



# SAN MATEO COUNTY HARBOR DISTRICT

August 2019



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## DRAFT 2019 STRATEGIC PLAN

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# Introduction

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## Purpose of the Plan

**Planning is strategic when it helps move an organization forward from its current situation to its desired future.**

This Strategic Plan is San Mateo County Harbor District's highest-level planning document and represents the Commission's direction for the future.

The resulting plan identifies the District's mission, vision, and core values, while providing a set of goals and objectives that serves as a framework for decision-making.

The Strategic Plan is also a practical working tool that provides clear direction to the staff regarding the Commission's goals and objectives, and includes an Implementation Plan developed by the staff to meet those goals and objectives. As such, it is referred to regularly as a guide to District actions during the period covered.

To keep it fresh, the plan must be updated periodically and rolled forward so that there is always a multi-year guide to the future.

## Strategic Planning Process

The strategic planning process is described below.

**Initial Research and Interviews.** The project began with a review of background documents and 17 confidential one-on-one interviews with directors, staff members, and stakeholders, including citizens and representatives of outside organizations that work with and are familiar with the District.

**Workshop Facilitation.** The strategic planning process included development of Annual Goals for 2019 that were folded into the multi-year Strategic Plan. The process included five Commission workshops and two community forums held between January 2018 and June 2019.

**Staff Implementation Planning.** Once the Commission goals and objectives were completed in the Commission workshops, the District's management team and staff worked with the consultant to develop an Implementation Plan designed to meet the District's mission as well as the strategic goals and objectives developed by the Commission.

## Strategic Framework

The Strategic Plan is built from a series of logical components, described and shown in the graphic below.

**Key Areas of Change.** The District has effectively carried out its mission for decades. Periodically, the Commission pauses to consider future challenges and opportunities as part of the strategic planning process. The resulting Strategic Plan focuses on actions and priorities that are critical to the District's future success.

**Mission.** The mission statement explains why the organization exists. It articulates the organization's essential work in a brief sentence or two.

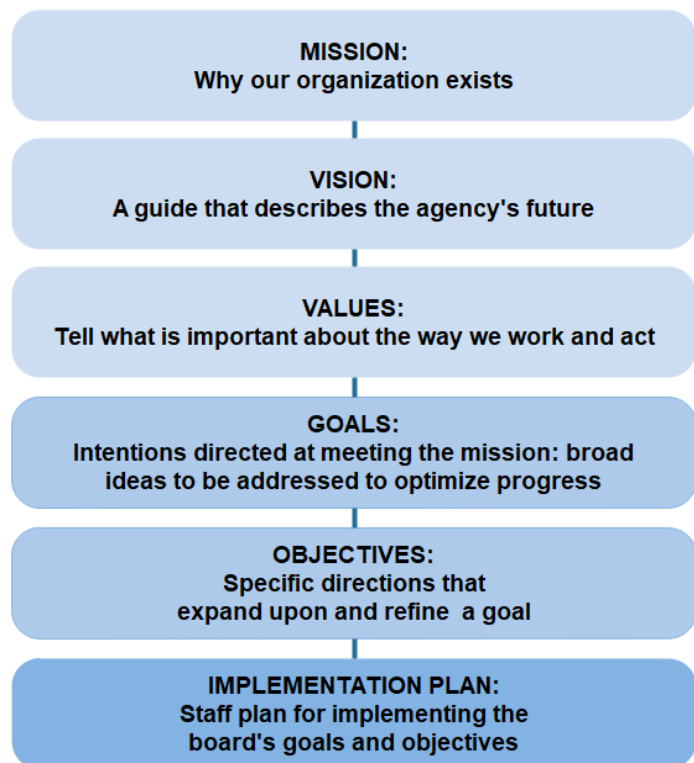
**Vision.** The vision articulates what the organization will become at a given time in the future. It is the strategic target which, when achieved, fulfills the organization's mission. As such, it is at the heart of the strategic planning process.

**Values.** Values provide guidance when an organization is faced with challenging decisions that require trade-offs. Values are set by the Commission, govern attitudes and behaviors, and generally remain constant over time.

**Goals.** Goals describe broad, primary areas of management, operations, and planning that need to be addressed in order to accomplish the mission. Goals are not connected to timelines.

**Objectives.** Objectives are specific directions, established by the Commission, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are SMART: Specific, Measurable, Attainable, Related to Goals, Time Certain.

**Implementation Plan.** The Implementation Plan contains measurable actions required to accomplish the mission, goals, and objectives. The actions in the plan are assigned to individuals or departments and have precise timetables. There may be multiple tasks for each objective.



# Mission, Vision, and Values

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## Mission

*Serve San Mateo County’s residents, District businesses, and visitors through high-quality, accessible marina and harbor facilities and services, excellent stewardship of the ocean and bayfront, and effective environmental advocacy.*

**WORKSHOP QUESTION (THIS WILL BE DELETED AFTER COMMISSION REVIEW)**

Below are questions that can be used to test the mission statement

1. The purpose of the organization (PURPOSE)
2. Who it serves (WHO)
3. What are we doing to address these needs? (WHAT -- The work)
4. How it measures Success or Excellence (SUCCESS)

**THESE ARE PHRASES FROM THE COMMISSION IN A WORKSHOP (THIS WILL BE DELETED AFTER COMMISSION REVIEW)**

<b>WHO</b>	<b>WHAT</b>	<b>PURPOSE</b>
Fishing industry	Marina	Public access to the ocean and the bay
<b>Fishing community</b>	Buy fish	Experience wildlife
Charter Fleet	Recreational fishing	Recreation: fishing, surfing, walking, dining
Commercial and recreational fishing community	<b>EXCELLENCE</b>	Stewards of the environment
Recreational boaters: human-powered crafts	Environmentally responsible	Advocates for the environment: active role in protecting
General Public	Range of services	Education
Global community of users	World-Class	
	Safe, clean, well-managed	



