\$ 1,190,034	\$ 1,135,477	\$ 1,293,281	\$ 1,199,779	\$ 1,272,652	\$ 1,272,652

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Supplies						
Office	\$ 10,140	\$ 10,188	\$ 8,112	\$ 9,949	\$ 8,112	\$ 8,112
Emergency Supplies	76,400	66,233	3,520	3,200	3,520	3,520
Shop	5,472	7,394	4,577	3,482	4,975	4,975
Sanitation	4,184	4,315	3,347	3,347	3,347	3,347
Harbor Patrol/Lifeguards	-	-	-	-	-	-
Mooring	5,148	16,800	4,118	4,118	4,118	4,118
Dredge	1,000	-	800	100	800	800
Clothing/Equipment	2,379	2,859	2,064	1,146	2,565	2,565
Supply Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Less: Prior year reserve use	-	-	-	-	-	-
Total Supplies	\$ 117,348	\$ 107,789	\$ 39,538	\$ 25,342	\$ 40,687	\$ 40,687



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/26	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Operations & Maintenance						
Building/Facility	\$ 8,768	\$ 7,981	\$ 8,924	\$ 7,828	\$ 15,344	\$ 15,344
Vandalism	-	-	-	-	-	-
Office machines	-	836	\$ 400	3,600	2,200	2,200
Office machine Leases	3,200	2,144	\$ 2,200	2,400	2,280	2,280
Dredge	21,700	22,899	15,300	15,300	34,000	34,000
Electronic Equipment (Non-Computer)	2,003	883	1,335	801	134	134
Vehicles & Equipment	5,648	5,881	6,118	4,393	6,118	6,118
Heavy Equipment Maintenance	-	-	-	-	21,000	21,000
Parking Lot Maintenance	-	-	-	-	4,500	4,500
Wastewater Collection System Maintenance	-	-	-	-	22,500	22,500
Water Distribution System Maintenance	-	-	-	-	-	-
Crane	-	411	-	-	-	-
Coastal Gateway Costs	1,700	4,901	2,125	850	850	850
Patrol Boats	-	-	-	-	-	-
LCM	1,275	-	1,275	1,275	-	-
Boatyard Maintenance	1,000	500	1,000	-	-	-
Camp Host	850	694	850	-	425	425
Water Taxi Host	4,250	5,094	4,250	4,250	3,400	3,400
Signs	1,317	974	1,317	1,317	659	659
Road/Revetment	2,425	3,540	2,426	606	1,819	1,819
General Maintenance	4,613	5,268	4,613	2,460	3,076	3,076
Sport Launch	4,250	3,309	4,250	850	12,750	12,750
Beaches	-	-	-	-	-	-
Public Hoist	1,700	2,831	1,700	1,275	-	-
Tools	1,805	876	1,805	1,805	1,805	1,805
Fuel	11,719	10,364	10,756	10,756	10,756	10,756
Piers	5,400	7,520	5,400	3,600	15,000	15,000
Diesel Facility	8,075	19,325	8,075	19,550	8,075	8,075
Ice Facility	2,550	1,443	2,550	-	850	850
Lighthouse	-	-	-	-	-	-
Water & Sewer System	3,000	6,740	3,600	10,500	-	-
Storm Water	900	1,128	900	750	900	900
Fire Protection	1,200	1,657	975	3,000	750	750
Dock & Landing	5,185	1,618	5,185	2,125	3,400	3,400
Tenant Expense	1,700	-	1,700	425	1,700	1,700
Operations & Maintenance Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Operations & Maintenance	\$ 118,858	\$ 118,817	\$ 112,029	\$ 99,717	\$ 187,541	\$ 187,541



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Utilities						
Electricity	\$ 20,923	\$ 24,617	\$ 25,096	\$ 24,131	\$ 25,266	\$ 25,266
Telephone/Communications	23,932	13,732	13,459	13,459	14,176	14,176
Gas	592	419	818	789	451	451
Fire Monitoring	-	-	-	-	900	900
Sewer	45,000	34,057	48,000	48,000	49,680	49,680
Trash	7,873	7,592	8,413	8,339	10,007	10,007
Haz Mat Disposal	1,500	1,701	1,500	2,400	1,500	1,500
Water - Lopez	117,669	128,046	121,120	121,115	141,733	141,733
Water/Sewer - Avila	4,063	4,946	5,279	5,190	5,279	5,279
Utility Contingency	12,625	-	13,000	-	13,250	13,250
Budget Transfer	-	-	-	-	-	-
Total Utilities	\$ 234,177	\$ 215,110	\$ 236,685	\$ 223,424	\$ 262,242	\$ 262,242

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
General & Administrative						
Advertising & Promotion	\$ 1,500	\$ 575	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Travel, Meals, Lodging	10,118	7,976	10,751	4,743	10,751	10,751
Education/Training	3,022	3,266	3,425	4,029	3,425	3,425
Dues & Subscriptions	14,881	19,588	15,038	14,881	16,405	16,405
Legal Advertising	880	433	800	800	800	800
Cash (Over) / Short	-	(230)	-	(100)	-	-
Bank Charges/Merchant Fees	61,743	60,018	59,751	59,751	59,751	59,751
Bad Debts/Returned Checks	3,000	5,595	3,000	3,000	3,000	3,000
Consultants	13,503	12,591	15,595	15,215	13,646	13,646
Legislative Advocacy	3,600	3,360	3,360	3,360	3,360	3,360
Computers & Related Equipment	7,258	8,839	3,335	2,354	3,335	3,335
Computer Software	-	-	37,150	40,000	70,548	70,548
Technical Support	-	-	20,000	22,000	23,960	23,960
Digital Document Conversion	-	-	250	-	250	250
Parking Enforcement	24,000	26,171	26,000	26,000	26,000	26,000
Legal Fees	40,000	39,929	44,000	44,000	40,000	40,000
Audits	4,800	4,962	6,484	5,140	6,800	6,800
Tax Collection Fees	-	-	-	-	-	-
Treasurer Fees	22,000	16,403	22,000	1,600	20,000	20,000
Permits	6,380	1,511	4,845	3,009	4,845	4,845
Elections	-	-	-	-	-	-
Property Insurance	153,120	174,028	173,756	182,400	220,000	220,000
Cities Redevelopment	-	-	-	-	-	-
Bonds	320	-	320	280	320	320
LAFCO Fees	-	-	-	-	-	-
Coastal Conservancy	25,000	25,000	25,000	25,000	25,000	25,000
Board Discretionary Fund	1,000	1,000	1,000	1,000	1,000	1,000
Harbor Director Discretionary Fund	200	200	200	200	200	200
General & Administrative Contingency	12,625	-	13,000	-	13,250	13,250
Budget Contingency Fund	72,050	5,499	74,250	-	75,700	75,700
Less: Prior year reserve use	-	-	-	-	-	-
Total General & Administrative	\$ 481,000	\$ 416,714	\$ 564,310	\$ 459,662	\$ 643,346	\$ 643,346



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Major Maintenance						
Abandoned Vessel Removal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Avila Beach Stairs Restoration	-	-	-	-	-	-
District Buildings - Maintenance & Improvements	18,900	18,832	6,000	3,000	-	-
Document Conversion & Organization	2,500	25	-	-	-	-
Dredge Equipment Maintenance	21,250	21,030	-	-	-	-
Heavy Equipment Maintenance	17,500	16,525	17,500	9,100	-	-
Mobile Hoist Pre-Treatment Upgrade	45,000	-	-	-	-	-
Mooring Capital Cost (LCM)	40,000	10,548	40,000	40,000	40,000	40,000
Parking Lot Maintenance	33,000	32,435	6,000	3,000	-	-
Pier Lumber & Materials	42,000	3,670	36,000	24,000	-	-
Revetment Maintenance	-	-	-	-	-	-
Trailer Hoist Maintenance & Repairs	119,000	26,783	34,000	4,250	-	-
Wastewater Collection System Maintenance	7,500	6,026	7,500	7,500	-	-
Water and Wastewater Rate Study	-	-	25,000	25,000	-	-
Water Distribution System Maintenance	-	-	-	-	-	-
Water Tank	10,000	-	10,000	7,500	10,000	10,000
Work Dock Repower	15,000	-	-	-	-	-
Budget Transfer	-	-	-	-	-	-
Total Major Maintenance	\$ 371,650	\$ 135,874	\$ 182,000	\$ 123,350	\$ 50,000	\$ 50,000
Specified Reserve Use	\$ (158,680)	\$ (39,223)	\$ (61,040)	\$ (51,750)	\$ (45,000)	\$ (45,000)
Operating Reserve Use	(136,470)	(72,366)	(120,960)	(71,600)	(5,000)	(5,000)
Grant Funding	\$ (76,500)	(24,285)	\$ -	-	-	-
Total Major Maintenance Funding	\$ (371,650)	\$ (135,874)	\$ (182,000)	\$ (123,350)	\$ (50,000)	\$ (50,000)

