

**San Mateo County Harbor District
Agenda for
Strategic Planning Workshop #2
May 2, 2018**

- 1. Review Notes from Workshop #1**
- 2. Develop Draft Goals and Objectives**
- 3. Review and Consider Updating the Existing Mission Statement**
- 4. Review and Consider Updating the Existing Vision Statement**
- 5. Identify Priorities**
- 6. Initial Development of Value Statements**
- 7. What's Next, Outreach, Monitoring and Ensuring Results and Final Comments**

2. PLAN DEVELOPMENT

Rating the District Today

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 performance as it stands today. Each participant selected aspects of the District to rate, 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 in the far left column

BELOW ARE THE CATEGORIES AND RATINGS PROVIDED BY THE PARTICIPANTS	
Avg. 8 3 votes	Staff Leadership and Development. 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.
Avg. 7.2 6 votes	Finance. 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. A Comprehensive Annual Financial Report (CAFR) is highly desirable. Leases are problematic, and ordinances and statutes need to be revised to address issue of bad contracts
Avg. 6.4 6 votes	Customer Satisfaction. Customer satisfaction is an area in which the District has been improving. Currently (who?) is happy with finances but not commission, which impacts views. Complaints from tenants are low, but there are still issues with business that are caused by the District.
Avg. 4.5 2 votes	Operational Resiliency and Emergency Planning. 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. 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, which is currently a problem at both harbors and would address fuel docks, fuel tanks and fuel lines.
Avg. 4.1 7 votes	Infrastructure. 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 Board 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 with Board) and external communications. Suggestion 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 (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 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
1 comment

Harassment Policy. The District needs to create a policy and procedures document that addresses situations where employees feel harassed and 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.

CHALLENGES AND OPPORTUNITIES FACING THE DISTRICT

Infrastructure

<p>Challenges</p> <ul style="list-style-type: none"> • Expanding Johnson Pier & infrastructure, traffic flow • Infrastructure of all that exists at Pillar Point • Owning Admin building • Traffic/parking • Manage conflicting - 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, accessible, strollers, wheel chairs, etc. • Weather Events: West Trail erosion 	<p>Opportunities</p> <ul style="list-style-type: none"> • 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 power vessel group • Enhance economic development • Collaborate regionally • Support business fleet, tourism • Replace facilities & make new leases; force the issue/leases benefit
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Communication and Stakeholder Understanding & Support

<p>Challenges</p> <ul style="list-style-type: none"> • 	<p>Opportunities</p> <ul style="list-style-type: none"> • Increase profile for all maritime
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Resiliency and Emergency Preparedness

<p>Challenges</p> <ul style="list-style-type: none"> • Impact of climate change on fishery, marine mammals • Climate change effects on Domoic acid and upwellings • Addressing impacts more severe weather • Sea Level Rise: plan needed; approved sea level assessment 	<p>Opportunities</p> <ul style="list-style-type: none"> • Bring more contracts through RFPs
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Staff Leadership and Management

<p>Challenges</p> <ul style="list-style-type: none"> • Succession Planning • Institutional knowledge - lots of staff with long years (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. 	
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STRATEGIC PLAN

Mission, Vision, and Values

Mission

A good mission statement should accurately explain why your organization exists and what it hopes to achieve in the future. It articulates the organization's essential work. Below is the existing District mission statement

To assure the public is provided with clean, safe, well managed, financially sound, environmentally pleasant marinas.

ONE TEST FOR A GOOD MISSION STATEMENT:

Below are some questions that can be helpful in evaluating a mission statement. Evaluate the mission statement with these questions:

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

FOR EXAMPLE, HERE IS AN EXAMPLE OF EVALUATING A MISSION STATEMENT WITH PROBLEMS

The Municipality of Kent is a

proud, proactive, progressive team committed to innovation and leadership (PURPOSE – This is probably not what the City was founded to do.)

through the provision of services (WHAT – but vague)

enhancing the quality of life (EXCELLENCE)

in our community (WHO)

FOR EXAMPLE, HERE IS AN EXAMPLE OF EVALUATING A GOOD MISSION STATEMENT

To improve the quality of life, independence, health and dignity (PURPOSE)

of the City's older population (WHO)

By managing community based senior programs (WHAT)

that are comprehensive, coordinated and accessible (EXCELLENCE)

and to advocate for the needs of older citizens (WHAT)

SOME QUESTIONS THAT ARISE FROM ANALYSIS OF THE CURRENT MISSION STATEMENT:

The current mission statement is simple and easy to read, but is it really right?