Mission Statement	Comments
<b>Original Draft Option I</b>	
Serve San Mateo County’s residents, District businesses, and visitors through high-quality, accessible marina and harbor facilities and services, excellent stewardship of the ocean and bayfront, and effective environmental advocacy.	Original draft explicitly covers all the topics discussed.
Provide excellent, accessible marinas and harbors and stewardship of the local ocean environment.	Shortened version based on the original.
<b>Option II</b>	
Make San Mateo harbors and marinas models of accessibility, quality, and environmental stewardship.	
<b>Option III</b>	
Provide for the enjoyment, use and protection of the San Mateo County marine environment.	
Provide for the enjoyment, use and protection of the <u>local</u> marine environment.	Swapped local for San Mateo County.
Provide for the <u>sustainable</u> enjoyment, use, and protection of the local marine environment.	Added sustainable.
<b>Option IV</b>	
Provide access to and protection of the San Mateo County <u>waterfront</u> through exceptional harbor and marina facilities and services.	Swapped “waterfront” for typical use of “marine environment.” Added “exceptional.”
Provide access to and protection of the San Mateo County marine environment through exceptional harbor and marina facilities and services, <u>and environmental stewardship.</u>	Added environmental stewardship.
<b>Option V</b>	
Protect the local marine environment, ensure ready access to the waterfront, and provide exceptional harbor and marina services.	Three simple statements, each starting with a verb.



## **Some Sample Mission Statements:**

**TED:** Spread ideas.

**Patagonia:** Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis. (replace by a longer statement)

**Warby Parker:** To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

**Make-A-Wish:** The mission of Make-A-Wish International is to grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy.

**Feeding America:** Our mission is to feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger.

**Goodwill:** Goodwill works to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work.

**Nordstrom:** To give customers the most compelling shopping experience possible.

**Southwest Airlines:** The mission of Southwest Airlines is dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit.

**Google:** To organize the world's information and make it universally accessible and useful.

**Tesla:** To accelerate the world's transition to sustainable energy.

**Whole Foods Market:** To nourish people and the planet. We're a purpose-driven company that aims to set the standards of excellence for food retailers. Quality is a state of mind at Whole Foods Market.

**American Red Cross:** The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

**LinkedIn:** The mission of LinkedIn is simple: connect the world's professionals to make them more productive and successful.

## Vision

*The San Mateo County Harbor District effectively balances recreational and commercial use, public access for residents and visitors, and environmental stewardship for future generations.*

- *We provide excellent facilities and services for our commercial fishing fleet and advocate for sustainable practices to ensure thriving fisheries and ecosystems.*
- *We provide a wide range of services for boaters, tourists, and residents, including excellent facilities and shops, annual boating events, and other coastal activities.*
- *We ensure the coastline, harbor, and marina facilities are safe, convenient, and accessible for all visitors, including underserved communities.*
- *We cooperate with other agencies to provide public education and environmental leadership.*

### **Workshop Comments** (THIS WILL BE DELETED AFTER COMMISSION REVIEW)

Below are selected comments from the Commission's discussion about vision from which the above was partially derived.

- *SMCHD operates world-class marine facilities with recreational and environmental facilities and services and implements strong environmental stewardship.*
- *Marine, recreational and environmental facilities, including marinas, trails, retail....*
- *Environmental Gateway*
- *Its commercial fishing fleet is thriving.*
- *Passive recreation: strolling, bird watching*
- *Active recreation: kayaking, surfing*
- *Transit access is poor to the harbors. Coastal Access for all*
- *Offers access and value to all San Mateo County Residents*
- *Harbor that balances recreational and commercial use with environmental stewardship and public access.*
- *Access to the coast by underserved communities*
- *Education about environment and fisheries*
- *Environmental justice*

## Core Values

### **Draft Core Values:**

*The Harbor District Commission and staff are committed to and guided by the following core values in everything we do:*

**Teamwork** – *The Commission, staff and public offer ideas and ways to work together to improve the District and benefit the people and businesses we serve.*

**Creativity** – *Our management of the harbor is guided by our vision for the future, not our habits of the past.*

**Equality** – *We accept nothing less than equal access to all harbor facilities, employment opportunities, and services for everyone.*

**Environmental Leadership** – *The Ocean and Bay power our atmosphere, feed our families, and restore our spirits. We are good stewards and courageous advocates for our shared environment.*

**Safety** – *We are committed to the safety of all harbor users, including the commercial fishing and boating fleets, harbor businesses, visitors, and staff.*

**Accountable** – *We are answerable to the public and to future generations, and always act responsibly and transparently.*

### **SOME BACKGROUND ON VALUES (THIS WILL BE DELETED AFTER COMMISSION REVIEW)**

*In simple terms, we could define values as what we consider important—what we believe is right. In business and government, core values are those principle that are ingrained, are a source of an organization’s distinctiveness and are not compromised for economic or other gain.*

#### HOW CORE VALUES ARE USED.

- Clearly stating core values helps every employee implement their work in line with the organization’s values.
- Values statements can be written as questions which can be posed to help make difficult decisions.
- Values can be used to help make hiring decisions by evaluating prospective employees on shared values.

### **SOME OF THE VALUES COMMISSION ARTICULATED IN A WORKSHOP. There was also some discussion. (THIS WILL BE DELETED AFTER COMMISSION REVIEW)**

- Approachable
- Open minded
- Respectful
- Not bound by convention
- Hard work
- Teamwork
- Doing the right thing
- Equality -- fairness, gender, racial, equal opportunity
- Equal Access --Inclusiveness – including not excluding
- Environmental Leadership

# Goals, Objectives, and Implementation Plan

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## Introductory Notes

**Key Areas of Change.** This Strategic Plan focuses only on key areas where there is change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this plan.

**Priorities.** The notation “(High)” after an action indicates a high-priority action. A high priority is defined as a “must do” that is not receiving adequate attention from staff due to inadequate resources or a new or additional effort for staff to undertake to fulfill a critical goal or objective. Some actions are urgent in terms of timing but are not necessarily a high priority. For example, it is urgent to get out payroll in the next few weeks but not a high strategic priority, just a workaday task.

