



San Mateo County Harbor District General Manager's 2021 Goals and Objectives

As the District closes out calendar year 2020, several projects and initiatives were completed while others made significant strides in moving towards implementation, to include:

2020 Accomplishments

- First and foremost, the Harbor District Staff, under the guidance provided by the Board of Harbor Commissioners, has done a remarkable job with ensuring the safety of the public during the COVID-19 Pandemic as the Harbor and Marina continue to operate and provide essential services.
- Authorized use of the Pillar Point Parking Lots for evacuees of the CZU Lighting Fire.
- Completed the Public Fishing Pier Project at Pillar Point Harbor: The pier is now fully ADA compliant and open to all members of the public.
- Harbor Master's Office Renovation Project: Made several significant upgrades, including ensuring compliance with ADA standards.
- Johnson Pier Timber Piling Platform Repair.
- St. Augustine Stormwater Pipe Project. The District, working with the San Mateo County Conservation District, completed the installation of an access point to the St. Augustine Stormwater Pipe that runs below the parking lot at Pillar Point Harbor. The access enabled the District to complete a comprehensive inspection and cleanout of the stormwater pipe of all debris, oils, fats, and greases. All for the goal of improved water quality in the Harbor.
- West Trail Project is in the final stages of planning and working through the permitting process.
- R/V Park Public Restroom/Greenspace Project at Surfers Beach is in the final stages of design.
- Restroom Project Ketch Joanne Restaurant and Harbor Bar Project is in the final stages of design.
- Surfers Beach Replenishment Project is in the final planning stages and working towards obtaining the required permits. The project will allow for the beneficial reuse of sand dredged from inside Pillar Point Harbor to replenish surfers Beach with clean and compatible sand.
- Eelgrass Survey of Pillar Point Harbor: A comprehensive eelgrass survey has been contracted to determine the status of eelgrass in the Harbor as well as a mitigation plan to allow for dredging. The eelgrass mitigation will impact and allow for the Surfers Beach Replenishment Project to continue as well as being a foundational document to develop a comprehensive dredging program for Pillar Point.
- Installation of warning signs for the breakwater
- Installation of wildlife informational signs
- Completed several electrical upgrades at Oyster Point Marina
- Completed non-skid decking on several of the docks at Oyster Point Marina, greatly increasing the safety on the docks.
- The District received a "clean" unmodified opinion on the District's financial statements for fiscal year 2019-2020. The financial statements were found to be free of material misstatement and fairly

San Mateo County Harbor District

General Manager's 2021 Goals and Objectives



represent the District's financial position, results of operations, and cash flows in conformity with generally accepted accounting principles in the United States.

- The Government Finance Officers Association awarded the District the Distinguished Budget Presentation Award for our 2020/21 budget.
- Maintained the Special District Leadership Foundation District Transparency Certificate of Excellence.

2021 Goals

In developing recommended goals and objectives for Calendar Year 2021, I took into consideration:

- The current operations of the District,
- The 2020/2021 Budget and Reserve Policy
- The 2020/2021 Capital Improvement Program
- The SMCHD Strategic Plan
 - Mission
 - Vision
 - Core Values, and
 - Goals.

It is my belief and recommendation that the following projects, issues, and policies be addressed and/or accomplished in CY 2021:

1. **Complete District Master Plan** (Strategic Goal 1 and 2): The District has issued a Request for Proposal for interested firms assist the District in Developing a Master Plan. The District has received five responses to the RFP. Next step will be for the Harbor Board to select a consultant based on the RFP responses. Selection currently scheduled for February 17, 2021.
2. **Complete and Implement a Comprehensive Johnson Pier Safety Plan** (Strategic Goal 3 and 4): The volume of users of Johnson Pier has greatly increased and has overwhelmed the limited space on the pier. A comprehensive safety plan is required to address safety on the pier to include parking, operations, pedestrian traffic, off the boat sales, commercial fish sales, commercial fish offloads.
3. **Water Quality at the Beaches of Pillar Point** (Strategic Goal 5 and 8): Bacteria densities in the waters of the beaches in Pillar Point Harbor exceed the numeric water quality objectives for Enterococcus, which are types of bacteria that indicate the potential for fecal contamination and an elevated risk of pathogen-induced illness to people.
 - a. Develop and execute comprehensive plan to identify and eliminate any source of pollutants entering, or has the potential to enter, the Harbor from sources within the Harbor.
 - b. Work with local agencies and organizations to address overall pollution sources causing elevated values of Enterococcus.
4. **Real Property Leases** (Strategic Goal 3, 6, 7):