Note: (G) = Grant Funding - Full or Partial



Enterprise Fund Budget Detail (continued)

	Last Year 2023/24		Current Year 2024/25		2025/2026	
	Revised Budget	Actual	Revised Budget	Projected	Preliminary Budget	Final Budget
Capital Project Outlay						
Accounting Software Replacement	\$ 15,000	\$ -	\$ 60,000	\$ 21,000	\$ 50,000	\$ 50,000
Avila Pier Landing Rehabilitation	-	-	-	-	-	-
Avila Pier Rehabilitation	-	-	-	-	-	-
Boom Truck	35,000	34,931	35,000	35,000	35,000	35,000
Flying Flags Project Monitoring	7,500	-	7,500	780	-	-
Harbor Patrol Equipment Replacement	-	-	-	-	-	-
Harbor Patrol Vessel Replacement	-	-	-	-	-	-
Harbor Terrace District Yard Improvements	18,790	18,789	-	-	-	-
Harford Pier Redevelopment	20,000	3,874	20,000	20,000	(G) 76,000	76,000
Lifeguard Equipment Upgrade	-	-	-	-	-	-
Master Plan - PSLHD	-	-	-	-	-	-
Revetment Maintenance	-	-	-	-	126,000	126,000
Roll-Off Dumpsters	12,500	-	-	-	-	-
Security Cameras	-	-	-	-	-	-
Sediment Sampling-Dredge Permit	23,800	15,038	-	-	-	-
Sewer Treatment Plant	133,585	132,396	131,250	131,250	131,250	131,250
Skiff - Pier Crew	-	-	-	-	-	-
Solar/Charging Design	15,000	2,497	15,000	-	(G) 122,500	122,500
Tractor Replacement & Implements	-	-	-	-	-	-
Underground Storage Tank Replacement	150,000	-	150,000	6,000	(G) 210,000	210,000
Vehicle Replacement Program	-	-	-	-	-	-
Total Capital Project Outlay	\$ 431,175	\$ 207,525	\$ 418,750	\$ 214,030	\$ 750,750	\$ 750,750
Specified Reserve Use	\$ (66,522)	\$ (120,246)	\$ (42,150)	\$ (8,430)	\$ (30,000)	\$ (30,000)
Operating Reserve Use	(233,061)	119,093	(240,008)	(185,600)	(253,947)	(253,947)
Grant Funding	(131,592)	(206,372)	(136,592)	(20,000)	(390,803)	(390,803)
Total Capital Project Outlay Funding	\$ (431,175)	\$ (207,525)	\$ (418,750)	\$ (214,030)	\$ (674,750)	\$ (674,750)

Note: (G) = Grant Funding - Full or Partial



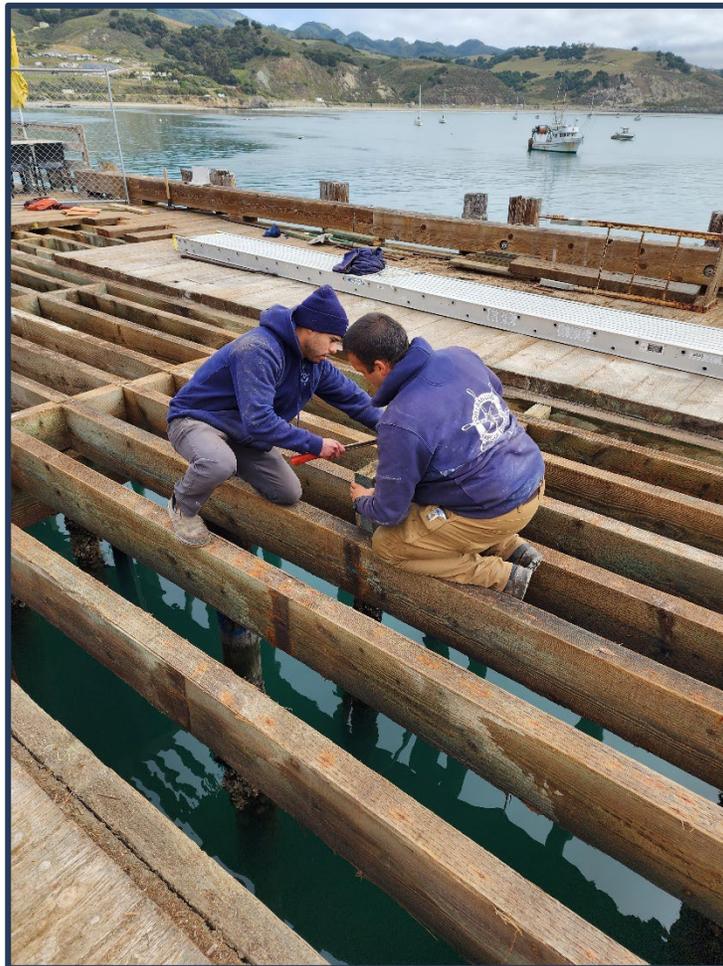
Our Future





Five-Year Major Maintenance Plan

Major Maintenance Costs						
Description	2025/26	2026/27	2027/28	2028/29	2029/30	Notes
Abandoned Vessel Removal	\$ 55,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	Removal, storage, and disposal of abandoned vessels
<i>Grant Funding</i>	(55,000)	(15,000)	(15,000)	(15,000)	(15,000)	<i>Division of Boating and Waterways (DBW)</i>
Lighthouse Road Maintenance	-	30,000	150,000	-	-	Maintenance on Lighthouse Road, including repaving, resealing, and re-stripping approximately every 3-5 years
<i>Grant Funding</i>	-	(30,000)	(150,000)	-	-	<i>PG&E grant funds</i>
Mooring Capital Cost (LCM)	40,000	40,000	40,000	40,000	40,000	Repairs and maintenance to the District's mooring tender vessel, the Elsie M (LCM)
<i>LCM Reserve Use</i>	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	<i>LCM reserve</i>
Parking Lot Maintenance	-	30,000	200,000	200,000	-	Repaving, sealing, and restriping of the Harford Landing parking lot; repave/sealing Harford Lot \$200,000 26/27; repave Avia Beach parking lot in 2027/28
Water Tank	20,000	-	-	-	25,000	Perform necessary repairs and improvements to the existing water tank system. Dive tank every 5 years. Spot painting every year.
<i>Water Tank Reserve Use</i>	(10,000)	-	-	-	-	<i>Water Tank reserve</i>
Total Operating Reserves Use	\$ 10,000	\$ 30,000	\$ 200,000	\$ 200,000	\$ 25,000	