**Timing.** Goals and objectives marked “annually” or “ongoing” will be reported on at least once each year during the budget planning season. This will allow the General Manager to use the feedback received from the Commission when preparing the new fiscal year budget.

**Implementation.** Staff developed a complete set of initiatives to implement the goals and objectives. The implementation actions are summarized on the following pages, indicated by third-level numbering (such as 1.1.1) with non-bold type.

**Notes.** Notes provide additional detail on Commission direction and/or details useful to staff implementation.

## Summary of the Goals, Objectives, and Implementation Plan

### **GOAL 1: Comprehensive, Long-Range Planning Guides District Actions and Decision-Making**

#### **OBJECTIVE 1.1: A strategic plan is in place and updated every two years. HIGH**

1.1.1: Complete the Strategic Plan. (Date, Committee)

1.1.2: CIP Projects in the Budget should reference Strategic Plan goals & objectives and/or the master planning projects. (Date, Committee)

### **GOAL 2: Infrastructure Improvements Are Guided by Comprehensive Long-Term Planning**

#### **OBJECTIVE 2.1: Facility upgrades are guided by a facilities/infrastructure master plan.**

2.1.1: Develop and implement a facilities master plan (Date, Committee)

2.1.2: Identify improvements to put on hold until a facilities master plan can incorporate them. (Date, Committee)

2.1.3: Staff will work with the Commission to prioritize facility projects. (Date, Committee)

2.1.4: Prioritized and approved projects will be implemented on time and on budget. (Date, Committee)

#### **OBJECTIVE 2.2: Annual priorities and an implementation plan are derived from the strategic and master plans, and adjusted to meet current needs.**

2.2.1: Complete the annual goals and draft Implementation Plan. (Date, Committee)

#### **OBJECTIVE 2.3: Programmatic planning is used where beneficial and practical.**

2.3.1: Each program and project is assessed early to determine if it is suitable for programmatic planning.

#### **OBJECTIVE 2.4: Ensure continuity of quality service and minimize disruption and costs following emergencies.**

2.4.1: Evaluate currently unplanned emergency scenarios and incorporate responses into emergency plans. (Date, Committee)

### **GOAL 3: Provide Excellent Customer Service**

#### **OBJECTIVE 3.1: Improve facilities.**

3.1.1: This will be implemented by the actions in Goal 2 (Infrastructure improvements are guided by comprehensive long-term planning). (Date, Committee)

#### **OBJECTIVE 3.2: Improve customer service.**

3.2.1: Improve challenges caused by harbor staff's multiple roles (enforcement, rescue, and customer service). (Date, Committee)

3.2.2: Provide ongoing staff training on customer service. (Date, Committee)

#### **OBJECTIVE 3.3: Understand the needs and expectations of harbor visitors and potential visitors county-wide, and how best to serve them.**

3.3.1: Hold a Commission workshop to consider whether the District should be open to managing other harbors in the county and under what circumstances. (Date, Committee)

3.3.2: Develop programs to increase access to the Harbor and Marina by underserved communities and those with disabilities. (Date, Committee)

#### **GOAL 4: Enhance Public Safety**

##### **OBJECTIVE 4.1: Engage citizens in safety training and programs.**

- 4.1.1: Develop and implement training for the public on big wave surfing rescue and first aid. (Date, Committee)
- 4.1.2: Provide tours at the harbor to teach public safety. (Date, Committee)
- 4.1.3: Provide opportunities to obtain “California Boaters’ Safety Card.” (Date, Committee)

#### **GOAL 5: Ensure That the Public Is Well Informed about the District**

##### **OBJECTIVE 5.1: Increase public outreach.**

- 5.1.1: Develop a strategic communication plan. (Date, Committee)
- 5.1.2: Implement an outreach program. (Date, Committee)

#### **GOAL 6: Ensure Good Governance and Administration**

##### **OBJECTIVE 6.1: Policies and ordinances are up-to-date.**

- 6.1.1: Systematically review and update policies. (Date, Committee)
- 6.1.2: Review and update ordinances. (Date, Committee)

##### **OBJECTIVE 6.2: A permanent General Manager is in place.**

- 6.2.1: Recruit and retain a new General Manager. (Date, Committee)

##### **OBJECTIVE 6.3: Staff has the necessary resources to meet District goals and priorities.**

- 6.3.1: Improve staff development. (Date, Committee)
- 6.3.2: Research, purchase, install, and utilize Enterprise Resource Planning (ERP) software. (Date, Committee)

##### **OBJECTIVE 6.4: Foster equality, inclusion, equal access, and equal pay.**

- 6.4.1: Develop equality, inclusion, equal access, and equal pay policies. (Date, Committee)
- 6.4.2: Develop an annual diversity report. (Date, Committee)
- 6.4.3: Incorporate equality, inclusion, and equal access language into permits and lease agreements. (Date, Committee)
- 6.4.4: Prepare and present annual diversity report to the Commission at a public meeting. (Date, Committee)
- 6.4.5: Develop a diverse and inclusive workforce. (Date, Committee)

##### **OBJECTIVE 6.5: Improve commissioner governance, teamwork, and communication with staff.**

- 6.5.1: Commission, with staff support, will conduct an annual review to seek ways of improving its efficiency and effectiveness. (Date, Committee)
- 6.5.2: Maintain conformance with the CSDA Transparency Certificate of Excellence. (Date, Committee)

## **GOAL 7: Ensure Fiscal Responsibility (Strong Finances and Financial Management)**

### **OBJECTIVE 7.1: Debt is managed appropriately.**

7.1.1: Develop a debt policy. (Date, Committee)

### **OBJECTIVE 7.2: District follows established policies to ensure future leases and contracts are fair and beneficial.**

7.2.1: Evaluate and develop policy outlining various contract terms to ensure they are fair and beneficial to all involved. (Date, Committee)

