

SMCHD Goals - DRAFT Implementation Plan (2019)		Commissioners' (
10 MAJOR GOALS IDENTIFIED:		Sabrina Brennan
GOAL 1: Comprehensive, Long-Range Planning Guides District Actions and Decision-Making Complete Strategic		
GOAL 2: Develop "Annual Goals" for Fiscal Year 2019-20		
GOAL 2-3: Infrastructure Improvements are Guided by Comprehensive, Long-Term Planning Complete Master Plan		
GOAL 4: Develop "Programmatic" Goals/Coordinated Plan		
GOAL 3: Provide Excellent Customer Service		
GOAL 4: Enhance Public Safety		
GOAL 5: Ensure that the Public is Well Informed About the District		
GOAL 6: Ensure Good Governance and Administration		
GOAL 7: Ensure Fiscal Responsibility		
GOAL 8: Environmental Stewardship		
GOAL 11: Develop Diversity and Inclusion Initiatives <small>BROWN TYPE IS FROM DIRECTOR BRENNAN</small>		An annual diversity report should be provided to the board at a public meeting. Including percentage of minorities/PoC on the board, management staff, and harbor patrol staff. Percentage of women on the board, management staff, and harbor patrol staff. Percentage of women/minorities/PoC on the board, management staff, and harbor patrol staff. SEE GOAL AREA 8
OBJECTIVES/ACTIONS related to each GOAL:		Martin Rauch's Notes from Retreat:
GOAL 1: Comprehensive, Long-Range Planning Gudes District Actions and Decision-Making Complete Strategic		
OBJECTIVE 1.1: A Strategic Plan Is In Place and Updated Biannually. Provides Long-Range Guidance		NOTES: Permitting and grant funding organizations favor Harbors that follow a strategic, master and programmatic planning approaches. Completing the Strategic, Master, and Climate Resiliency plans can improve planning, efficiency and speed the permitting process.
ACTION 1.1.1: Complete the Strategic Plan		CIP Projects Included in the Budget Should Reference Goals & Objectives SEE 1.1.2
ACTION 1.1.2: CIP Projects in the Budget should Reference Strategic Plan Goals & Objectives and/or the Master Planning Projects		
GOAL 2: Develop "Annual Goals" for Fiscal Year 2019-20		
OBJECTIVE 2.2: Annual Priorities and an Implementation Plan are Derived from the Strategic Plan and Master Plans. Goals Guide Board and Staff Actions		
ACTION 2.1.1: Complete the Annual Goals and Draft Implementation Plan		
GOAL 2-3: Infrastructure Improvements Are Guided by Comprehensive, a Long-Term Master Planning		
OBJECTIVE 2.1: Facility Upgrades are Guided by a Facilities/Infrastructure Master Plan		NOTES:
ACTION 2.1.1: Develop and Implement a Facilities Master Plan		Begin the Master Plan once the new General Manager is in place. RFP Process.
ACTION 2.1.2: Identify Improvements to Hold for Facilities Master Plan		NOTES: Identify what infrastructure improvements should be held until the Infrastructure Master Plan is in order. This will help avoid the need for future re-work or changes. Projects that should wait for the Mater Plan include: Harbor Master's Offcie, Restrooms in West Harbor (tenant), and the Retail Center.