Five-Year Capital Project Plan

Capital Projects & Asset Purchases						
Description	2025/26	2026/27	2027/28	2028/29	2029/30	Notes
Accounting Software Replacement	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Replacement of accounting software
<i>Computer Reserve Use</i>	-	-	-	-	-	<i>Computer Reserve</i>
Avila Pier Landing Rehabilitation	267,000	-	-	-	-	Rehabilitation and reconstruction of the Avila Pier landing
<i>Grant Funding</i>	(267,000)	-	-	-	-	<i>Division of Boating and Waterways (DBW)</i>
Avila Pier Rehabilitation	200,000	4,000,000	-	-	-	Rehabilitation of the Avila Pier, continued project.
<i>Grant Funding</i>	(200,000)	(4,000,000)	-	-	-	<i>CA State Lands Commission Covid-19 Mitigation Grant for 25/26; TBD for 26/27</i>
Boom Truck	50,000	50,000	-	-	-	Continue payments on boom truck through a 5-year lease-to-own option
Dump Truck	-	-	-	75,000	-	Purchase used dump truck
Dredge Hose	-	22,000	-	-	-	Refurbish dredge hose every 4-5 Years
Harbor Patrol - Boat Engine Replacement	-	25,000	25,000	-	-	Boat engine replacement
Harbor Patrol Emergency Equipment Replacement	25,000	25,000	25,000	25,000	25,000	In accordance with District Policy 3026.95 mandating an annual emergency equipment replacement fund
<i>Harbor Patrol Emergency Equipment Replacement Reserve</i>	-	-	-	-	-	<i>Harbor Patrol Emergency Equipment Replacement Reserve</i>
Harbor Patrol Vessel Replacement	329,000	-	-	-	-	Purchase new Harbor Patrol vessel
<i>Harbor Patrol Vessel Replacement Reserve Use</i>	(129,000)	-	-	-	-	<i>Harbor Patrol Vessel Replacement Reserve</i>
<i>Grant Funding</i>	(150,000)	-	-	-	-	<i>To be solicited</i>
Harford Pier Redevelopment	380,000	100,000	100,000	100,000	100,000	Redevelopment of the Harford Pier
<i>Grant Funding</i>	(380,000)	-	-	-	-	<i>CA State Lands Commission Covid-19 Mitigation Grant</i>
Lifeguard Tower	-	50,000	-	-	-	Avila Beach tower
Master Plan	25,000	50,000	50,000	-	-	Hire consultant to develop Master Plan
Revetment and Jetty Repair/Improvement	420,000	-	-	2,250,000	-	Repair and improve revetment/jetty per 2021 Repair Plan
<i>Grant Funding</i>	(420,000)	-	-	(2,250,000)	-	<i>TBD</i>
Security Cameras	-	10,000	-	-	-	Security cameras
Sewer Treatment Plant	175,000	175,000	175,000	175,000	175,000	District's 35% share of the Avila Beach Community Services District's capital improvements and loan payment
Solar/Charging Design	245,000	-	-	-	-	Design and planning for solar and charging stations
<i>Grant Funding</i>	(245,000)	-	-	-	-	<i>CA State Lands Commission Covid-19 Mitigation Grant</i>
Sport Launch Recoating	-	-	50,000	-	-	Sport Launch recoating
Tractor Replacement & Implements	100,000	-	-	-	-	Design and planning for solar and charging stations
<i>Grant Funding</i>	(100,000)	-	-	-	-	<i>To be solicited</i>
Underground Storage Tank Replacement	700,000	-	-	-	-	Preparation of bid documents and replacement of the UST
<i>Grant Funding</i>	(474,344)	-	-	-	-	<i>CA State Lands Commission Covid-19 Mitigation Grant</i>
<i>Facilities Reserve Use</i>	(100,000)	-	-	-	-	<i>Facilities Reserve</i>
District Vehicle Replacement Program	-	85,000	90,000	-	-	Vehicle Replacement Program - Harbor Patrol Truck (R1) 2025/26; Harbor Patrol Truck (R2) - FY 2027/28
Wastewater Lift Station 1 Refit	-	-	100,000	-	-	Wastewater Lift Station 1 improvements for Harford Pier Redevelopment
<i>Facilities Reserve Use</i>	-	-	(75,000)	-	-	<i>Contingent on reserves</i>
Wastewater Lift Station 2 Refit	-	-	-	100,000	-	Wastewater Lift Station 2 improvements for Harford Pier Redevelopment
<i>Facilities Reserve Use</i>	-	-	-	(75,000)	-	<i>Contingent on reserves</i>
Total Operating Reserves Use	\$ 550,656	\$ 592,000	\$ 540,000	\$ 400,000	\$ 300,000	



Five-Year Projections

	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Revenue	\$ 2,454,200	\$ 2,432,100	\$ 2,479,000	\$ 2,527,400	\$ 2,586,500
Non-Operating Revenue	5,116,936	4,914,400	5,058,700	5,207,300	5,360,400
Total Revenue	7,571,136	7,346,500	7,537,700	7,734,700	7,946,900
Operating Expenditures	(7,926,895)	(8,195,600)	(8,420,000)	(8,786,500)	(9,008,000)
Net/(Loss) Available for Major Maintenance and Capital Projects	(355,759)	(849,100)	(882,300)	(1,051,800)	(1,061,100)
Major Maintenance and Capital Projects	(3,131,000)	(4,685,000)	(870,000)	(2,880,000)	(380,000)
Grant Funding	2,291,344	4,045,000	165,000	2,265,000	15,000
Revenue less Expenditures	(1,195,415)	(1,489,100)	(1,587,300)	(1,666,800)	(1,426,100)
Specified Reserve Use	(279,000)	(40,000)	(115,000)	(115,000)	(40,000)
Specified Reserve Funding	-	-	-	-	-
Operating Reserve Funding / (Use)	\$ (916,415)	\$ (1,449,100)	\$ (1,472,300)	\$ (1,551,800)	\$ (1,386,100)

Operating Revenue:

- Service revenue is projected to increase 3% per year. The District has seen consistent revenues generated from the Avila Beach parking lot and implementation of the Harford Land Area and Harford Pier paid parking.
- Boating-related revenues (moorings, diesel sales, etc.) are projected to increase 5% every 5 years. The 2025/26 budget includes a CPI fee increase for moorings, gear storage, and boat storage.
- The budget assumes a decrease in RV camping revenues due to permits lapsing for RV camping locations Nobi Point and Woodyard in November 2024.

Non-Operating Revenue:

- Base property taxes are projected to increase at a rate of 3% per year. Unitary taxes are projected to decrease in 2025/26. It is undetermined if or when operations at the Diablo Canyon Nuclear Power Plant will terminate. However, unitary taxes are projected to decrease over the next several years until there is a resolution with ongoing operations.
- Investment income is projected to decrease beginning 2025/26 as the District spends down cash.
- The District is currently receiving Senate Bill 1090 funds in the amount of \$191,588 annually that will continue through 2025/26.



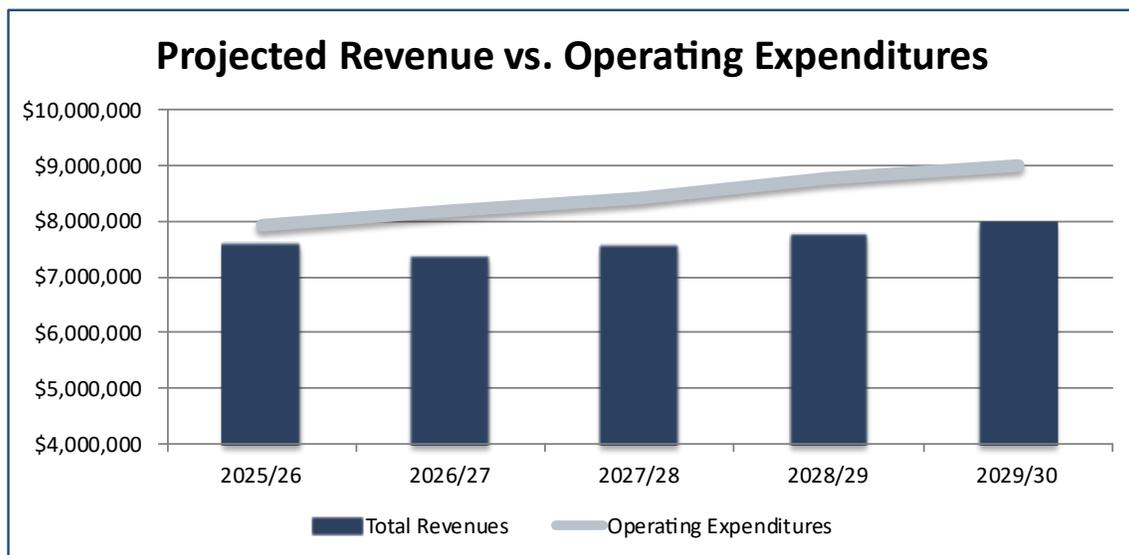
Five-Year Projections (continued)

Operating Expenditures:

- Salaries, Wages, and Benefits:
 - Wages are currently estimated to increase at a rate of 3% per year.
 - Health insurance is projected to increase 5% per year and workers' compensation insurance is budgeted to increase 5% per year.
 - Pension costs are projected to rise per year consistent with the most recent information received from CalPERS and calculations from GovInvest software. CalPERS currently uses a discount rate of 6.9% for purposes of projecting the unfunded actuarial liability. Differences between actual investment gains and the 6.9% will impact future unfunded actuarial liabilities and our annual pension costs.
- Supplies and Operation and Maintenance expenditures are projected to increase 3% per year.
- Utilities are projected to increase 3% per year.
- General and Administrative expenditures are projected to increase at a rate of 3% per year except for the following line items:
 - Property insurance is projected to increase 5% per year.
 - Coastal Conservancy payment will remain constant.
 - Cities redevelopment fees, legislative advocacy, bonds, and discretionary funds are projected to remain constant.
 - Election expense is budgeted every other year as Board terms expire.