San Mateo County Harbor District

General Manager's 2021 Goals and Objectives



- a. Complete Real Property Lease for Ketch Joanne Restaurant and Harbor Bar.
 - b. Complete Real Property Lease for Mavericks Surf Shop.
 - c. Amend RV Park Lease to reflect the RV Park Restroom and Green Space Project.
5. **Complete Commercial Activity Permit Review and Update** (Strategic Goal 6 and 7): A comprehensive review of the District Commercial Activity Permit is required to ensure the permits meet legal requirements, limit the District's liability, and ensure equity across all commercial activities.
6. **Maintain the Special District Leadership Foundation District Transparency Certificate of Excellence.** (Strategic Goal 5, 6 and 7): The certificate covers all general, website, and outreach best practices and requirements regarding transparency for special districts. By maintaining the certificate, the District demonstrates its commitment to being open to the public and other stakeholders and creating greater awareness of the District's activities.
7. **Complete a Comprehensive and Balanced Budget** (Strategic Goal 5, 6, and 7): A comprehensive and balanced budget is critical to ensure the District avoids excessive spending and allows staff to focus funds in accordance with Board direction on areas and services that require them the most.
8. **Earn a "Clean" Unmodified Opinion on the District's Financial Statements for Fiscal Year 2020-2021.** (Strategic Goal 5, 6, and 7): A unmodified opinion demonstrates the District's financial statements are free of material misstatement and fairly represent the District's financial position, results of operations, and cash flows in conformity with generally accepted accounting principles in the United States.
9. **Earn budget recognition by the Government Financial Officer Association.** (Strategic Goal 3, 5, 6, and 7): "Government Finance Officers' Association (GFOA) established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool."
10. **Enterprise Resource Planning System** (Strategic Goal 3, 5, 6, and 7): Implement a new integrated cloud-based system which will include Human Resources, Finance, Payroll, Records Management, and ability to allow Customer to make On-line Payments. The District's current systems are labor intensive and outdated.
11. **Plans:** (Strategic Goal 6)
- a. **Training Plan:** Complete a comprehensive training plan/policy.
 - b. **Communications Plan:** Complete comprehensive communications and outreach plan.
 - c. **Cyber Plan:** Complete comprehensive cyber policy and training plan.

San Mateo County Harbor District

General Manager's 2021 Goals and Objectives



12. **Capital Improvement Projects:** The Board of Harbor Commissioners, in the 2020/2021 Budget and Capital Improvement Plan, with the input received from the public gained through a Virtual Community Forum and an online survey determined the following projects to be highest priority for the District and within budgetary constraints:
- a. Ketch Joanne Accessible Restrooms (Strategic Goal 2 and 3):
 - i. 2021 Goal: Complete the project.
 - b. RV Park Restroom and Greenspace Improvements (Strategic Plan Goal 2 and 3):
 - i. 2021 Goal: Begin construction.
 - c. Oyster Point Marina Survey Docks 1-6 (Strategic Goal 1, 2, 3 and 4):
 - i. 2021 Goal: No action required until 2023.
 - d. Oyster Point Marina Dock Replacement Project (Docks 12, 13 & 14) (Strategic Goal 1, 2, 3 and 4):
 - i. 2021 Goal: Issue contract
 - e. Surfers Beach Restoration/Harbor Dredge Project (Strategic Goal 1, 2, 3, 4 and 8):
 - i. 2021 Goal: Complete eelgrass study and mitigation plan, obtain permits.
 - f. West Trail Shoreline Protection Project (Strategic Goal 1, 2, 3, 4 and 8):
 - i. 2021 Goal: Begin/complete construction.
 - g. Replacement of Vessels and Vehicles (enhances safety) (Strategic Goal 3 and 4):
 - i. 2021 Goal: No action in 2021
 - h. Construction of Administration Building (Added after passage of the budget) (Strategic Goal 1, 2 and 7):
 - i. 2021 Goal: Complete RFP Process and contract for Design and Engineering

San Mateo County Harbor District General Manager's 2021 Goals and Objectives



San Mateo County Harbor District Strategic Plan

Mission

The Harbor district provides fiscally and environmentally responsible stewardship of its maritime resources, emergency response, and public access.

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, visitors, and residents, including excellent facilities and shops, annual boating events, and other coastal activities.

We cooperate with other agencies to provide public education and environmental leadership and accessibility for all visitors and underserved communities.

Core Values:

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

Accountability

We are accountable to the public and to future generations, and act with fiscal responsibility and transparency.

Creativity

Our management of the District is guided by our vision for the future.

Environmental Leadership

We are good stewards and courageous advocates for our shared environment.

Equality

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

Safety

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

San Mateo County Harbor District General Manager's 2021 Goals and Objectives



Strategic Goals

Goal 1

Comprehensive, Long-Range Planning Guides District Actions and Decision-Making

Goal 2

Infrastructure Improvements Are Guided by Comprehensive Long-Term Planning

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 (Strong Finances and Financial Management)

Goal 8

Environmental Stewardship