To assure the public is provided with clean, safe, well managed, financially sound, environmentally pleasant marinas.

PURPOSE: What about other potential purposes, such as: support the commercial fishing fleet," provide "waterfront recreational opportunities," or "protect the marine environment," etc.

DRAFT FOR REVIEW

WHO: is it enough to say “public.” Should the Commission consider: citizens of San Mateo County, users of the marina, fishing fleet, or...?

WHAT: Should the District focus its capabilities and finances only on Pillar Point? Does the mission include potentially managing other public harbors and marinas?

SUCCESS OR EXCELLENCE: Does “clean, safe, well managed, financially sound, cover it?” Is “environmentally pleasant” really right? Should it be “environmentally sustainable,” or with “environmental stewardship,” or...? Is one measure of success protecting local ocean users with search and rescue services?

Vision Statements

A critical responsibility of the Board of Directors is to identify a vision for the District's future and then set goals and objectives to achieve it. The following vision statement was developed during the strategic planning processes:

Note below are two iterations of the vision statements that were derived from the many vision statements made in workshop 1. The raw statements are at the end of this document in the appendices.

This 3rd iteration of the vision immediately below is a slimmed down version of the 4th further below. It is meant to be a starting place for the Board to work from to refine it down and finalize it.

SMCHD operates renowned, world-class marinas with top-notch facilities and services, and implements strong environmental stewardship.

Its commercial fishing fleet is thriving.

It is also a popular destination for boaters, tourists and residents. It supports a variety of excellent restaurants and shops; annual boating and yachting events; seaside activities such as kayaking, fishing, strolling, and environmental education.

It is supported by a highly skilled, effective and diverse staff and board.

The District maintains strong finances and support of an engaged community of stakeholders.

QUESTION: Does the vision include focusing the District's capabilities and finances only on Pillar Point? Does the vision include potentially managing other public harbors and marinas?

2nd iteration from raw vision statements. The version below captures most or all of the original raw statements and is a good place to start. The green highlight font is just a way of categorizing the comments.

People, Tools, Training and Technology

SMCHD is made of up professional, motivated, high-performing staff with a sense of pride in the district who strive to carry out the organization's mission and vision.

SMCHD leverages technology to improve efficiency of internal operations, as well as to reach a county wide-audience.

Governance, Administration, Management, Operations, Processes and Procedures

SMCHD reputation as a trusted authority on all things maritime via leveraging:

- a) Open and transparent communication of its priorities and activities to its constituents
- b) A collaborative group of commissioners; and
- c) Impeccable management, use of technology and strategic planning.

Infrastructure Stewardship of Resources (Finances, Environment, etc.)

SMCHD has strong financial resources, reflects the diversity of its community, and demonstrates impeccable *environment stewardship* through strong environmental policies, education and enforcement. All of this results in safe, beautiful, clean harbors with Pillar Point being known as a "Harbor of Refuge."

Customer Benefits

All of the above contribute to the benefits provided to SMCHD stakeholders:

DRAFT FOR REVIEW

- _____ as a thriving place for a business, an innovative biotech hub, and a charming destination for tourists and residents.
- A popular destination for tourists and residents with world-class restaurants and shops; annual boating and yachting events; and preservation of its commercial fishing fleet.
- Excellent customer service, including an award-winning Life Rescue team and emergency response harbor patrol.

Goals and Objectives

The goals and objectives are presented on the following pages. They, along with the mission, vision and values represent the core strategic direction provided in this plan.

Note on Timing. Goals and objectives marked ‘annually’ or ‘ongoing’ will be reported on at least once each year in __month__ when the General Manager will provide a report on progress of the Strategic Plan.

MORE ABOUT OBJECTIVES

More specific direction that expand upon the goals

They describe what must be accomplished to successfully complete a goal

Typical language includes:

- Improve
- Increase
- Reduce
- Strengthen
- Enhance

They should be SMART.

- Specific
- Measurable,
- Attainable, related to goals
- Time certain

NOT OBJECTIVES	EXAMPLES OF GOOD OBJECTIVES
Build a website	Improve Communications
Lease trucks instead of buying them	Decrease costs
Hire a full-time safety officer	Improve staff safety

Goal 1. Strong Finances and Financial Management. Extend the financial planning horizon for long-term financial stability and to improve financial reporting and transparency.

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 Committee 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.

1.1 Improve Financial Reporting. (Timing)

INTENDED RESULT: Ensure that the Annual Financial Report is complete and understandable so that the Board, Staff and interested members of the public can assess the financial health of the District.