Major Maintenance and Capital Projects: Further details can be found in the [Major Maintenance](#) and [Capital Projects and Asset Purchases](#) sections.

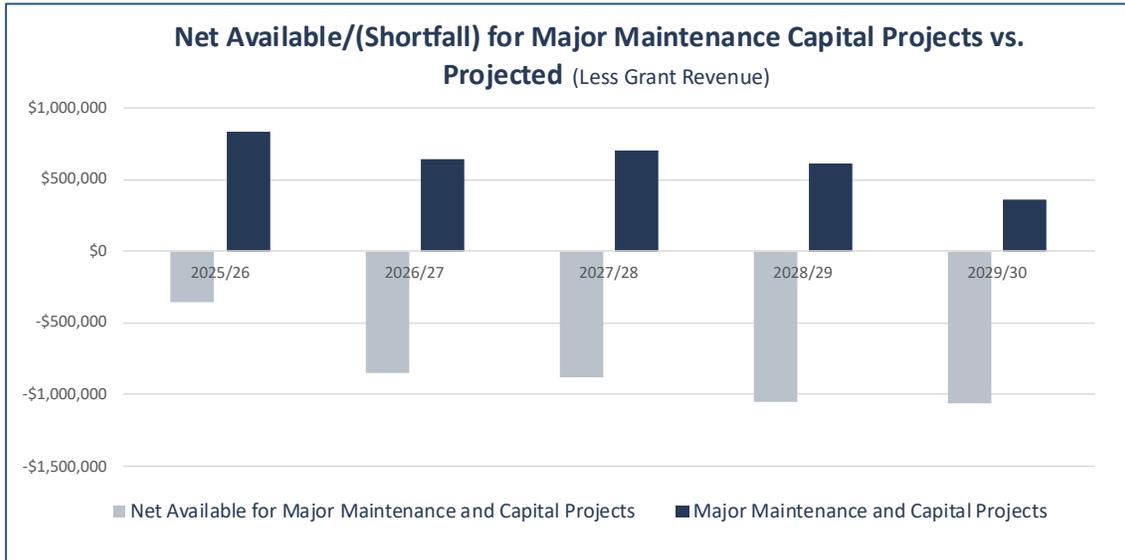
These long-range plans and projects are assessed for how well they support the district's mission and long-term objectives listed on pages 9 and 10, ensuring that resources are directed toward efforts that deliver the greatest strategic impact.



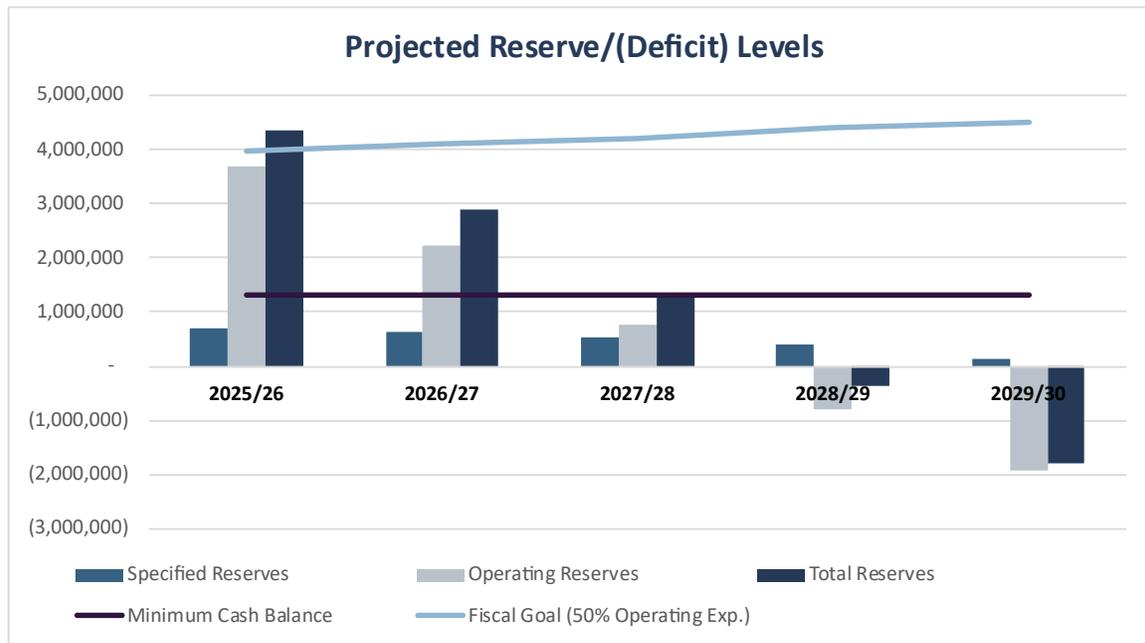
Based on currently available information, operating expenditures are projected to outpace revenues in fiscal year 2025/26 and on. The District recognizes this is not a sustainable position and is working on a long-term mitigation plan to maximize revenue and manage expenses within available resources.



Five-Year Projections (continued)



The difference between the net available for capital projects and the projected capital projects represents an increase or decrease in reserves. During the budgeting process, the District evaluates the need for the use of reserves for major maintenance and capital projects.



The District's goal is to establish and maintain an operating reserve (aka: unassigned fund balance) equal to 50% of the District's operating expenditures. The reserve should not be lower than \$1.3 million to ensure that the District cash flow needs are met. Projected deficit is based on current information, prior to mitigation plans.



Long-Term Goals and Strategies (Master Plan)

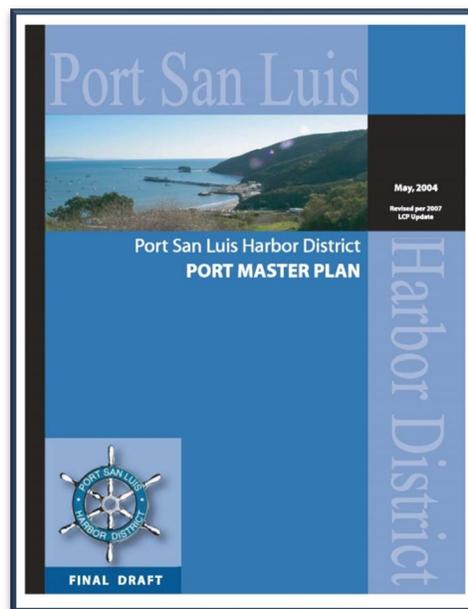
Port San Luis should be a harbor with protected, maintained, and enhanced resources that balance the environmental, social, and economic needs of the District and the various user groups (Chapter 3 of the [Port San Luis Master Plan](#)).

The Master Plan for the Harbor District identifies the following five objectives:

1. Meet Coastal Act priorities for the harbor, especially the protection of coastal-dependent and coastal-related activities, visitor serving and waterfront recreation opportunities, and public access to the waterfront.
2. Promote and facilitate the orderly and beneficial development and use of District lands, facilities, and resources.
3. Provide land and water uses that are beneficial to residents of San Luis Obispo County and the people of the State of California.
4. Increase revenue-producing opportunities to support the Harbor District's public and enterprise functions.
5. Enhance and maintain the maritime character of the harbor.