OBJECTIVE 2.2: Programmatic Planning is Used Where Beneficial and Practical		
GOAL 4: Infrastructure Improvements and Changes are Guided by Comprehensive Changes. Develop "Programmatic" Goals/Coordinated Plan		
OBJECTIVE 2.3: Near-Term Pillar Point Harbor (PPH) Infrastructure Restoration Actions are Evaluated to Determine Whether they are Appropriate Before Completion of a Master Plan is Guided by a Coordinated		What plan? SEE EDITS TO THE LEFT
ACTION 2.3.1: No actions identified yet.		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. It is also critical that the improvements not be piecemeal – staff and the Board must identify what makes sense to be done in the near-term and what should wait for a larger Master Planning effort. The key projects identified in the workshop for upgrades or replacement, include:
		· Commercial Marina (H, G, G)
		· Johnson Pier
		· 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 currently doesn't last
		· A permanent restroom
		· County indicated support
		· Westshoreline Trail Restroom & Parking Lot
		· Coastal Trail Improvements
OBJECTIVE 2.4: Oyster Point Marina (OPM) Upgrades Follow Contract Terms		· Westshoreline Trail Restroom & Parking Lot SEE NOTE TO THE LEFT
ACTION 2.4.1: No actions identified yet		· Coastal Trail Improvements SEE NOTE TO THE LEFT
GOAL 3: Provide Excellent Customer Service		
OBJECTIVE 3.1: Staff is provided with continued training on "Customer Service"		Modernize, mission statement, logo, graphic design, uniforms, print materials, graphics, signage Outreach Committee SEE 7.1.3
OBJECTIVE 3.2: Provide Quality Amenities (i.e. public parking)		Public Parking ADDED TO OBJECTIVE 5.2
GOAL 4: Enhance Public Safety ✓		
Objective 4.1 Engage Citizens in Safety Training and Programs		

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Objective 4.1 Interested Citizens are Trained to Support Big Wave Rescue and First Aid		Sabrina Brennan	
ACTION 4.1.1: Develop and implement training for public on big wave surfing water rescue and first aid WAS AN OBJECTIVE			
ACTION 4.1.2: Provide tours at the Harbor to teach public safety			
ACTION 4.1.3: Provide opportunities to obtain "California Boaters' Safety Card"			
GOAL 5: Ensure that the Public is Well Informed About the District			
OBJECTIVE 5.1: Increase Public Outreach			
ACTION 5.1.1: Develop Outreach Plan		NOTES: Consider the following and other elements to the recently launched outreach program: Social Media; Tours (w/ docents) and regularly scheduled; Educational tours for schools; Grant funded educational progrms county wide; Kayak/launch ramp (?)	Outreach Committee SEE NOTE TO LEFT AND BELOW
ACTION 5.1.2: Implement Outreach Program		Outreach Committee Oversight and Direction	
ACTION 5.1.3: Modernize and Implement New Branding		Modernize, mission statement, logo, graphic design, uniforms, print materials, graphics, signage	
OBJECTIVE 5.2: Transparent Deliberations and Decision Making			
ACTION: 5.2.1: X			
GOAL 6: Ensure Good Governance and Administration		NOTES: The Annual Workshop included a number of comments about District policies:	
OBJECTIVE 6.1: Policies and Ordinances are Up-to-Date ✓✓		<ul style="list-style-type: none"> Update and cleanout old policies: Develop a complete and up-to-date compilation of policies. Lease policies: Provide board with a deeper understanding of lease length, lease issue and potential solutions. The updated policy should consider if and when land should be granted without feeds and limit the ability to alter leases for individual tenants. Non-Discrimination: Develop a policy on permits that makes clear there will be no discrimination by permittees of the harbor. SEE 8.7.2 BELOW Records Retention policy Unfunded Liability Pay-Down: Develop a policy for this. Personnel Policy Manual: Ensure it is up-to-date. Provide information to the board on what staff policies are in place now and what is being worked on. Include an employment recognition policy. STAFF TO DRAFT Wildlife protection policy: Pillar Point Marsh is of special biological significance. Recreation within the harbor must be recognized as being within the Pacific Flyway. JOHN M TO DRAFT 	
ACTION 6.1.1: Systematically Review and Update Policies			Goal 11 - Objective: Anti-harassment, anti-retaliation, and non-discrimination policy. Non-discrimination language for permits and lease agreements. Publish on website! SEE OBJECTIVE 8.7
			Policy Committee - review
			N/A
			Staff - draft ADDED TO NOTES ON LEFT.
			John M. - draft ADDED TO NOTES ON LEFT.