IMPLEMENTATION: Update the budget plan to conform to Government Finance Officers Association (GFOA) requirements. Apply for the Certificate of Achievement for Excellence in Financial Reporting and obtain the Certificate for the 2018-2019 fiscal year.

1.2 Extend Financial to the longest practical and beneficial time-horizon (Timing)

INTENDED RESULT: Extend the financial planning horizon to better provide for long-term financial stability.

1.3 Improve Lease Contracts (Timing)

INTENDED RESULT: Revise legacy lease contracts that contain inflexible terms and provide inadequate revenue so that they provide adequate returns to pay for proper harbor services and maintenance.

DRAFT FOR REVIEW

Raw Data for Finance: Note that the raw data is a summary of everything said on this topic at the workshop. It is just for reference in the event it stimulates some ideas. It will be deleted later.

FROM RATING THE DISTRICT

Finance. 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. A Comprehensive Annual Financial Report (CAFR) is highly desirable. Leases are problematic, and ordinances and statutes need to be revised to address issue of bad contracts.

Finance committee - good start, less good now

- Strong - committee improving; more focused on dealing with finance
- Would like CAFR, yes
- No debt
- Good reserves
- Good staff
- Great reporting
- Get CAFR important; replace financial systems

FROM CHALLENGES AND OPPORTUNITIES COMING IN THE FUTURE

Finances: Strong finances. Strong. Sound

Goal 2. Development, Infrastructure, Operations, and Resiliency. Ensure facilities and operations meet customer and stakeholder needs, are environmentally sustainable, and resilient in the face of emergencies.

Strategic Challenge. Much of the District’s infrastructure is past its useful life and needs to be modernized to meet customer and stakeholder needs, environmental sustainability requirements, and to withstand natural disasters. Operationally, the District is strong with respect to management, but needs to improve plans for dealing with emergencies such as those caused by climate change driven sea-level rises and tsunamis. There is a debate among Commissioners about the long-term role of the District at Oyster Point Marina. Some believe there is urgency to settle it to incorporate improvements in parallel with the larger development that is underway in the area.

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

2.1 Improve infrastructure. (Timing)

INTENDED RESULT: Top notch, modern facilities that reliably and efficiently lessees, harbor users, and visitors

IMPLEMENTATION: _____ Also see 3.1

2.2 Implement the facilitates upgrade plan on time and on budget.

INTENDED RESULT: Above

2.3 Ensure emergency and risk management planning and preparation is appropriate. (Timing)

INTENDED RESULT: Ensure continuity of quality service and minimize disruption and costs following unexpected emergencies. Incorporate mutual aid and communication strategies for the public and other agencies.

IMPLEMENTATION:

2.4 Improve resiliency and be prepared for longer-term challenges and threats, such as climate change, increased regulations, etc. (Timing)

INTENDED RESULT: Ensure continuity of quality service and minimize disruption and costs resulting from evolving challenges such as regulations and sea level rise caused by climate change.

2.5 Ensure strong environmental stewardship (Timing)

INTENDED RESULT: Ensure that facilities and operations support sustainable environmental practices in all arenas especially in terms of protecting water quality and the environment in and around the harbors.

IMPLEMENTATION: Develop and implement an Environmental Sustainability Plan that ensures clean water at both harbors. (Timing)

2.6 A long-term agreement with South San Francisco to develop and manage operation of Oyster Point Marina that allows for planning, development and financially sound investment of public funds by the District in a manner that provides commensurate financial returns and/or public benefits.

OR

2.7 A long-term agreement with South San Francisco to manage operation of Oyster Point Marina but without investment or long-term planning and development by the District.

Raw Data for Infrastructure, Operations and Resiliency

FROM RATING THE DISTRICT

Operational Resiliency and Emergency Planning. 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. 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, which is currently a problem at both harbors and would address fuel docks, fuel tanks and fuel lines.

Infrastructure. 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 Board 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.

FROM CHALLENGES AND OPPORTUNITIES

Challenges

- Impact of climate change on fishery, marine mammals
- Climate change effects on Domoic acid and upwellings
- Addressing impacts more severe weather
- Sea Level Rise: plan needed; approved sea level assessment

Opportunities

Bring more contracts through RFPs

FROM VISION STATEMENTS

Infrastructure: World class facility. Improved. Up-to-date. Concrete floating docks. Renowned Facilities. A top notch bayside marina destination with fuel, supplies, food, service and berthing among the best in the Bay area

Environment: (Pillar Point) maintain environmental integrity. (Pillar Point) strong environmental protection policies, education and enforcement. Safe and beautiful harbors with good water quality.