To meet the above objectives, the Master Plan identifies the Action Items for Open Water, Access Improvements, the Harford Pier, Harford Landing, Beach and Bluff Planning, Harbor Terrace, the Light Station, and Avila Beach Pier and Parking Lot. These items are addressed on the following pages.

In addition to the current Master Plan Action Items, multiple federal and state agencies are making projections about the extent and effect of sea level rise over the next one hundred years. The National Research Council estimates 1.5" – 12" over the next 15 years, and 16.5" to 65" over the next 85 years. These estimates will need to be addressed in any update to the District's Master Plan, and in the planning for any near shore improvements, as well as parking lot elevation.





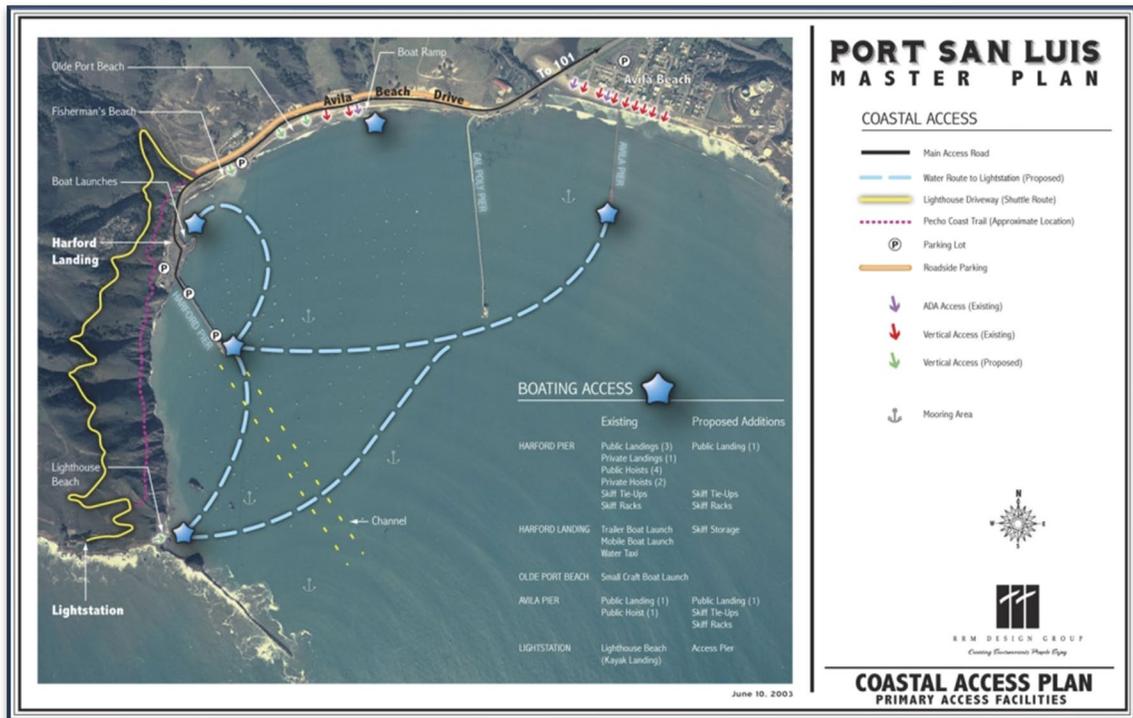
Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Access Improvements

1. *Coordinate Access Improvement Efforts:* Improve the safety and convenience of access routes for automobiles, pedestrians, cyclists, and others traveling to and from Port properties.
2. *Encourage Improved Connections:* Work with the County to extend continuous pedestrian paths and bike lanes between Avila Beach and the Harford Pier.
3. *Implement Parking Program:* Implement a parking program for peak season periods to mitigate conflicts among Port users. Plan should include measures to direct traffic, coordinate and operate a shuttle to parking areas, and set appropriate fees.

Open Water

1. *Launch Areas Shoaling Solution:* Execute necessary actions to eliminate or reduce the frequency and scope of maintenance dredging and provide more consistent boating access at the boat launching facilities.

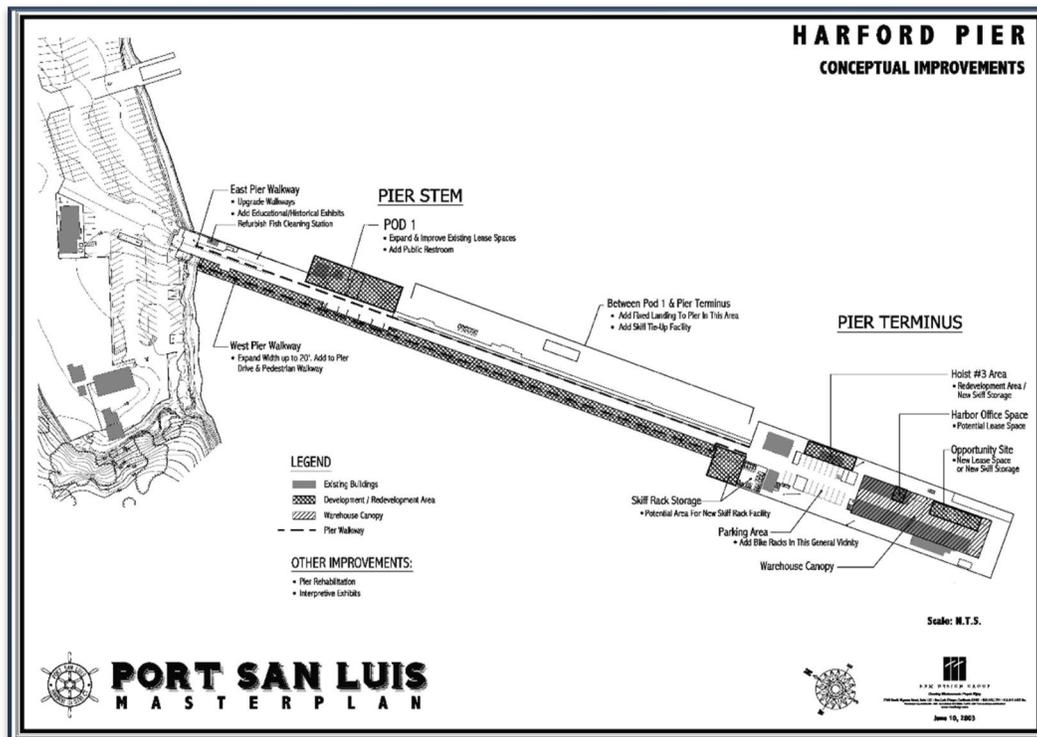




Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Harford Pier

1. *Rehabilitation*: Rehabilitate the entire pier through a phased approach.
2. *West Walkway*: Rebuild the width of the pier stem (from the shoreline to the terminus) up to 20 feet westward to increase the pier drive and add a pedestrian walkway.
3. *Pier Roadway*: Install fire grates during the reconstruction of the pier roadway.
4. *Pod 1*: Expand and improve lease spaces for use by coastal dependent uses. Add a public restroom facility.
5. *Visitor Landing*: Add a fixed landing with ladders, gangway, and access stairway to accommodate visiting boaters on the north side of the pier.
6. *Skiff Tie-ups*: Add skiff tie-ups (and ladders) along the pier.
7. *Hoist #3 Area*: Convert to skiff rack storage.
8. *Skiff Racks*: Add skiff racks on the pier terminus.
9. *Existing Harbor Office Space*: If Harbor Offices are consolidated and relocated, consider moving Harbor Patrol office to old Administration Building freeing up Harbor Patrol office as a new lease space.
10. *Rehabilitate Warehouse (Canopy)*: Rehabilitate warehouse structure.
11. *Opportunity Site under Warehouse (Canopy)*: Accommodate additional coastal uses.

