



2025 STRATEGIC PLAN

SAN MATEO COUNTY HARBOR DISTRICT

Prepared by: Rauch Communication Consultants Inc.



Board of Commissioners

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Harbor Patrol, Pillar Point Harbor, assisting at the World-famous large wave (>100 feet) Mavericks Surf Break.



Ian Walsh rides a "bomb" at Mavericks (Richard Podgurski Jr@RichardPodJr)

Introduction

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

Purpose of the Plan

This five-year Strategic Plan represents the Harbor Commissioners' direction for the future and is the highest-level planning document for San Mateo County Harbor District (SMCHD). It clearly defines the District's mission, vision, and core values while establishing a comprehensive set of goals and objectives to guide decision-making at all levels within the organization.

The Plan is also a practical working tool, providing clear direction from the Harbor Commission to Staff regarding District goals, objectives, and priorities. The District, Staff, and Harbor Commissioners will regularly refer to this Plan as a guide to the District's actions during the period covered.

Plan Development

Background Research. The Consultant/Strategic Planner initiated the planning process by engaging in discussions with the General Manager and reviewing existing documents, including the March 2022 San Mateo County Harbor District Master Plan; the Local Agency Formation Commission's November 13, 2022, Draft Municipal Service Review for the San Mateo County Harbor District; and the May 2018 Pillar Point Harbor Sea-Level Rise Vulnerability Assessment.

Confidential Interviews. The Consultant/Strategic Planner carried out a series of confidential interviews. The goal was for the interviewees to candidly express their interests and perspectives on the District and its priorities. The interviewees included the Board of Harbor Commissioners, the General Manager, and the Staff Leadership Team.

Strategic Planning Workshop. The interviewees also participated in a public workshop led by the Consultant/Strategic Planner. At the workshop, the group reviewed the interview results, took part in exercises to assess the District's current state, identified issues and opportunities the District expects to confront in the future, and discussed priorities.

Board and Staff Work. Drawing from the interviews, workshop, and other information, the consultant/strategic planner, General Manager, and Leadership Team developed a working draft of the 2025 Strategic Plan.

Second Strategic Planning Workshop. The draft was distributed to the Board and Leadership Team. At a second public workshop, the participants reviewed, discussed, and refined the draft Plan, including the mission, vision, and values, and provided direction for additional changes. A priority setting exercise, facilitated by the consultant/strategic planner, was utilized by participants to identify the highest priority strategies and key desired changes captured in the Plan.

Implementation Phase. The General Manager and Leadership Team will develop a Work Plan to implement the Strategic Plan.

San Mateo County Harbor District Background

The San Mateo County Harbor District (District) was established in 1933 by the San Mateo County Board of Supervisors after a petition was filed by registered voters, as authorized under the California Harbor and Navigation Code. The District is an independent special district governed by that code and operates separately from San Mateo County government. The County and Harbor District share the same geographic boundaries.



Pillar Point Harbor offers a wide range of recreational, fishery marine related activities.

Pillar Point Harbor

One of the first major works completed by the District was the improvement and construction of Pillar Point Harbor. After World War II, Coastside fishermen advocated for the construction of a breakwater in northern Half Moon Bay to protect the fishing fleet from damage during periods of heavy sea swells and fierce winter storms. In response, the District collaborated with the Army Corps of Engineers to build the outer breakwater, which was completed in 1961. Johnson Pier, the docks and berths, and the inner breakwater were all built during the 1970s and 1980s.

Pillar Point Harbor, the only Coastal Harbor in the San Francisco Bay Area, is located in northern Half Moon Bay. The Harbor borders the City of Half Moon Bay to the south, and the unincorporated communities of Princeton by the Sea and El Granada to the north and east. It is a mixed-use harbor with 369 berths and a public launch ramp that supports commercial and recreational fishing, and recreational boating. The Harbor hosts the only coastal launch ramp in the Bay Area and is a State designated harbor of safe refuge. The Harbor also supports maritime search and rescue operations, offers open public access, features restaurants, a surf shop, kayak and board rentals, commercial fish buying services, and a bait store. In addition to the above, the Harbor also offers a wide range of recreational opportunities and hosts numerous public events, including the annual Ocean Safety Day and the Holiday Lighted Boat Festival.

Oyster Point Marina

In 1977, the District assumed responsibility for managing and operating Oyster Point Marina and Park in the City of South San Francisco. The District constructed docks, public facilities, a fishing pier, and a boat launch with financial assistance from state loans and grants.

Oyster Point Marina is a 408-berth recreational marina owned by the City of South San Francisco and managed/operated by the District under the current 2018 agreement. Oyster Point Marina supports daily ferry service to the East Bay, a fishing pier, fishing charters, and search and rescue/maritime assistance in the Bay. The District partners with the San Mateo County Transit District (SamTrans) and the San Francisco Bay Area Water Emergency Transportation Authority (WETA) to support the Oyster Point Ferry shuttle, which connects ferry riders traveling from Oakland and Alameda to South San Francisco with nearby businesses, the South San Francisco Caltrain station, and other destinations near Oyster Point.