Goal 3. Excellent Customer Experience and Benefits. Provide quality services that meet the needs and expectations of customers, visitors, and other stakeholders.

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 these responsibilities: 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 objectives below must be consistently carried out into the future to achieve the goal above.

3.1 Improve harbor facilities, including dock and restaurant infrastructure and amenities for visitors. (Timing)

INTENDED RESULT: Improve facilities, resulting in better usability and user experience for workers, visitors and lessees.

IMPLEMENTATION: Fulfilled by 2.1 and 2.2

3.2 Improve Harbor Customer Service. (Timing)

INTENDED RESULT: Resolve challenge caused by multiple roles of Harbor staff –enforcement/rescue workers and customer service workers to ensure that staff are seen as friendly and there to help, as well as providing policing and rescue services.

3.3 Understand the needs and expectations of harbor visitors and potential visitors Countywide, and how best to market to and serve them. (Timing)

INTENDED RESULT: Above.

IMPLEMENTATION PLAN: Develop needs assessment.

3.4 Communicate the facilities and services that are available at the harbors to a Countywide audience

INTENDED RESULT: Increase recognition County-wide for the amenities and opportunities available at the Harbors and attract visitors. It could be linked to 3.3 above or not.

Raw data for Customer Experience and Benefits

FROM RATING THE DISTRICT

Customer Satisfaction. Customer satisfaction is an area in which the District has been improving. Currently (who?) is happy with finances but not commission, which impacts views. Complaints from tenants are low, but there are still issues with business that are caused by the District.

Customer Service

- *Pillar Point serves whole county though never measured use*
- *Marketing study - to see who Uses our facilities*
- *Lack pleasant user experience on Docks*
- *Improve ordinances, etc., to improve bad contracts*

FROM CHALLENGES AND OPPORTUNITIES

Challenges

- Expanding Johnsons Pier & infrastructure, traffic flow
- Infrastructure of all that exists at Pillar Point
- Owning Admin building
- Traffic/parking
- Manage conflicting - kite flyers vs. kayakers

County Wide Needs Assessment

- Bay trail will get redone OP; coastal access
- Coastal trail through district in no there; needs designation, accessible, strollers, wheel chairs, etc.
- Westcoast erosion, weather events

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 power vessel group
- Enhance economic development
- Collaborate regionally
- Support business fleet, tourism
- Replace facilities & make new leases; force the issue/lessees benefit

FROM VISION STATEMENTS

Customer Benefits

Business: (Pillar Point) thriving place for business. Oyster Point remains the region for bio-tech innovation.

Recreation: (Pillar Point) maintain charm. (Oyster Point) destination for tourists and residents. Something for everyone (Pillar Point)

Customer Service: ___ receive great customer service. Visitor service staff (Pillar Point). Excellent

Life Rescue Team: award winning (Pillar Point). Separate emergency response harbor patrol.

Open and Fair: (Pillar Point) is managed in an open and fair manner and is a model for other marinas. District has a reputation for open, honest, and transparent

Boat Shows and Yachting events: Several events annually.

Recognize Fishing Heritage: recognize the heritage, present & future, of our local fishing community, both RFC and Commission

Balance Public Access and the Environment: Find the perfect balance between resource protection & public access in the county in all things maritime

Restaurants and Shopping: World class restaurants and shopping opportunities

Harbor of Refuge: (Pillar Point)

Diversity in all: Reflect to the greatest extent possible the diversity of our community in internal and external relationships, hiring, and opportunities

Goal 4. Community Outreach and Communication. Communicate the District's role, mission and value to the community. Gain feedback on what is valuable and important to all types of users, stakeholders and customers.

Strategic Challenge. In addition to creating a pleasing physical experience for the District's customers, there is a need to expand stakeholder communication, engagement, understanding and support county-wide.

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

4.1 Develop Strategic Communication Plan covering communication with customers, users and stakeholders. (Timing)

INTENDED RESULT: Improve understanding of the mission, role and services provided by the District by the public county-wide as well as by stakeholders who already know and utilize the harbors. Ensure there are mechanisms for obtaining input from stakeholders and for incorporating that input into the decision-making process.

IMPLEMENTATION: Note that it was discussed by the Board to update the website by placing today's challenges in context of the District's history will help build understanding, engagement and support for the Harbors and Harbor District. (Timing)

Raw data for Communication & Outreach

FROM RATING THE DISTRICT

Communication: There is a need to improve both internal (including with Board) and external communications. Suggestion 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 (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 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).

