

December 22, 2014

Peter Grenell, General Manager  
San Mateo County Harbor District  
400 Oyster Point Blvd., Suite 300  
South San Francisco, CA 94080

Dear Peter,

We are pleased to submit the attached deliverables for the San Mateo County Harbor District's Strategic Business Plan (SBP) project. These reports reflect work by the following firms:

- **Lisa Wise Consulting (LWC)** – Commercial Fishing Community Sustainability Plan, Financial Conditions Assessment, and community engagement
- **Moffatt & Nichol (M&N)** - Marine Structural/Facilities Engineering Assessment, Sea Level Rise
- **Nelson\Nygaard (N\N)** – Circulation and Parking, and WETA service
- **Tenera Environmental (TE)** - Marine Species and Water Quality Assessment

These Administrative Draft reports primarily provide background and existing conditions information to inform the SBP and are intended as appendices to the SBP as follows:

- **Appendix A – Existing Infrastructure & Facilities Assessment**
  - Pillar Point Harbor - Facilities Assessment (M&N)
  - Oyster Point Marina & Park – Marina Facility Assessment (M&N)
  - Circulation & Parking Assessment and WETA & Emergency Preparedness (N\N)
  - Marine Species and Water Quality Assessment: Resource Stewardship Opportunities for Oyster Point Marina and Pillar Point Harbor (TE)
  - Sea Level Rise
- **Appendix B - Financial Conditions Assessment (LWC)**
- **Appendix C - Fishing Community Sustainability Plan (LWC)**

According to our Professional Services Agreement dated April 4, 2014, the attached reports constitute the bulk of the work due under Tasks 4, 5, and 7. As agreed to by the Harbor District, the work on the Sustainable Fisheries Business Plan (Task 7) has been compiled to address federal requirements under the Magnuson Stevens Act. While much of Task 7 has been completed, additional analysis and recommendations on the commercial fisheries and other working waterfront businesses will be included in the SBP. The table below outlines work completed on Tasks 1 thru 7.

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TASK	WORK COMPLETED	COMMENTS
<b>Task 1: Project Kickoff &amp; Initiation</b>		
1.1: Project Kickoff	A kickoff meeting, with Consultant Team, April 29, 2014 and a meeting summary provided to the District.	
1.2: Consultant Team Site Visits	Site visits the same day of the kickoff meeting 4/29/2014. The team photo-documented each site, and provided a kickoff meeting summary to the District. Site visits associated with commercial fishermen interviews and to assess traffic on Johnson Pier.	
1.3: Identify Stakeholders for SBPAC	Potential members for the SBPAC were identified and discussed with the District.	See Task 2 below.
1.4: Data Gathering & Archival Review	LWC prepared a data request and coordinated the receipt of an extensive set of hard copy documents from the District. LWC scanned and created a digital archive and provided files to the District for posting on the website.	
1.5: Project Management Plan	The PMP was prepared and presented at the Kickoff meeting on 4/29/2014. LWC revised the document per District and Consultant Team comments.	
<b>Task 2: Public Outreach Strategy and Initial Outreach</b>		
2.1: Public Outreach Plan (POP)	Draft and revised final versions of the POP delivered to the District.	
2.2: BoHC Meeting 1		Meeting was not held. Budget from this task was reallocated to additional Community Workshops in Pillar Point (October 14) and Oyster Point (December 1) with OK from District.
2.3: Contact SBPAC, Confirm Participation	LWC contacted and confirmed participation of members for the SBPAC in Pillar Point Harbor, and began reaching out to potential members to represent Oyster Point.	
2.4: SBPAC Meeting 1		To be completed.