### **OBJECTIVE 7.3: Seek to improve existing lease contracts.**

7.3.1: Evaluate all legacy lease contracts to identify opportunities to better enforce or improve lease contracts. (Date, Committee)

### **OBJECTIVE 7.4: Continue to improve financial reporting.**

7.4.1: Update the budget plan to achieve the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting (CAFR). (Date, Committee)

7.4.2: Develop new reporting methods and consider holding workshops to improve the Commission's understanding of District finances. (Date, Committee)

## **GOAL 8: Environmental Stewardship**

### **OBJECTIVE 8.1: Improve resiliency to climate change crises.**

8.1.1: Develop and implement a climate change crisis resiliency plan. (Date, Committee)

### **OBJECTIVE 8.2: Ensure strong environmental stewardship.**

8.2.1: Develop and implement an environmental sustainability plan. (Date, Committee)



## Detailed Goals, Objectives, and Implementation Plan

### GOAL 1: Comprehensive, Long-Range Planning Guides District Actions and Decision-Making

**Strategic Challenge.** Completing the Strategic Plan is the first step that will lead to developing Master and Climate Change Crisis Resiliency Plans in order to improve planning, efficiency, and effectiveness and speed the permitting process. In addition, permitting and grant funding organizations favor harbors that follow strategic, master, and programmatic planning approaches.

**OBJECTIVE 1.1: A strategic plan is in place and updated every two years.**

1.1.1: Complete the Strategic Plan. (Date, Committee)

1.1.2: CIP Projects in the Budget should reference Strategic Plan goals & objectives and/or the master planning projects. (Date, Committee)

## GOAL 2: Infrastructure Improvements Are Guided by Comprehensive Long-Term Planning

**Strategic Challenge.** Much of the District’s infrastructure is past its useful life and needs to be modernized to meet customer and stakeholder needs and environmental sustainability requirements, and to withstand natural disasters. The District’s operations and facilities management are both strong. There is, however, a need to improve plans for dealing with emergencies such as those caused by climate-change-driven sea level rise and tsunamis. The Commission and staff have prioritized planning and funding of infrastructure improvements for the past several years. While progress has been made, there have been regulatory delays and there is a need for an overall master plan.

The objectives below must be consistently carried out into the future to achieve the goal above.

### **OBJECTIVE 2.1: Facility upgrades are guided by a facilities/infrastructure master plan.**

2.1.1: Develop and implement a facilities master plan. (Date, Committee)

NOTES: Begin the request for proposals process immediately, and implement once the new General Manager is in place. The goal is high-quality, modern facilities that reliably and efficiently serve lessees, harbor users, and visitors, cost-effectively and in an environmentally sound manner.

2.1.2: Identify improvements to put on hold until a facilities master plan can incorporate them. (Date, Committee)

NOTES: The infrastructure at Pillar Point Harbor needs substantial upgrade and replacement. Numerous projects have been identified and are in some stage of planning, permitting, or construction. It is a priority of the District to continue to make progress on the infrastructure improvements. At the same time, it is critical that the improvements not be piecemeal—staff and the Commission must identify what makes sense to be done in the near-term and what should wait for a larger master planning effort.

Projects that should wait for the Master Plan include the Harbormaster’s Office, Restrooms in West Harbor (tenant), coastal trail improvements, and the Retail Center.

The key projects identified by the Commission for upgrades or replacement include the commercial marina (H, G, G); Johnson Pier; the recreational marina; plumbing and electrical; improving wayfinding; addressing ADA; restrooms; dredging and beach replenishment fuel dock; District-Owned Administration; need to surface parking at West Shoreline trail; a permanent restroom; coastal trail improvements, including West Shoreline Trail Restroom & Parking Lot; parking and EV car charging; administrative headquarters.

Also, see Objective 3.1, Improve facilities to improve service. Improvements must result in better usability and user experiences for workers, visitors, and lessees as well as address safety.

Public Safety issues include:

1. The parking issue (too far from harbor for people to carry heavy things).
2. For public, workers, and fisherman: It is important for visitors, including those with disabilities, to experience a real working commercial harbor, and purchase seafood direct from the vessels, in a safe manner that does not adversely impact important operations that are happening on the pier.
3. Special concern about the wood pilings in the area near the freezers on the dock, or the “wood dock landing.”

2.1.3: Staff will work with the Commission to prioritize facility projects. (Date, Committee)

2.1.4: Prioritized and approved projects will be implemented on time and on budget. (Date, Committee)

**OBJECTIVE 2.2: Annual priorities and an implementation plan are derived from the strategic and master plans, and adjusted to meet current needs.**

2.2.1: Complete the annual goals and draft Implementation Plan. (Date, Committee)

**OBJECTIVE 2.3: Programmatic planning is used where beneficial and practical.**

2.3.1: Each program and project is assessed early to determine if it is suitable for programmatic planning. (Date, Committee)

**OBJECTIVE 2.4: Ensure continuity of quality service and minimize disruption and costs following emergencies.**

2.4.1: Evaluate currently unplanned emergency scenarios and incorporate responses into emergency plans. (Date, Committee)

NOTES: The District must be able to keep operating under all circumstances. Currently the District lacks emergency plans that address things like tsunamis and climate-change-driven sea level rise; nor does it have an evacuation plan.

## GOAL 3: Provide Excellent Customer Service

**Strategic Challenge.** Lessees, fisherman, and others that interact with the District report increasing satisfaction with District responsiveness and service. Improving the infrastructure as described in Goal 2 will help improve the customer experience at the District's Harbors. The staff providing services on the docks and around the harbors as well as search and rescue and policing are strained to meet all these needs. The District needs to make changes to ensure staff can provide all these services with excellence. The goal is to provide quality services that meet the needs and expectations of customers, visitors, and other stakeholders.

The objectives below must be consistently carried out into the future to achieve the goal above.