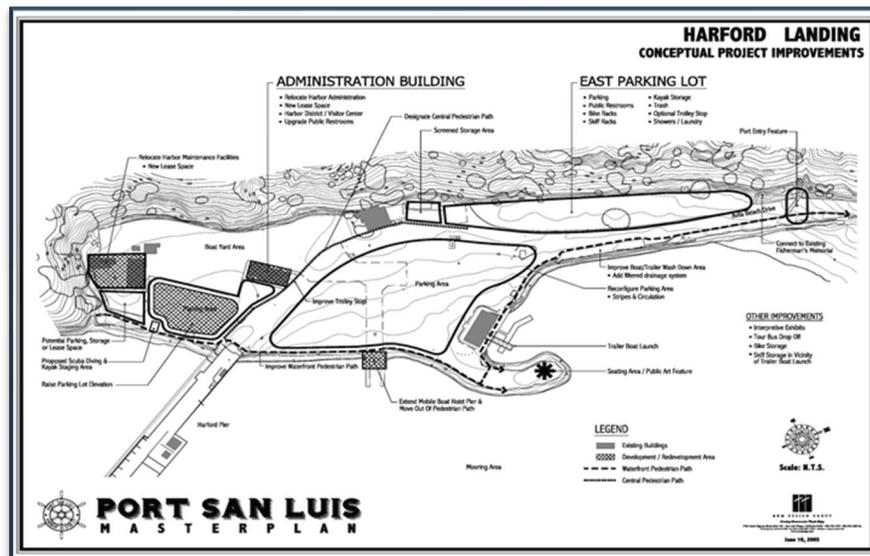




Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Harford Landing

1. *Waterfront Pedestrian Path:* Improve the paths along the revetment from the far west end of the parking lot, along the shoreline, and past the trailer boat launch to connect Harford Landing to other Port properties.
2. *Interpretive Exhibits:* Add interpretive stations at key locations including information on the marine environment, cultural resources, and history of the harbor.
3. *Mobile Boat Hoist:* Upgrade the existing concrete pier with steel guide rails and guard handrails. Extend the pier seaward. Add riprap to the area to dissipate wave energy. *CEQA study is complete.*
4. *Skiff Storage:* Add skiff storage somewhere near existing trailer boat launch or in the east parking lot area.
5. *Administration Building:* If Harbor Offices are consolidated and relocated, consider converting part of the bottom floor of the building into a Visitor and/or Information Center. The top floor has potential as additional lease space.
6. *Bike Storage:* Provide bike racks to encourage bike transportation.
7. *Central Pedestrian Path:* Improve the paths along the revetment from the far west end of the parking lot, along the shoreline, and past the trailer boat launch to connect Harford Landing to other Port properties.
8. *Maintenance Complex:* If Harbor Offices are consolidated and relocated, consider converting the buildings and yard into additional lease space.
9. *Scuba Diving and Kayak Stage Area:* Provide a scuba and kayak launch area with amenities such as launch pad, outdoor shower, benches and stairs or ramp to the water.
10. *West Parking Lot Elevation:* Raise elevation of west parking lot to reduce effects of wave action and storm surges.
11. *Jetty:* Create permanent seating structure for visitors.





Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Beach and Bluff Planning

1. *Nobi Point*: Improve Nobi Pont (the eastern overlook) to create an automobile parking and viewing area.
2. *Woodyard*: With new visitor developments at Harbor Terrace, improve Woodyard (the western overlook) to serve as a pedestrian waterfront destination and a gateway between upland properties and the beaches. Improve this area as a mini park with pedestrian amenities.
3. *Beach Stairways*: Add stairways to serve Olde Port and Fisherman's beaches.
4. *Shoreline Connection*: Work with the County to extend continuous pedestrian paths and bike lanes between Avila Beach and the Harford Pier.

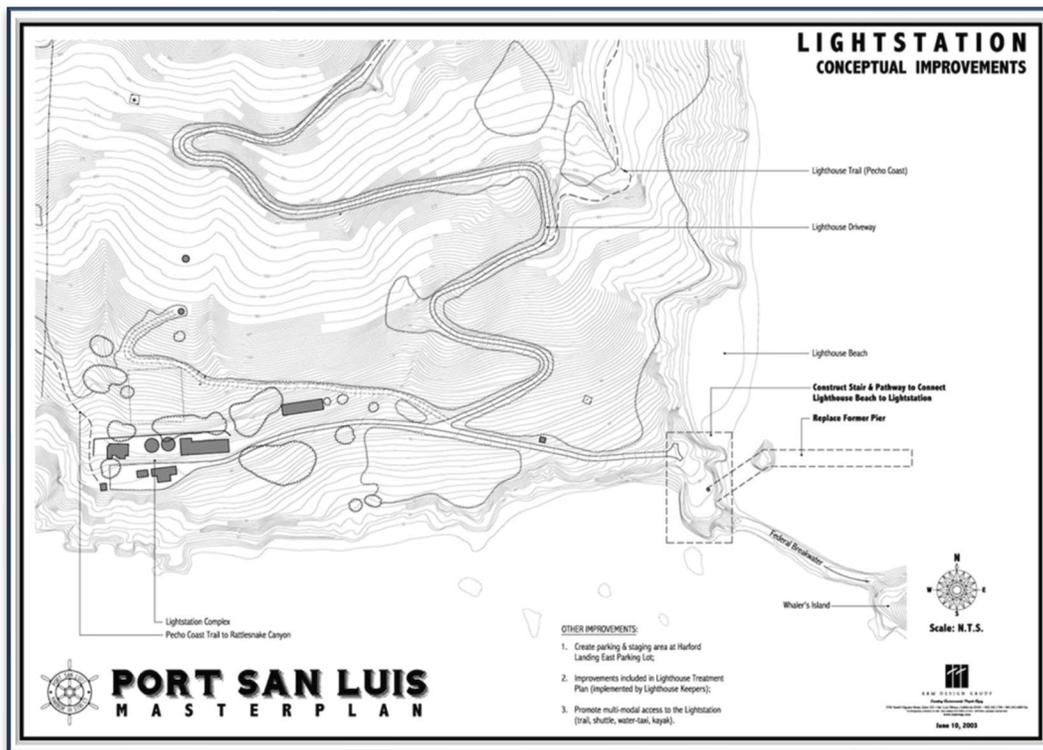




Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Lightstation

1. *Parking and Staging:* Create flexible parking and staging areas at Harbor Terrace. Consider satellite parking or special event parking at Harford Landing, Avila Beach lot, or other appropriate locations.
2. *Lightstation Pier:* Replace the former pier at Coastguard Beach. *[Feasibility study complete.]*
3. *Lightstation Water Access Route:* Explore feasibility and funding options for establishing a water taxi and/or ferry between public piers and lighthouse pier.
4. *Lightstation Connections:* Promote multi-modal access to the Lightstation (e.g. trail, shuttle, water taxi, kayak) and provide connections between the Lightstation and other Port properties.
5. *Lightstation Education:* Include information about the historical value of the Point San Luis Lighthouse with interpretive exhibits and displays near the main harbor area.



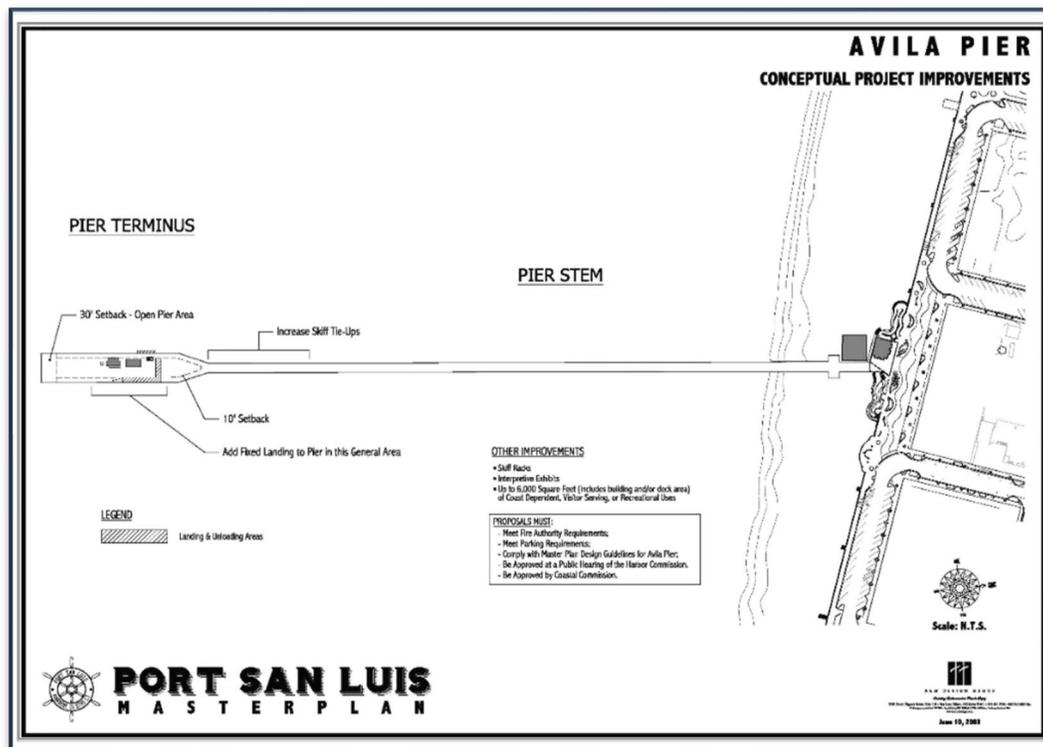


Long-Term Goals and Strategies (continued) (From the Port San Luis Master Plan)