Communications:

- *need to improve internal & external*
- *bad press, bad reputation*
- *need communicate emergency role*
- *allowed media to talk about us; can't rely on them* ✓
- *need policy* ✓
- *need way to get tenant feedback/comment*

Stakeholders Understanding & Support: (Problem)

- *Commended. Transparency*
- *ensure engagement and notices*

I don't think public knows & understands and drama harms

it challenges our sustainability

- *communication to public weak*
- *emergency communication clear, approved communication, be prepared, web better*

Mission statement needs clarifying ✓

- *need to communicate what, is, does, provides* ✓
- *Emergency communication*
- *Clear approved communication*
- *proactive on telling story*

FROM CHALLENGES AND OPPORTUNITIES

Opportunity

Increase profile for all maritime

Goal 5. Governance and Administration. Recruit, develop, and retain a professional, collaborative, high quality, motivated workforce. Ensure effective governance.

Strategic Challenge. The District's staff is dedicated, hardworking and highly knowledgeable. However, a substantial amount of institutional knowledge is consolidated in older employees that are approaching retirement. In addition, staff is stretched thin. These issues need to be resolved. The District's Commission needs to improve its ability to collaborate effectively.

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

5.1 Improve Staff development (timing)

INTENDED RESULT: Ensure staff diversity, that positions are filled with qualified people, that they are oriented and trained appropriately, and that institutional knowledge is gathered and transferred.

5.2 Ensure an open and friendly work culture without harassment and discrimination and supported by appropriate policies that are firmly implemented. (Timing)

INTENDED RESULT: Above

5.3 Improve Commissioner Governance, teamwork and Communication with Staff. (Timing)

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.

5.4 Ensure Clear and Effective Communication Between the Commission and Staff (Timing)

INTENDED RESULT: Placing today's challenges in context of the District's history will help build understanding, engagement and support for the Harbors and Harbor District.

Raw data for Governance and Staff

FROM RATING THE DISTRICT

Staff Leadership and Development. 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.

- Staff & leadership development productive ✓
- Good G.M.
- Keeps staff focused
- He is careful that they not be overburdened
- Dedicated, hardworking, effective GM leadership
- audience.
- staff.

*Culture of Harassment. discrimination, marginalization, scapegoating. Politics - affecting everything. Tendency to one-up retaliation. All opinions are not facts; opinions need to be respected

FROM CHALLENGES AND OPPORTUNITIES

Challenges

- Succession Planning
- Institutional knowledge - lots of staff with long years (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 effecting everything and tendency for one-up retaliation and ignoring opinions.

FROM VISION STATEMENTS

Management: Best management in state.

Commissioners: work well together, treat each other respectfully, act with integrity, and are an example to staff and the public. Work as a team. Great level of trust between the public and the Commission and staff.

Planning: Good Strategic Plan that is being implemented.

Maritime Leaders: Recognized as leaders in the county in all things maritime

Staff: **perform at peak and have high Morale. Everyone wants to work here. Staff is happy and motivated; loves coming to work; proud to be associated with the district. Professional dock attendants. Professionals.**

Appendix A: Vision Iterations

RAW VISIONS

The left column represents the original vision statements by person with the only change being they were divided by topic. On the right is a summary of the topics in each statement as written by the Consultant. These are just for reference and will be deleted after workshop 2.

RAW VISION 1

I would like to see Pillar Point be a thriving place for businesses and a destination place where maintaining the charm and environmental integrity that makes the CA coast unique	<u>Pillar Point:</u> <u>Business:</u> thriving Place for business <u>Recreation:</u> maintain charm <u>Environment:</u> Environmental integrity
I would like to see Oyster Point also be a destination place for tourists and residents while still being the region for innovation in the biotech industry	<u>Oyster Point:</u> <u>Recreation:</u> Destination place for tourists and residents <u>Business:</u> Area for biotech innovation
I would like to see our employees perform at their peak, free from harassment and the fear of retaliation so that we can provide the best customer service. High morale.	<u>Staff:</u> perform at peak and High morale <u>Services:</u> Provide great customer service.
I would like our communications to be positive so that the harbor district can be shown in the most positive light.	<u>Communication:</u> Positive <u>Reputation:</u> District seen in positive light
I would like to see the commissioners work together and treat each other with respect and behave ethically, respectfully, and with the highest level of integrity. (Illegible) leaders (illegible; off scan) be the example for staff and the public.	<u>Commissioners</u> work well together, treat respectfully, act with integrity, example to staff and public