*Oyster Point Marina serves boaters, kite boarders, and walkers,
and provides ferry service, a fishing pier, and more.*

Strategic Framework

San Mateo County Harbor District built the Strategic Plan from a series of logical and integrated components described below.

Mission. The mission statement explains why the organization exists and articulates its 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 that, when achieved, fulfills the organization’s mission. As such, it is at the heart of the strategic planning process.

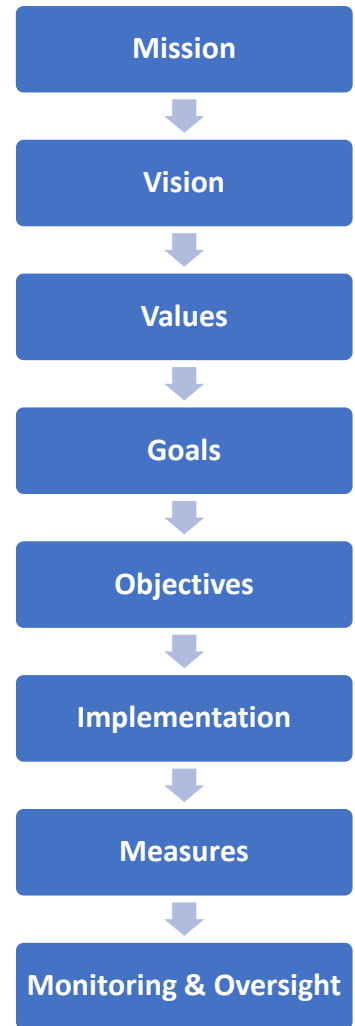
Values. Values help govern attitudes and behaviors and provide guidance when an organization faces challenging decisions that require trade-offs. Values generally remain constant over time. The Board sets values.

Goals. Goals describe broad, primary management, operations, and planning areas that must be addressed to accomplish the mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but are more specific, measurable, and attainable, and have a time frame.

Implementation Plan. The Implementation Plan includes tasks/actions required to accomplish the mission, goals, and objectives through the annual budget process. The tasks/actions in the Plan are assigned to members of the Leadership Team and have timelines. There may be multiple tasks for each objective.

Reporting, Monitoring, Oversight, and Accountability. These are actions taken by the Board, Leadership Team, and Staff to ensure that the Plan is implemented and updated over time.



Mission

Provide open, accessible, and well-maintained public marine facilities that encourage and support commercial and recreational activities, environmental stewardship, coastal literacy, and a highly qualified search and rescue team.

Vision

Serve the Public by providing:

The San Mateo County Harbor District balances recreational and commercial use, public safety and access, public education, and environmental stewardship.

Quality, accessible facilities and services draw people to the harbor and marina, meeting the needs of users, visitors, vendors, and businesses.

Collaborative, harbor, ocean, and bay education opportunities that help the public understand regional environmental issues that affect their lives and choices.

Responsible, resilient management to ensure the District is financially sustainable, fully funds all its identified needs while maintaining a healthy reserve and a balanced budget. District operations are also environmentally sustainable, and its facilities are adapted to the potential impacts of forecasted climate change estimates.

Increased economic activity and revenue generation to benefit the local economy and reduce reliance on property tax dollars from San Mateo County for funding District operations.

A reputation for excellence. Because of the District's expertise, superior management, good governance, and economies of scale, all public harbors, marinas, and airports in the county are now under District management.

World-Class Search and Rescue. The District's search and rescue and maritime assistance programs are recognized as essential public safety services and receive stable, publicly supported funding to ensure they can reliably meet the community's critical and ongoing needs.

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 on their behalf with fiscal responsibility and transparency.*

Environmental Leadership – *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 and recreational fishing and boating fleets, harbor businesses, visitors, and staff.*

Resilience – *We take responsible, proactive actions that strengthen our long-term financial stability, environmental health, and service quality.*

Creativity – *We creatively build upon our vision of the future to manage the District today.*

Professionalism and Respect – *We conduct ourselves with integrity, listen attentively, and honor the diverse interests of our stakeholders.*

Big Picture View of the Strategic Direction

San Mateo County Harbor District's highest priority, the strategy to achieve that priority, and the new direction to drive the strategy to success are summarized below.

Our Highest Priority

Secure funding and revenue to support highly qualified staff, infrastructure maintenance and improvements, search and rescue and operations, expand public services to meet public demand, and smart development of District resources.

What is New or Different

Strengthened marketing and outreach—will increase the District's visibility, attract more visitors, and generate additional revenue for the Harbor and Marina.

Expanded and improved services and facilities, marketing outreach, and events will bring more visibility to the District, along with visitors and revenue.

New revenue streams, including taxes, enterprise revenue, and external funding, will support the expansion and enhancement of District facilities, services, and events.

Strategic Plan as a Living Guide. The Board and staff will actively reference the Strategic Plan in its decision-making. Progress will be monitored over time to ensure alignment with long-term goals.