Avila Beach Pier and Parking Lot

1. *Avila Beach Stairway*: Replace the old existing concrete stairway at the east end of the beach. [Stairs are currently closed due to unsafe conditions; Project is listed on the Five-Year Major Maintenance Plan on page 90].
2. *Interpretive Exhibits*: Add interpretive exhibits including information on the marine environment, cultural resources, and history of the harbor.
3. *Skiff Racks*: Construct skiff racks to facilitate boating access.
4. *Skiff Tie-ups*: Add skiff tie-ups (and ladders) along the pier. [Ongoing project].
5. *Opportunity Site*: Reserve First Street frontage of the parking lot for the accommodation of new lease space opportunities.
6. *Additional Development*: End of Pier, 6,000 square feet coastal dependent, and public access.

Note: See *Limited Resources* under the [Short-Term Factors Influencing Decisions](#) section on page 12 for more information on the Avila Beach Pier.





Policies and Definitions





District Policies and Guidelines

The following [District Policies](#) and Guidelines direct the preparation of the annual budget process.

Financial Planning and Accountability:

1. *Accountability/Transparency:* Information about how public monies is spent and the outcomes they achieve are to be clear, transparent, and understandable.
2. *Balanced Budget/Fiscal Stability:* A structurally balanced budget should result in cash from operations and property taxes equal to 100% of our combined (general/enterprise fund) operating costs and provide for capital improvements. The budget will be presented to the Harbor Commission at a scheduled public hearing. The Preliminary Budget will be adopted prior to June 15th each year, and the Final Budget shall be adopted prior to June 30th.
3. *Identify & Mitigate Future Risk:* The Harbor Director will identify issues, events, and circumstances, which pose significant risks and present strategies to reduce the impact of those risks.
4. *Contingency Funds:* District policy states that the District should place 2% of revenues (not including grant revenues) into an overall budget contingency line item to be used by the Harbor Commission for unusual budget circumstances or emergencies. The District shall place an additional 1.75% of revenues into budget contingency accounts spread out over all major expense categories.

Major Maintenance & Capital Purchases and Improvement Policies:

1. *Funding:* The District policy goal is to annually fund capital purchases and improvements and ongoing major maintenance of existing facilities with an amount equal to annual depreciation expense or approximately \$776,226 in 2023/24. One-time increases in revenues or unanticipated budgetary savings should be set-aside in specified reserves to fund major maintenance and capital purchases and improvements (collectively “projects”). District staff will aggressively seek grants to fund projects.
2. *Budget Planning:* District staff will present to the Harbor Commission on an annual basis a five-year plan for project costs and funding needs. The development of the capital improvement budget will be incorporated into the development of the operating budget. Annually, an inventory of capital assets and condition of those assets will be presented to the Harbor Commission.
3. *Priority:* The following guidelines will provide a hierarchy of funding priorities for the review of the 2025/26 budget:
 - Projects that ensure the safety of the general public and District employee’s safety.
 - Major maintenance and capital assets that have been deemed to be in ‘poor’ condition and are essential to the operations of the District.
 - Projects that have the capacity to earn profits that can be used to offset costs for essential operations.
 - Projects that will greatly improve the service to the public and are used in the essential operation of the District.
 - Non-essential projects.

As stated in the District’s budget procedures and guidelines, projects shall meet a majority of the following criteria to be considered in the budget process:

- The project’s ability to increase District revenue.
- The availability of total or partial grant funding for the proposed project.
- The amount of required maintenance that will be necessary when the project is complete.
- The availability of staff and funding to support project management and construction.
- The inclusion of deadlines or mandates by other agencies concerning the project.



District Policies and Guidelines (continued)

- The coastal dependency of the project.
- If the project has not been completed, the possibility of being completed during the next fiscal year.
- The economic feasibility of the project.
- The project is critical to address identified public safety issues.
- The project provides remediation of environmental impacts, hazards, or degradation.

Debt Management Policy, Capacity, and Issuance

The District will be fiscally prudent and in compliance with state and federal law. California Harbors and Navigation Code Section 6077 prescribes that the bonded indebtedness of the District does not exceed 15% of the assessed value of property within the District. To issue bonds that require additional property tax assessments, the bond proposition must pass with two-thirds of the voting electors approving such proposition. The District's gross assessed value of property for July 1, 2023, through June 30, 2024, is approximately \$33.0 billion (per County's Tax Rate Book), making the debt limit approximately \$4.9 billion.

Fund Balance Policy

The District's fund balance policy establishes a minimum level at which operating reserve balance is to be maintained. The District believes that sound financial management principles require that sufficient funds be retained by the District to always provide a stable financial base. To retain this stable financial base, the District needs to maintain fund balance sufficient to fund cash flows of the District and to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature. The limits defined in the District's Fiscal Goals Policy 3022 is intended to "maintain a prudent level of financial resources to protect against reducing service levels or raising fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting).

The District's fiscal goals policy is to establish and maintain an operating reserve (aka: unassigned fund balance) equal to 50% of the District's operating expenditures (Policy 3022) and to generate sufficient cash flow from operations and grants to fund capital improvements and infrastructure maintenance annually in an amount approximately equal to the capital asset depreciation expense. Using 2025/26 budgeted expenditures, the operating reserve should be approximately \$3,963,448. The reserve should not be lower than \$1.3 million to ensure that District cash flow needs are met.

Investment Policy

The District's Investment Policy follows 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 capital in the overall portfolio. To attain this objective, diversification is required in order 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 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, considering the investment risk constraints and the cash flow characteristics of the portfolio.



Basis of Budgeting

The General Fund, with the exception of major maintenance items, is budgeted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Measurable means that the amounts can be estimated, or otherwise determined. Available means that the amounts were collected during the reporting period or soon enough thereafter to be available to finance the expenditures accrued for the reporting period. Exchange transactions are recognized as revenues in the period in which they are earned (i.e., the related goods or services are provided). Debt service expenditures, as well as expenditures related to compensated absences and judgments, are recorded only when payment is due. Individual major maintenance items are budgeted as separate line items for better oversight.

The Capital Outlay Fund is budgeted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Measurable means that the amounts can be estimated, or otherwise determined. Available means that the amounts were collected during the reporting period or soon enough thereafter to be available to finance the expenditures accrued for the reporting period. Exchange transactions are recognized as revenues in the period in which they are earned (i.e., the related goods or services are provided). Debt service expenditures are recorded only when payment is due. Individual capital projects are budgeted as separate line items for better oversight.

The Enterprise Fund is budgeted using a combination of the modified accrual basis of accounting and full accrual accounting. Full accrual accounting recognizes changes to revenues and expenses when an underlying event occurs regardless of the timing of the related cash. Compensated Absences and Other Post-Employment Benefits are budgeted using full accrual accounting. Major maintenance and capital projects are budgeted under the modified accrual basis.