RAW VISION 2

SMCHD has a world class facility	<u>Infrastructure:</u> World class facility
Pillar Point Harbor is a harbor of refuge with an award-winning life rescue team with visitor service staff	<u>Pillar Point</u> Harbor of refuge <u>Services:</u> award-winning life rescue team <u>Services:</u> visitor serve staff
It is a recreation center that offers something for everyone	<u>Services:</u> recreation center with something for everyone
It protects its environmental resources with strong protective policies, education, and enforcement.	<u>Environment:</u> strong environmental protection policies, education and enforcement
Pillar Point manages its commercial fishing and charter boat facility in an open and fair manner and is a model for other marinas	<u>Marina:</u> Manages commercial fishing and charter boat facility. <u>Communication:</u> in an open and fair manner and is a model for other

DRAFT FOR REVIEW

	marinas
The Harbor District has a reputation of open, honest, and transparent with strong financial footing	<u>Reputation</u> for open, honesty, transparent <u>Finance</u> : Strong

RAW VISION 4

Great reputation with the public	<u>Communication</u> : Great reputation
Everyone wants to work here	<u>Staff</u> : Everyone Wants to work here
The Commissioners all like each other and work as a team	<u>Commission</u> : Commissioners work as team
Safe and beautiful harbors with good water quality	<u>Environment</u> : safe, beautiful, good quality water.
Staff is happy and motivated; loves coming to work; proud to be associated with the district	<u>Staff</u> : happy and motivate, proud
Financially sound	<u>Financial</u> : sound
Excellent customer service	<u>Services</u> : Excellent customer service
Great level of trust between the public and the Commission and staff	<u>Commissioners</u> : Trust between commission, public and staff
Open and transparent	<u>Communication</u> : Open and Transparent
Improved infrastructure	<u>Infrastructure</u> : improved
Good strategic plan that's being implemented	<u>Planning</u> : implementing a good strategic plan

RAW VISION 5

The SMC Harbor District communicates in an effective, timely manner to help its stakeholders better understand the District's key priorities, accomplishments, and updates	<u>Communication</u> : effective, timely so customers understand
The District leverages technology to further its communications messages to	<u>Communication</u> : leverages technology
a broad, county-wide audience	County wide audience (Stakeholders or outreach?)

RAW VISION 6

The District's harbors and marinas are all less than three years old.	<u>Infrastructure</u> : up-to-date
All harbors & marinas owned and manages by the District have concrete floating docks, professional dock attendant staff and separate emergency response harbor patrol teams.	<u>Infrastructure</u> : concrete floating docks <u>Services</u> : professional dock attendants <u>Services</u> : separate emergency response harbor patrol
The District's harbors and marinas host several boat	<u>Marinas</u> . host several boat shows and

DRAFT FOR REVIEW

shows and yachting related events annually.	yachting related events annually.
---	-----------------------------------

RAW VISION 7

We will recognize the heritage, present & future, of our local fishing community, both RFC and Commission	<u>Fishing</u> : recognizes heritage
Be recognized as leaders in the county in all things maritime	<u>Maritime</u> : recognized as leader in county
Start sustainable use & development of our ASBERS	
Find the perfect balance between resource protection & public access in the county in all things maritime	<u>Balance</u> : resource protection and public access
Reflect to the greatest extent possible the diversity of our community in internal and external relationships, hiring, and opportunities	<u>Diversity</u> : in hiring, relationships, etc.

RAW VISION 8

World class restaurants and shopping opportunities	<u>Recreation</u> : world class restaurants and shopping
Renown facilities for boaters and tenants	<u>Infrastructure</u> : renowned facilities
Fuel, ice, fishing, that is among the best in the CA coast	<u>Infrastructure</u> : best fuel, ice, fishing
A top notch bayside marina destination with fuel, supplies, food, service and berthing among the best in the Bay area	<u>Infrastructure</u> : fuel, ice, fishing, <u>Recreation</u> : top notch foot.
Staffed by professionals	<u>Staff</u> : professionals.
Best management in state	<u>Management</u> : Best management in state

FACILITATOR RAW NOTES

The notes below were written by the Consultant during the visioning discussion.

- Great Reputation
- Commissioners team
- Staff Happy
- Financially sound
- Great level of trust
- Open and Transparent
- Communications
- Boat Shows & Yachting Events
- Expand & manage & own (illegible)
- County-wide Needs Assessment
- Focus on what we own & manage what we don't own
- Bad contracts need to be fixed
- Promote heavily at PP/Expand reserve facility
- Access is key to Bay, Beach, etc.
- In shambles, ADA

Appendix B: Ratings Notes - Organized

The notes below are an organized version of the raw notes from the Rating the District exercise and discussion in Workshop 1. The numbers (such as the 8,8,8 in the first line) represent the ratings provided by the participants in the workshop. Each participant was asked to rate several items of their choosing on a scale of 1-10 with 1 being abysmal and 10 being superb.