2.5: SBPAC & Stakeholder Interviews	Approximately 55 personal interviews have been conducted with Commercial Fishermen and other stakeholders.	A portion of this budget was reallocated to the additional Community Workshops with approval from the District.
<b>Task 3: Public Outreach Events 1 &amp; 2 Community Priorities for Oyster Point &amp; Pillar Point</b>		
Pillar Point Outreach Event 1	LWC prepared for and facilitated the event and produced a summary memo to the District.	
Oyster Point Outreach Event 2	LWC prepared for and facilitated the event and produced a summary memo to the District.	
<b>Task 4: Existing Infrastructure &amp; Facilities Assessment (Appendix A)</b>		
4.1: Sea Level Rise Best Practices	See Administrative Draft Sea Level Rise report, prepared by Moffat & Nichol (M&N).	The findings and recommendations will guide research and be incorporated into the SBP.
4.2: Circulation & Parking Assessment	See Circulation & Parking Assessment and WETA & Emergency Preparedness Report prepared by N\N.	The optional task on data collection for parking and transportation has not been undertaken at this time.
4.3: WETA & Emergency Preparedness		
4.4: Marine Infrastructure & Harbor Facilities Assessment	See Pillar Point Harbor - Facilities Assessment and Oyster Point Marina & Park - Marina Facility Assessment prepared by M&N.	
4.5: Indigenous Marine Life and Water Quality Assessment and Restoration Report	See Indigenous and Non-Indigenous Marine Species and Water Quality Assessment: Resource Stewardship Opportunities for Oyster Point Marina and Pillar Point Harbor prepared by Tenera Environmental.	The optional task for Marine Environmental In-Field Data Collection for was not undertaken at this time.
4.6: SBPAC Meeting		The Strategic Business Plan Advisory Committee has been formed and waiting to be advised of the first meeting. To be completed.
4.7: Prepare Final Existing Infrastructure & Facilities Assessment		After the SMCHD has reviewed and commented on the Administrative Draft Appendix A, the Consultant Team will revise Appendix A accordingly and provide it as a Public Review Draft.
<b>Task 5: Financial Conditions Assessment (Appendix B)</b>		
5.1: Economic & Market Trends Analysis	See Administrative Draft Financial Conditions Assessment prepared by LWC (Appendix B).	
5.2: Harbor & Marina Business Demand Analysis & Forecast		
5.3: Revenue Enhancement Plan		

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5.4: Harbor District Fiscal Analysis & Debt Retirement Plan		
5.5: Employment Impact Analysis		
5.6: SBPAC Meeting		To be completed.
5.7: Prepare Final Financial Conditions Assessment Document		After SMCHD has reviewed and commented on the Administrative Draft of Appendix B, the Consultant Team will revise the Appendix accordingly and return the Public Review Draft.
5.8: Board of Harbor Commissioners Presentation		To be completed.
<b>Task 7: Sustainable Fisheries Business Plan for Pillar Point Harbor (Appendix C)</b>		
7.1: Fishing Industry Stakeholder Interviews	See Administrative Draft Fishing Community Sustainability Plan (CSP) prepared by LWC.	LWC developed a survey instrument and conducted one-on-one interviews with over 40 commercial fishermen and commercial fishery stakeholders. Extensive data was collected on economic and environmental performance.
7.2: Sustainable Fisheries Analysis		
7.3: Sustainable Working Waterfront Analysis		To be completed, includes non-commercial fishing activity such as CPFV, recreational equipment rental, eco-tourism, Yacht Club, visitor serving businesses. This information will be summarized in the SBP.
7.4: Marketing & Outreach Strategies		Partially completed as included in the Community Sustainability Plan. Additional marketing and outreach strategies will be included in the SBP.
7.5: Management & Operational Strategies		To be completed. Waiting for Dornbush report as source as advised by the District. Some data on wharfage included in the CSP.
7.6: Recommendations	See Fishing Community Sustainability Plan prepared by LWC.	Additional recommendations associated with non commercial fishing will be included in the SBP.
7.7: SBPAC Meeting		To be completed.
7.8: Prepare Final Sustainable Fisheries Business Plan Document		After SMCHD has reviewed and commented on the Administrative Draft and there has been a public review and the SMCHD provides coordinated comments, the Consultant Team will revise the CSP accordingly and provide a final draft.

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We look forward to your input and the next steps on the project opportunity to discuss this information in more detail. Please call me at 805.801.9646, if you have any questions.

Sincerely,



Henry Pontarelli  
Vice President, Owner