**OBJECTIVE 3.1: Improve facilities.**

3.1.1: This will be implemented by the actions in Goal 2 (Infrastructure improvements are guided by comprehensive long-term planning). (Date, Committee)

**OBJECTIVE 3.2: Improve customer service.**

3.2.1: Improve challenges caused by harbor staff's multiple roles (enforcement, rescue, and customer service). (Date, Committee)

NOTES: The goal is to ensure that staff are seen as friendly and there to help, as well as providing policing and rescue services. (Date, Committee)

3.2.2: Provide ongoing staff training on customer service. (Date, Committee)

**OBJECTIVE 3.3: Understand the needs and expectations of harbor visitors and potential visitors county-wide, and how best to serve them.**

3.3.1: Hold a Commission workshop to consider whether the District should be open to managing other harbors in the county and under what circumstances. (Date, Committee)

3.3.2: Develop programs to increase access to the Harbor and Marina by underserved communities and those with disabilities. (Date, Committee)

NOTE: This may involve on-site safety, programming, and transportation to and from the Harbor. (Date, Committee)

## GOAL 4: Enhance Public Safety

**Strategic Challenge.** Boating, surfing, fishing, and other harbor and ocean activities around the Harbor and Marina pose safety issues. Encouraging the public to act safely and providing safety and rescue training will proactively prevent accidents and injuries.

**OBJECTIVE 4.1: Engage citizens in safety training and programs.**

4.1.1: Develop and implement training for the public on big wave surfing rescue and first aid. (Date, Committee)

4.1.2: Provide tours at the harbor to teach public safety. (Date, Committee)

4.1.3: Provide opportunities to obtain “California Boaters’ Safety Card.” (Date, Committee)

## GOAL 5: Ensure That the Public Is Well Informed about the District

**Strategic Challenge.** In addition to creating a pleasing physical experience for the District’s customers, there is a need to expand stakeholder communication, to gain engagement and feedback on what is important to various users and stakeholders and to build understanding and support county-wide for the District’s programs and mission.

The objectives below must be consistently carried out into the future to achieve the goal above.

**OBJECTIVE 5.1: Increase public outreach.**

5.1.1: Develop a strategic communication plan. (Date, Committee)

NOTES: Consider incorporating these and other elements to the recently launched outreach program: social media; docent-led tours; educational tours for schools; live streaming on the internet; new branding; develop a history of the District; and county-wide grant-funded educational programs.

5.1.2: Implement an outreach program. (Date, Committee)

## GOAL 6: Ensure Good Governance and Administration

**Strategic Challenge.** The District’s staff is dedicated, hardworking, and highly knowledgeable. However, a substantial amount of institutional knowledge is consolidated in older employees who are approaching retirement. In addition, staff is stretched thin. It is critical to recruit, develop, and retain a professional, collaborative, high-quality, motivated workforce, and for the Commission to provide effective governance.

The objectives below must be consistently carried out into the future to achieve the goal above.

### **OBJECTIVE 6.1: Policies and ordinances are up-to-date.**

6.1.1: Systematically review and update policies. (Date, Committee)

Lease policies: Provide Commission with a deeper understanding of lease length, leasing issues, and potential solutions. The updated policy should consider if and when land should be granted without fees and limit the ability to alter leases for individual tenants. Develop a records retention policy, unfunded liability pay down policy and wildlife protection policy. The District should also develop a personnel policy manual. Ensure policies are up-to-date. Provide information to the Commission on what staff policies are in place now and what is being worked on. Include an employment recognition policy (staff). Regarding the wildlife protection policy, Pillar Point Marsh is of special biological significance. Recreation within the harbor must be recognized as being within the Pacific Flyway. Anti-harassment, non-retaliation, and non-discrimination language for permits and lease agreements. Publish policies online.

6.1.2: Review and update ordinances. (Date, Committee)

### **OBJECTIVE 6.2: A permanent General Manager is in place.**

6.2.1: Recruit and retain a new General Manager. (Date, Committee)

### **OBJECTIVE 6.3: Staff has the necessary resources to meet District goals and priorities.**

6.3.1: Improve staff development. (Date, Committee)

INTENDED RESULT: fill positions with qualified people, orient, train and retain them appropriately, and ensure that institutional knowledge is gathered and transferred.

Does the District need more staff or consultants for the overall workload, including for engaging fully and effectively with various regulatory and administrative processes?

6.3.2: Research, purchase, install, and utilize Enterprise Resource Planning (ERP) software. (Date, Committee)

NOTES: Enterprise resource planning is a business process using integrated applications to manage the business and automate many back-office functions related to technology, services, and human resources. The District is in the process of evaluating ERP software. Comments related to ERP: Check with open.gov to see if they sell ERP software, since we already use some of their financial reporting services. Also compare to other vendors. Consider online billing and bill payment system and slip and receivable add-ons.

### **OBJECTIVE 6.4: Foster equality, inclusion, equal access, and equal pay.**

6.4.1: Develop equality, inclusion, equal access, and equal pay policies. (Date, Committee)

6.4.2: Develop an annual diversity report. (Date, Committee)

NOTES: Include the percentage of women, disabled, people of color on the Commission, management staff, and Harbor Patrol staff.

6.4.3: Incorporate equality, inclusion, and equal access language into permits and lease agreements. (Date, Committee)

6.4.4: Prepare and present annual diversity report to the Commission at a public meeting. (Date, Committee)

6.4.5: Develop a diverse and inclusive workforce. (Date, Committee)

**OBJECTIVE 6.5: Improve commissioner governance, teamwork, and communication with staff.**

6.5.1: Commission, with staff support, will conduct an annual review to seek ways of improving its efficiency and effectiveness.

INTENDED RESULT: A Commission that brings a variety of points of view, is able to deliberate and set direction for the District efficiently and receives support from all commissioners following each majority vote. Providing staff support for committees requires a lot of staff time and resources. Decisions about the number of committees, how often they meet, and for what purposes should keep this in mind.