Note that the green text represents “vision” statements interspersed. These notes are just for reference during workshop 2 and will be later deleted.

8, 8, 8 Staff Leadership and Development

- low #
- Staff & leadership development productive ✓
- Good G.M.
- Keeps staff focused
- He is careful that they not be overburdened
- Dedicated, hardworking, effective GM leadership
- Staff stretched thin
- Some complaints -- Some harbor patrol people intimidating
- Staff: good strides

Governance, Administration, Management, Operations, Processes and Procedures

Different way mesh/organize

Harbor Patrol/Maintenance/Enforcement

Board

Board customer service is a problem (3)

Harassment

- Culture of Harassment, discrimination, marginalization, scapegoating. Politics - affecting everything.
- Tendency to one-up retaliation.
- All opinions are not facts; opinions need to be respected

8,1 Operational Resiliency & Emergency Planning

- no matter the problems, keep operating
- thank staff
- 7need operational optimization
- Lacking emergency planning ✓
- No evacuation plan
- No tsunami plan
- County plan not working - HLOV / blocked
- ADA plan
- proactive on telling story
- Sea Level Rise: plan needed ✓✓
- Bring more contracts through RFPs

Infrastructure – Upgrades and Maintenance

7, 4, 4, 3, 5, 1 past and current 5. Overall 7

- Infrastructure - Much More
- Needed progress ✓✓
- **Past useful life**✓
- Board is supporting and funding - this is an improvement
- some delays regulatory reality
- progress in 2018
- projects without comprehensive plan is problematic, but desire to make progress
- Difficulty getting momentum needed to complete capital projects; staff good strides

- *Infrastructure stability (4)*
- for most assets past useful life;
- difficult to get momentum & direction to renew and rebuild
 - Dock infrastructure bad
 - Lack pleasant user experience (infrastructure)

5, 7 8 8 8 7 Finance

- Finance committee - good start, less good now. Strong - committee improving; more focused on dealing with finance. Would like CAFR, yes. Leases are problematic.
- *getting lease holder contracts rewritten to further enhance operations [not see in notes]*
- **8, 8, 8, 8 No debt** ✓✓✓ good reserves ✓✓✓ good staff ✓✓ great reporting✓

Communication and Customer Understanding and Support

1, 4, 4, 2 Communications:

- need to improve internal & external
- bad press, bad reputation
- need communicate emergency role
- allowed media to talk about us; can't rely on them ✓
- need policy ✓
- need way to get tenant feedback/comment

8, Stakeholders Understanding & Support: (Problem)

- Commended. Transparency
- ensure engagement and notices
- 3 I don't think public knows & understands and drama harms
- it challenges our sustainability
- communication to public weak
- emergency communication clear, approved communication, be prepared, web better
- **Mission statement needs clarifying** ✓
- need to communicate what, is, does, provides ✓
- Need way to get tenant feedback comments

5,7776 Customer Satisfaction:

- is improving

- need for further statute revisions
- Happy with finance but not commission & impact views improving
- **Leases problematic**
- **Improve ordinances, etc., to improve bad contracts**
- Good staff
- Complaints from tenants low
- Issues with business caused by us
- 3 Board customer service is problem → Customer service
- Voters, taxpayers, we don't know what broad public wants, knows
- Missing some packets online
- need history on district, past G.M., past commissioners
- recreational not have clue
- Emergency communication
- Clear approved communication
- Be prepared
- Web better
- Increase profile for all maritime.

Customer Service

- **Pillar Point serves whole county though never measured use**
- **Marketing study - to see who Uses our facilities**
- How to make it a better experience
- more outwardly focused
- **proactive on telling story**

A Note about Communicating Effectively

- We focus on getting issues out
- Community
- Think of others
- Courteous

MISC

Environment, wildlife:

- need sustainability plan
- quality (H₂O)
- fuel dock, fuel tanks, fuel lines
- problems at both harbors

Info that didn't go in the Development section

STAFF

- Staff stretched thin
- Some complaints -- Some harbor patrol people intimidating

COMMUNICATION

- allowed media to talk about us; can't rely on them
- Mission statement needs clarifying
- Need way to get tenant feedback comments

CUSTOMER BENEFITS/SERVICE

- Pillar Point serves whole county though never measured use
- Marketing study - to see who Uses our facilities
- Lack pleasant user experience on Docks