ACTION 6.1.2: Review and Update Ordinances			
OBJECTIVE 6.2: Commissioners and the Board Act Ethically		We already have a policy on this. See Policy 1.1.1 Ethics & Values. Mark Complete	
ACTION 6.2.1: X			
OBJECTIVE 6.3: A Permanent General Manager is in Place			
ACTION 6.3.1: Recruit and Retain New General Manager			
OBJECTIVE 6.4: Staff has People and Skills to Meet District Goals and Priorities ✓		NOTES The Board and staff raised a number of questions and comments related to staffing:	
ACTION: 6.4.1		<ul style="list-style-type: none"> There has been a fair amount of staff turnover. What is needed to increase retention? IS THIS AN ACCURATE STATEMENT? 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. Does the District need more staff or consultants for the overall workload, including for engaging fully and effectively with various regulatory and administrative processes? 	Better equipment and interesting projects. TO DISCUSS
			Who is concerned about this and what changes are they requesting? TO DISCUSS
			Yes
OBJECTIVE 6.5: Staff is Adequately Informed of Board Actions and Direction		NOTES: The Board and staff raised a number of questions and comments related to staffing: *The manager should ensure that staff is adequately informed of Board direction so that they don't have to relay on third-hand information; *Greater Staff Communication.	
ACTION 6.5.1			What does this mean? Board meeting communication? Email communication? We need an FTP site for docs. TO DISCUSS
OBJECTIVE 6.6: Staff Utilize Technology to Improve Efficiency and Effectiveness			
ACTION 8.6.1: Research, Purchase, Install and Utilize Enterprise Resource Planning (ERP) Software		NOTES: Enterprise resource planning (ERP) is business process of 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 such software. Comments related to ERP, included: <ul style="list-style-type: none"> Needs business planning, process, documentation. Is there a slip and receivable add on? 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 adding online payments. 	WE NEED ONLINE BILLING AND BILL PAYMENT SYSTEM (see last bullet)
OBJECTIVE 6.7: Anti-Harrasment, Anti-Retaliation, and Non-Discrimination Policies and Pracices are Place		Add Goal 11: Policy Objective: Anti-harassment, anti-retaliation, and non-discrimination policy. Non-discrimination language for permits and lease agreements PROPOSED TO BE ADDED HERE 8.7	
ACTION 6.7.1: Develop Anti-Harrasment, Anti-Retaliation, and Non-Discrimination Policy			
ACTION 6.7.2: Incorporate Anti-Harrasment, Anti-Retailiation, and Non-Discrimination language into permits and lease agreements.			
ACTION 6.7.3: Prepare and Present Annual Diversity Report to the Board at a Public Meeting		An annual diversity report should be provided to the board at a public meeting. Including percentage of minorities/PoC on the board, management staff, and harbor patrol staff. Percentage of women on the board, management staff, and harbor patrol staff. Percentage of women/minorities/PoC on the board, management staff, and harbor patrol staff. SEE 8.7.3	
GOAL 7: Ensure Fiscal Responsibility			
OBJECTIVE 7.1: Debt is managed appropriately			
ACTION: 7.1.1			
OBJECTIVE 7.2: Board is aware of District's Finances		NOTES: The Commission wants a deeper understanding of where in their lifecycle various assets are. Begin with Finance Committee	
ACTION 7.2.1			
OBJECTIVE 7.3: Fair and adequate income from leases: OYSTER POINT MARINA MOU		NOTES: from both PPH and OPM. Oversight and Monitoring by Policy Committee?	
ACTION: 7.3.1		No fuel system at OPM and many other problems related to subsidence & sea rise. Policy Committee...? NOTE ADDED TO LEFT	

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GOAL 8: Environmental Stewardship			
	OBJECTIVE 8.1: Improve Resiliency to Climate Change	NOTES: There are a variety of potential impacts to the Harbor that the District must be prepared for: increased sea level; incidents of severe weather; increased erosion; increased drainage of stormwater contaminants into the harbor; and other related impacts.	OPM: Climate Change Disaster In The Making
	ACTION 8.1.1: Develop and implement Climate Change Resiliency Plan.	NOTES: Some specific areas to prepare for include: Impact 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; Climate Change Resiliency Plan will need to be closely linked to the Infrastructure Master Plan; Needs to be more fully engaged and regional government climater change and emergency planning efforts to participate in mutual aid, to gain resources and to coordinate. Also, the work being done now is not being recognized by the County.	