6.5.2: Maintain conformance with the CSDA Transparency Certificate of Excellence. (Date, Committee)



## **GOAL 7: Ensure Fiscal Responsibility (Strong Finances and Financial Management)**

**Strategic Challenge.** The District’s financial position is strong, with excellent reserves, no debt, clear financial reporting, skilled financial staff, and oversight by a Finance Committee. However, the Commission seeks to further improve financial reporting and transparency, as well as to provide longer-term and more detailed financial planning. The District loses substantial revenue due to legacy contracts with lessees that don’t provide adequate revenue to sustain proper maintenance and services. It is imperative that the District update these contracts to provide fair and reasonable lease returns.

The objectives below must be consistently carried out into the future to achieve the goal above.

**OBJECTIVE 7.1: Debt is managed appropriately.**

7.1.1: Develop a debt policy. (Date, Committee)

**OBJECTIVE 7.2: District follows established policies to ensure future leases and contracts are fair and beneficial.**

7.2.1: Evaluate and develop policy outlining various contract terms to ensure they are fair and beneficial to all involved. (Date, Committee)

**OBJECTIVE 7.3: Seek to improve existing lease contracts.**

7.3.1: Evaluate all legacy lease contracts to identify opportunities to better enforce or improve lease contracts. (Date, Committee)

NOTES: The goal is to provide adequate returns to pay for proper harbor services and maintenance. Contracts should be fair to both the District and the vendor.

**OBJECTIVE 7.4: Continue to improve financial reporting.**

7.4.1: Update the budget plan to achieve the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting (CAFR). (Date, Committee)

INTENDED RESULT: Ensure that the Annual Financial Report is complete, transparent, and understandable so that the Commission, staff, and interested members of the public can assess the financial health of the District. Consider subscribing to open.gov.

7.4.2: Develop new reporting methods and consider holding workshops to improve the Commission’s understanding of District finances. (Date, Committee)

## GOAL 8: Environmental Stewardship

**Strategic Challenge.** The District must be prepared for a variety of potential impacts to the Harbor: rising sea level; incidents of severe weather; increased erosion; increased drainage of stormwater contaminants into the Harbor; and other related impacts.

The objectives below must be consistently carried out into the future to achieve the goal above.

### **OBJECTIVE 8.1: Improve resiliency to climate crises.**

8.1.1: Develop and implement a climate change crisis resiliency plan. (Date, Committee)

NOTES: Some specific areas to prepare for include impacts to docks and other infrastructure; an increased need for sand management in the harbor from increased sediment flow and storm action; a need for more resilient natural protective barriers and living levees rather than physical barriers that lead to sand depletion; linking the Climate Change Resiliency Plan to the Infrastructure Master Plan; mutual aid.

### **OBJECTIVE 8.2: Ensure strong environmental stewardship.**

8.2.1: Develop and implement an environmental sustainability plan. (Date, Committee)

NOTES: Ensure that facilities and operations support sustainable environmental practices in all arenas, especially in terms of protecting water quality, wildlife, and the general environment in and around the harbors. Habitat near the ice plant at Surfers Beach sand dunes needs restoration, as do Pillar Point Marsh and the small dunes by West Trail due to erosion in the harbor.

# Implementing the Plan

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## Monitoring, Implementation, and Oversight Actions

The District will take the following steps to ensure that the Strategic Plan is implemented and results are achieved:

- The District will publish the Mission, Vision, Values, Goals, and Objectives on posters and handouts and display them around the District.
- Staff will incorporate the Mission, Vision, Values, Goals, and Objectives into the employee handbook, as well as orientation and training materials for new employees and Commission and Committee members.
- General Manager will present the Strategic Plan to the entire staff so they are familiar with it and can better undertake their individual roles in fulfilling it.
- The management and supervisory team will actively implement the Implementation Plan.
- The management team will monitor and track Strategic Plan goals, objectives, and implementation actions.
- Commission committees will incorporate Strategic Plan monitoring as appropriate, and staff will provide an annual report to the entire Commission on progress in implementing the plan.
- Staff will reference Strategic Plan items on Commission meeting agendas as appropriate.
- The Commission, with staff support, will review and update the Strategic Plan every three years and roll it forward.

## Detailed Implementation Plan

A detailed Implementation Plan is being maintained in a separate spreadsheet by staff.

# Appendix

## APPENDIX A: Rating the District Today (from Workshop #1)

Before considering where the District wants to go in the future, it is important to understand where it is today. The group worked together to identify and rate a number of key features of the District as summarized below.

Each participant in the workshop was asked to rate various aspects of the District based on its current performance. Each participant selected aspects of the District to rate and graded them on a scale of 1 to 10 (10 being excellent). The average scores, along with the total number of votes in each category, are included at the top of each category.

Note that the individual comments summarized below are from January 2017. These comments do not necessarily represent views as of the date of this report or a consensus view of the District Commission.

BELOW ARE THE CATEGORIES AND RATINGS PROVIDED BY THE PARTICIPANTS	
<b>Avg. 8</b> 3 votes	<b>Staff Leadership and Development.</b> The District’s staff are dedicated and hardworking, with a strong General Manager who demonstrates effective leadership, keeps staff focused, and provides productive leadership development. The staff is stretched thin. There have been some complaints about Harbor Patrol staff, who can come across as intimidating.
<b>Avg. 7.2</b> 6 votes	<b>Finance.</b> The District has no debt and strong reserves as well great financial reporting and staff. The Finance Committee has made a good start but there is room for improvement. <u>A Comprehensive Annual Financial Report (CAFR) is highly desirable.</u> Leases are problematic, and ordinances and statutes need to be revised to address the issue of bad contracts.
<b>Avg. 6.4</b> 6 votes	<b>Customer Satisfaction.</b> Customer satisfaction is an area in which the District has been improving. Currently, people report that they are happy with finances but not the Commission, which impacts public perception. Complaints from tenants are low, but there are still issues with business that are caused by the District.
<b>Avg. 4.5</b> 2 votes	<b>Operational Resiliency and Emergency Planning.</b> The District must be able to keep operating under all circumstances. <u>Currently the District lacks emergency plans that address things like tsunamis and climate-change-driven sea level rise; nor does it have an evacuation plan.</u> The county plan is not working. More contracts through RFPs are needed as well as operational optimization. Additionally, the District needs an Environmental and Wildlife Sustainability Plan that improves water quality—currently a problem at both harbors—to address fuel docks, fuel tanks, and fuel lines.
<b>Avg. 4.1</b> 7 votes	<b>Infrastructure.</b> The District has an aging infrastructure that is past its useful life, including the dock infrastructure. This results in a less enjoyable user experience. Progress on this front is greatly needed and expected to begin in 2018. The Commission has started