Accounting Basis

The accounting basis refers to the method in which the District's revenues, expenses assets, liabilities, and fund balance are reported in the annual audited financial statements. For the most part, the accounting basis conforms to the budgeting basis of accounting except for the following:

- The General Fund's budgeted major maintenance costs are reported under the modified accrual basis of accounting.
- The Capital Project Fund's budgeted costs and debt service are reported under the modified accrual basis.
- The Enterprise Fund's budgeted capital assets and major maintenance are reported under the full accrual accounting basis including asset cost and accumulated depreciation.



Glossary

Balanced Budget – A structurally balanced budget which results in cash from operations and property taxes equal to 100% of combined (general/enterprise fund) operating costs and provide for capital improvements.

Budget – A financial plan for a specified period that matches projected revenues and planned expenditures to municipal services, goals, and objectives.

Budget Contingency – Per District policy, 2% of all revenues are placed into a contingency line item to be used by the Harbor Commission for unusual budget circumstances or emergencies. The District shall place an additional 1.75% of revenues into budget contingency accounts spread out over all major expense categories.

Budget and Fiscal Policies – General and specific guidelines adopted by the Harbor Commission that govern financial plan preparation and administration.

Capital Expenditures – Land, improvements to land, easements, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure (e.g. roads), and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period. The capital asset threshold is \$5,000 (individual original acquisition cost of an asset).

Capital Outlay Funds – Fund type used to account for financial resources used in acquiring or building major capital facilities other than those financed by the Proprietary Fund.

Department – A major organizational unit of the District that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Enterprise Funds – Fund type used to account for operations that are financed and operated in a manner like private sector enterprises, and it is the District's intent that the costs (including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges.

Fiscal Year – The beginning and ending period for recording financial transactions. The District has specified July 1 to June 30 as its fiscal year.

Fund – An accounting entity that records all financial transactions for specific activities or government functions. The three generic fund types used by the District are: General Fund, Capital Outlay Fund, and Enterprise Fund.

Fund Balance - Fund balance refers to the difference between assets and liabilities. The Enterprise Fund, General Fund, and Capital Outlay Fund have a Fund Balance for budgetary purposes. For financial reporting purposes, the Enterprise Fund and Government-wide statements report Net Position instead of Fund Balance. Fund balances for financial reporting purposes are classified as follows:

Non-spendable Fund Balance (not part of budgetary fund balance) - Represents amounts that cannot be spent because they are either not in spendable form (such as inventory or prepaid insurance) or legally required to remain intact (such as notes receivable or principal of a permanent fund).



Glossary (continued)

Restricted Fund Balance (not part of budgetary fund balance) - represents amounts that are constrained by external parties, constitutional provisions, or enabling legislation.

Committed Fund Balance (included in Operating Reserves for budgetary purposes) - represents amounts that can only be used for a specific purpose because of a formal action by the District's governing board. Committed amounts cannot be used for any other purpose unless the governing board removes those constraints by taking the same type of formal action. Committed fund balance amounts may be used for other purposes with appropriate due process by the governing board. Commitments are typically done through adoption and amendment of the budget. Committed fund balance amounts differ from restricted balances in that the constraints on their use do not come from outside parties, constitutional provisions, or enabling legislation. *The District sets aside 25% of moorage profit for mooring work (LCM) maintenance and eventual replacement per District Ordinance.*

Assigned Fund Balance (a.k.a. Specified Reserves for budgetary purposes) - represents amounts which the District intends to use for a specific purpose, but that do not meet the criteria to be classified as restricted or committed. Intent may be stipulated by the governing board or by an official or body to which the governing board delegates the authority. Specific amounts that are not restricted or committed in a special revenue, capital projects, debt service, or permanent fund are assigned for purposes in accordance with the nature of their fund type or the fund's primary purpose. Assignments within the general fund convey that the intended use of those amounts is for a specific purpose that is narrower than the general purpose of the District.

Unassigned Fund Balance (a.k.a. Operating Reserves for budgetary purposes) - represents amounts which are unconstrained in that they may be spent for any purpose. The general fund must have a positive unassigned fund balance.

When an expenditure is incurred for a purpose for which both restricted and unrestricted fund balance is available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the District considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds.

General Fund – The primary operating fund of the District, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.

Goal – The result or achievement toward which effort is directed.

Investment Reserves – The District relies on its investment reserves (specified reserves and operating reserves) to fund major maintenance and capital project budgets in budget cycles where grants are insufficient to cover the cost of all projects. Such reserves are invested in the Local Agency Investment Fund (LAIF). Preservation of capital is a primary investment objective of these funds.



Glossary (continued)

Master Plan Definitions (in order of appearance in Master Plan):

Open Water: The 520-acre harbor area, mostly used for navigation and mooring purposes. The Open Water Area also includes the shoreline from Point San Luis to Shell Beach, a 2,400-foot rubble mound breakwater, and areas around three piers.

Harford Pier: The “backbone” of Port San Luis Harbor, Harford Pier, is a historic working pier that serves commercial and recreational fishing and boating and is a primary focus of Port activities.

Harford Landing: An 8.7-acre site at the base of Harford Pier that provides supportive land area to coastal-dependent and coastal-related uses at the main harbor, as well as serves visitor needs on the waterfront. Harford Landing is comprised of parking, launching facilities, a boatyard, and several buildings.

Harbor Terrace: A 32-acre hillside property overlooking San Luis Obispo Bay along Avila Beach Drive that is currently used as storage area for boat owners, fishermen, and the Harbor District. Development of Harbor Terrace is a primary long-term objective of the Harbor District.

Beach and Bluffs: A linear strip of land seaward of the County right-of-way of Avila Beach Drive, which provides recreational opportunities including coastal access, beach-oriented activities, informal parking, and ocean views.

Lightstation: A 25-acre site that includes the historic Point San Luis Lighthouse and several other buildings, served by a private road and trail with controlled public access.

Avila Beach Pier and Parking Lot: The Avila Beach Pier and Parking Lot make up the “front porch” of the Avila community and primarily support recreational water-oriented activities. The Avila Parking Lot is located one block north of the beach and serves the parking needs of beach and pier users.

Objective – Something that one’s efforts or actions are intended to attain or accomplish.

Operating Budget – The portion of the budget that pertains to daily operations and delivery of basic governmental services.



Glossary (continued)

Acronyms:

ABCSD: Avila Beach Community Services District, a community services district providing services including water, sewer, fire protection, and street lighting services, and other miscellaneous items for the Avila Beach community. <http://avilabeachcsd.org>

ACA: The Patient Protection and Affordable Care Act, a federal statute signed into law in March 2010 as a part of the healthcare reform agenda of the Obama administration.

CDP: Coastal Development Permit, the regulatory mechanism by which proposed developments in the coastal zone are brought into compliance with the policies of Chapter 3 of the Coastal Act.

CPI: Consumer Price Index, a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food, and medical care.

CSDA: California Special Districts Association, a not-for-profit association to promote good governance and improved core local services through professional development, advocacy, and other services for all types of independent special districts. <http://www.csda.net>

FEMA: Federal Emergency Management Agency, a federal agency that coordinates the response to disasters in the United States. <http://www.fema.gov>

GASB: Governmental Accounting Standards Board, the independent, private-sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles. <http://www.gasb.org>

GFOA: Government Finance Officers Association, a professional association of state, provincial, and local finance officers in the United States and Canada. <http://www.gfoa.org>

LAIF: Local Agency Investment Fund, a voluntary State investment pool administered by the Treasurer of the State of California into which cities and other local governmental entities may invest idle funds. LAIF staff has managed to achieve exceptional yields over the life of the investment pool considering its emphasis on safety and liquidity. <http://www.treasurer.ca.gov>

LCM: Landing Craft Mechanized, the District's work boat.

OES: San Luis Obispo County Office of Emergency Services, an agency committed to serving the public before, during, and after times of emergency by promoting effective coordination between agencies and encouraging preparedness of the public and organizations involved in emergency response. <http://www.slocounty.ca.gov/OES.htm>

SCC: California State Coastal Conservancy, a state agency established to protect and improve natural lands and waterways, help people get to and enjoy the outdoors, and sustain local economies along the length of California's coast and around San Francisco Bay. <http://scc.ca.gov>

SEIU: Service Employee International Union, the labor union representing the District's miscellaneous employees. <http://www.seiulocal620.org>



This page intentionally left blank.