- Improve ordinances, etc., to improve bad contracts

INFRASTRUCTURE

- Needed progress
- Past useful life
- Dock infrastructure bad
- **Access is key to Bay, Beach, etc.**
- **Promote heavily at PP/Expand reserve facility**

ENVIRONMENT

- need sustainability plan
- quality (H2O)
- fuel dock, fuel tanks, fuel lines
- problems at both harbors

EMERGENCY PLANNING

- No evacuation plan
- No tsunami plan
- County plan not working - HLOV / blocked
- **ADA plan in shambles**

MANAGEMENT

- **Expand & manage & own (illegible)**
- **County-wide Needs Assessment**

Focus on what we own & manage what we don't own

APPENDIX C – RAW DATA

The text below represents a raw transcription of the notes with minimal editing for intelligibility.

Challenges:

- expanding Johnsons Pier & infrastructure, traffic flow
- Infrastructure of all that exists at Pillar Point
- Climate change: Domoic acid/upwellings
- Owning Admin building
- traffic/parking

Opportunities:

- A greater number of visitors at Pillar Point
- rebirth of Oyster Point Marina

COMMUNICATION AND CUSTOMER UNDERSTANDING AND SUPPORT

Increase profile for all maritime

A NOTE ABOUT COMMUNICATING EFFECTIVELY

- Listening well
- We focus on getting issues out
- Community
- Think of others
- Courteous

FINANCE

Green Type - Vision Statement

Purple Type - What's Coming Down the Road -- Challenges and Opportunities

Blue Type - Rating the District Today

57. Finance committee - good start, less good now

Strong - committee improving; more focused on dealing with finance

Would like CAFR, yes

8887

- ✓ No debt
- ✓ good reserves
- ✓ good staff
- ✓ great reporting
- ✓ **get CAFR important; replace financial systems**

HARASSMENT

- Culture of harassment, discrimination, marginalization, scapegoating
- Politics - affecting everything
- Tendency to one-up retaliation
- All opinions are not facts; opinions need to be respected
- **Need better policy for all of this**

STAFF LEADERSHIP AND DEVELOPMENT

888 - low #

- ✓ Staff & leadership development productive
Good G.M.
Keeps staff focused
He is careful that they not be overburdened
Dedicated, hardworking, effective GM leadership

Staff stretched thin

Some complaints

- Some harbor patrol people intimidating

Different way mesh/organize

Harbor Patrol/Maintenance/Enforcement

- ✓ **Succession Planning**
Institutional knowledge
Lots of staff with long years
Are new people coming quickly enough?

Q: Cross training, training manuals

Lack of diversity on Harbor patrol - 1 woman

100 years in 6 employees

HARBORS

Customer Service

- Pillar Point serves whole county though never measured use
- Marketing study - who?
- **growing use also a problem - traffic and parking**
- ✓ **traffic**
- How to make it a better experience
- more outwardly focused
- proactive on telling story

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 power vessel group**
- **Manage conflicting - kite flyers vs. kayakers**
- **Need enhance economic development**
- **Need to collaborate regionally**
- **Support business fleet, tourism**
- ✓ **Replace facilities & make new leases; force the issue/leasees benefit**

✓ **County Wide Needs Assessment**

Bay Trail will get redone OP coastal access

Coastal Trail through District is not there

- **needs designation, accessible, strollers, wheel chairs, etc.**

Weather Events: West Trail erosion

OPERATIONAL RESILIENCY AND EMERGENCY PLANNING

Operational Resiliency:

- no matter the problems, keep operating
- thank staff

- ✓ Lacking emergency planning
- ✓ No evacuation plan
- ✓ No tsunami plan

County plan not working - HLOV / blocked

ADA plan

Environment, wildlife:

- need sustainability plan
- quality (H₂O)
- fuel dock, fuel tanks, fuel lines
- problems at both harbors
- ✓ Sea Level Rise: plan needed
approved sea level assessment
- ✓ **impact climate change on fishery, marine mammals**

Bring more contracts through RFPs

- **impact more severe weather**

INFRASTRUCTURE UPGRADES AND MAINTENANCE [this seems related to Harbors section above]

Infrastructure - Much More

- ✓ Needed progress
- ✓ Past useful life

Post & Current: 5

Overall: 7

Board is supporting and funding

- this is an improvement
- some delays regulatory reality
- progress in 2018
- projects without comprehensive plan is problematic, but desire to make progress

Average

Difficulty getting momentum

Staff: good strides

Dock infrastructure bad

Lack pleasant user experience