supporting and funding infrastructure progress, which is an improvement. However, there have been regulatory delays and difficulty getting the momentum needed to complete capital projects. Some projects are being done as individual pieces of a larger whole without a comprehensive plan. Overall, there is strong desire to make progress and staff is making good strides.

**Avg. 3.8**  
5 votes

**Communication.** There is a need to improve both internal (including within Commission) and external communications. Suggestions include creating a communications policy, communicating the District’s role in emergencies, and getting tenant feedback and comments.

Good Transparency. The District is commended on its transparency and effort to ensure engagement and notices.

Weak Overall Communication and Poor Understanding and Support. The District does not have a good reputation and has received bad press. However, overall, the communication to the public is weak. The public does not know or understand the District’s role, which creates confusion and drama that hurts the District’s image. Poor understanding also challenges our sustainability. It is suggested that the District clarify its mission statement and communicate to the public what the District is, does, and provides. Website information should be improved.

Need to Obtain Feedback and Input. We don’t know what the broad public wants (voters, taxpayers, and others). The District should develop methods to obtain tenant feedback and comments and to respond. Profile for all maritime issues should be increased. We need history on the District, past general managers and past commissioners, and to update website with missing packets. Pillar Point serves the whole county, but we have never measured its use via marketing studies. District needs to be proactive on telling its story, be more outward focused and determine (using a marketing study) how to make it a better experience (e.g., address traffic, parking).

**Avg. —**  
1  
comment

**Harassment Policy.** The District needs to create a policy and procedures document that addresses situations where employees feel harassed so they can feel safe to report and address it with management. There have been reports of discrimination, marginalization, and scapegoating, and comments that the work culture is political and impacts everything. There is a tendency towards “one-up” retaliation and a blurring of opinions and facts. Opinions need to be respected.

## APPENDIX B: Challenges and Opportunities Facing the District (from Workshop #1)

Below is a list of key issues and challenges identified in the process that are expected to face the District in the future. Each participant was asked to predict what challenges and opportunities the District would confront in the future. That list follows:

### Infrastructure

#### *Challenges*

- Expanding Johnson Pier & infrastructure, traffic flow
- Infrastructure of all that exists at Pillar Point
- Owning Admin building
- Traffic/parking
- Manage conflicting uses—kite flyers vs. kayakers
- Need for county-wide Needs Assessment
- Bay Trail will get redone OP coastal access
- Coastal Trail through District is not there—needs designation, accessibility to strollers & wheelchairs, etc.
- Weather Events: West Trail erosion

#### *Opportunities*

- A greater number of visitors at Pillar Point
- Rebirth of Oyster Point Marina
- Need revenue generating facilities
- Will see more people at PP—an opportunity
- Rebirth OP marina opportunity—more innovative, creative, and more public serving
- Want more to contract vs. JPA at Oyster Point
- Support fleet, human-powered vessel group
- Enhance economic development
- Collaborate regionally
- Support business fleet, tourism
- Replace facilities & make new leases; force the issue/leases benefit

### Communication and Stakeholder Understanding & Support

#### *Challenges*

#### *Opportunities*

- Increase profile for all maritime issues

### Resiliency and Emergency Preparedness

#### *Challenges*

- Impact of climate change on fishery, marine mammals
- Climate change effects on Domoic acid and upwellings

- Addressing impacts of more severe weather
- Sea Level Rise: plan needed; approved sea level assessment

#### *Opportunities*

- Bring more contracts through RFPs

### Staff Leadership and Management

#### *Challenges*

- Succession planning
- Institutional knowledge—lots of staff with long service (100 years in 6 employees)
- Are new people coming quickly enough?
- Need for cross-training, training manuals
- Lack of diversity on Harbor Patrol: 1 woman

- Ineffective policy for dealing with harassment, discrimination, marginalization, and scapegoating
- Culture of politics affecting everything and tendency for one-up retaliation and ignoring opinions.

## APPENDIX C: Notes from Public Workshop (November 7, 2018)

Participant 1: Asked questions and made comments about the Memorandum of Understanding (MOU) with the City of South San Francisco and Community Facilities District (CFD) court case, both in regard to the schedule for the Strategic Plan. He stated that if the CFD is not formed, Oyster Point Marina could be shut down.

Participant 2: A climate action plan should be part of the Strategic Plan. Has anything progressed on this matter? Are there any elements in the Strategic Plan that address sea level rise and public safety issues related to climate change? There are also bumpy roads and heavy metals—not sure if the Commission/staff is thinking of these things.

Participant 3: Noted he's been swimming every day at OPM for 16 years, and was a representative of other OPM swimmers:

- What happened to the people who used to maintain the facilities?
- The water to the showers has been turned off.
- Someone used to come down and collect bay water samples regularly.
- It seems like the place is being let go and feels it should be maintained.
- Public safety concerns, people are relieving themselves in the bushes.

Commissioner 1: Offered Participant 3 contact info.

General Manager: Responsibility for the beach is the City of South San Francisco.

Participant 2: Swimmer could contact San Mateo County Department of Environmental Health about water quality testing.

Participant 4: Provided additional comments about the CFD:

- Have a study to see if the CFD Referenced Dornbusch report
- OPM profitability concerns, big decision, 2026 MOU end date
- Mentioned construction; there is discussion about possible damage to the Oyster Point Yacht Club; possible lawsuits
- Toxic site, aging infrastructure
- Stated that South San Francisco (SSF) City Manager Mike Futrell is on record saying that the Harbor District has relieved the City of SSF liabilities

Participant 2:

- We fund public services; profit is not the benchmark for public agencies.
- Tax revenues to OPM, just like tax revenues to PPH.
- OPM is an undesirable place to bring boats due to winds, there are a lot of issues like that. PPH is not necessarily going to make money for the District either.
- There is a need for a program to help underserved communities use the facilities—there is a current effort that gives free shuttle rides to people from East Palo Alto to parks and open spaces.



- The Strategic Plan process should be slowed down so that the items that have not been given consideration can be given consideration.
- Important to have draft MOU online for the public.

General Manager: The District can absolutely move that over to the Strategic Plan page.

Participant 2: Where would I find out about what is going to be built around there (OPM)?

General Manager: Project is currently owned by Kilroy Properties; they are the developers right now. Planning is in place for 500,000 square feet of office space. Other phases are also for office, but not in place. The residential plans that were floated are not in place now.

Commissioner 1: The Commission has not discussed the MOU. Spending a lot of money on the Strategic Plan project. This is a low turnout.

Participant 5: Has the District considered having meetings at OPM?

Commissioner 1: There is usually poor attendance at OPM meetings.

Participant 6: It's hard for people to get here this time of the day. We can get a lot of input if we put notices up at the Marine Science Center, Coyote Point, Redwood City Harbor.

Commissioner 2: As a Commissioner and as a District, we have not tried to reach out to greater San Mateo County. A large percentage do not know about the District, or that their taxes pay for half of it. We need to do that. District elections will take care of that.

Participant 4: One thing you can do is live stream on the internet. Minimal investment in equipment; might reach more people.

Commissioner 1: A new commissioner has been elected to the Commission; workshops should be rescheduled until new commissioner is seated. We don't want to exclude anyone.

## APPENDIX D: Notes from Public Workshop (November 13, 2018)

Participant 1: Has there been discussion about commercial operations; what are their issues, and what will keep them successful? People are receiving phone calls, but no survey; at the point in the process where people need to know the issues.

Commissioner 1: Read, for the record, a letter received November 13, 2018, from the Half Moon Bay Seafood and Marketing Association (HMBSMA). See below.

Participant 2: A charter boat operator said there are a lot of issues that need to be addressed. For the safety of the public, the parking issue needs to be addressed; parking has changed. Clients come at 4:00 – 5:00 in the morning, and there is no place to park; they are carrying rods, reels, tackle boxes from the parking lot to the Pier; it is too far to walk. The further away people park, the greater the likelihood something will happen and the greater liability we have. We lost to 2-hour parking. Maybe there should be no overnight parking; maybe daytime parking only. We are not trying to kick people out or anything. The sidewalk extension is nice and will be good for business.

Letter received November 13, 2018, from the Half Moon Bay Seafood and Marketing Association:

11/13/18

To: San Mateo County Harbor District

RE: Strategic Planning

As you know, the Half Moon Bay Seafood Marketing Association (HMBSMA) is made up of commercial fisherman members working out of Pillar Point Harbor, and our diverse membership represents many seafood producers of all gear types, harvesting all local target species, and operating all sizes of commercial fishing businesses

HMBSMA is pleased that SMCHD is engaging in a Strategic Planning process. As a major stakeholder in Pillar Point Harbor, we participated in the process that was put on hold in January of 2015 and are looking forward to engaging in the latest process, beginning with the community forums in November 2018. We appreciate that SMCHD is holding these forums to gather input and share progress on the process.

For many years, HMBSMA has provided public testimony and written correspondence to the San Mateo County Harbor District (SMCHD) requesting adequate study, transparency and stakeholder input into infrastructure change. We have been disappointed in the District's handling of these issues in the past, and hope that the strategic planning process will improve this for the future.

We feel it is important to point out that the aging infrastructure on Johnson Pier is in need of significant repairs and upgrades, and completion of some of this work should be prioritized.

We participated in initial meeting regarding improvements to H dock and a broader plan for repairs and replacements of all the docks on the commercial fishing side in January of 2018. We are unclear on the progress of this work, because it has not come back to the stakeholders as we had anticipated, and it does not appear that the work has begun. We would like to see an updated plan and timeline for this to be completed.

We are concerned about the wood pilings in the area near the freezers on the dock, or the "wood dock landing". The October 18, 2017 staff report listed the conditions of these pilings as "dire." We were supportive of a delay in this work a year ago, in hopes for a holistic plan for Johnson Pier; however, we seem to have had an unrealistic expectation of when this could be accomplished. We doubt the condition of these piling is less "dire" now than it was a year ago, so we would ask that

the suggested repair and budget put forward for in 2017 be reviewed and that this repair be prioritized for completion.

We have participated in some of the preliminary workshops regarding the overall design, and functionality of the Johnson Pier and the offloading areas for the long term. We would like to see this work go forward, but do not want this long term planning to stop all other needed repairs.

Finally, HMBSMA continues to be concerned about the safety of the public visiting our pier, as well as workers and fishermen. We believe it should be a top priority of SMCHD to improve access for the public, including those with disabilities, while maintaining industry access. It is important for visitors to experience a real working commercial harbor, and purchase seafood direct from the vessels, in a safe manner that does not adversely impact important operations that are happening on the pier.

Again, we believe there is a need for both short-term and long-term improvements to Johnson Pier, that will provide safe and efficient access to infrastructure for the commercial fishing fleet, fair and equal opportunities for all fish buying businesses, assured safety for all harbor visitors and users. We hope that the strategic planning process underway will be helpful, but we also ask that the commission be mindful not to delay much-needed repairs and improvements more than is absolutely necessary.

We understand that yet again, the SMCHD is in a state of some transition, but we must ask that these repairs and improvements be listed as high priority and that work continue at Pillar Point Harbor.

Thank you,  
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