Increased Commitment to Effective Governance. The Board will conduct regular self-evaluations and actively seek opportunities to strengthen and sustain its performance, ensuring strong, accountable, and forward-thinking leadership.

Goals, Objectives, and Implementation Phase

These notes introduce the strategic goals and objectives in the following pages.

Key Areas of Change. This Strategic Plan targets critical areas where the Board has indicated a need for change or greater clarity. While the District has many other existing and ongoing initiatives, programs, and actions, these are not included in this Plan.

Timing. The Implementation Plan will contain details on timing. Staff will report on all objectives and the entire Plan at least once a year, early in the budget season. This timing allows the General Manager to incorporate Board feedback into the preparation of the new fiscal year budget.

Implementation. Following the Board's review and approval of the goals and objectives, District staff will develop an Implementation Plan to implement them.

Priorities. Priorities will be identified during the development of the Implementation Plan. If time or resources are short, lower-priority objectives or implementation actions may be deleted or postponed, ensuring resources are available for high-priority objectives.

GOAL 1. SERVICES AND OPERATIONS: Increase Enterprise Revenues to Better Serve the Public

Strategic Background. SMCHD supports and provides a wide range of services at Pillar Point Harbor and Oyster Point Marina, including a harbor of safe refuge, anchorages, docks, piers, vessel services (fuel/sewage pump outs/ice), ferry services, a commercial fish-buying center, sport fishing, whale watching, restaurants, and trails.

Strategic Challenge and Opportunities. The District faces a wide range of regulatory, economic, environmental, ecological, and other challenges that have impacted recreational and commercial fishing, as well as the District more broadly, for many years. In addition, the District needs to develop permanent funding sources to:

- Support critical rescue and maritime assistance services.
- Mitigate the impacts of forecasted sea level rise.
- Maintain, replace, upgrade, and build new facilities to meet public demand.
- Develop infrastructure and services to accommodate the growing number of visitors who have discovered the beauty, weather, and diverse activities the Coastside presents.

Related challenges include complex, overlapping, redundant, and unexpected permitting requirements from multiple local, state, and federal agencies, as well as regulations that slow down projects and significantly increase costs. Additionally, there is a need to increase revenue from harbor services to cover rising maintenance and construction costs. A major opportunity is the large number of visitors who enjoy the natural beauty, great weather, and facilities and services available at the harbor and marina.

Strategic Response. The District is in a period of transition, seeking to better match facilities, events (e.g., lighted boat show, drones), and services (e.g., boating safety, beach safety) with evolving public expectations. The goal is to better serve the public while generating revenue from those services to support \$80 million in essential facility upgrades, replacements, and new construction over the next five years, for which only \$20 million is expected to be available.

The following objectives must be completed to fulfill Goal 1.

- 1.1: Harbor facilities and services meet evolving user needs and provide additional revenue needed to maintain and operate District services.
- 1.2: The District is acting creatively and proactively to communicate with, promote, and support the evolving mix of businesses, services, and offerings.
- 1.3: The service area, role, and limits for search and rescue services are identified, and ongoing funding to meet the defined need is secured.
- 1.4: The contract with the City of South San Francisco provides the right balance of funding and responsibility from each party to ensure that the Marina will thrive over the long term.
- 1.5: New, improved, and expanded events and services meet the needs of the public, are sustainable over time, and provide diverse and stable revenue streams.

GOAL 2. FACILITIES: Cost-Effective, Well-Maintained Facilities That Meet Public Demand and Needs.

Strategic Background. Over the past five years, SMCHD has invested over \$30 million in facility improvements and new construction, with \$1.1 million of this amount funded by grants. Additionally, the District plans to invest over \$6.9 million more in the next five years, including approximately \$2.9 million in expected grant funding. Despite steady progress in making capital facility improvements, the harbor and marina are decades old, and extensive work remains. In addition, the District has purchased several properties that became available in and around Pillar Point Harbor and are needed to fulfill long-term needs for parking, boat storage, and revenue generation.

Strategic Challenge and Opportunities. SMCHD's single most significant strategic challenge is funding. The District has identified \$80 million in needed Capital Improvement Projects (CIPs) over the next five years and expects to have approximately \$20 million available during that time period. The most critically needed CIP improvements at Pillar Point Harbor include the Johnson Pier Expansion and Rehabilitation, Pillar Point Harbor Retail Center Improvements, and the Princeton Shoreline Project. Among the highest-priority projects at Oyster Point are the replacement of Oyster Point Docks 12, 13, and 14, road and parking lot repairs, and dredging.

Strategic Response.

The District will continue upgrading and replacing aging facilities to better meet long-term community needs. These improvements will also support revenue generation, enhance resiliency, and help make the harbors more self-sustaining.

The following objectives must be completed to fulfill Goal 2.

- 2.1: A comprehensive plan is in place to guide the long-term prioritization and cost-effective renewal, replacement, use, and new development of District facilities and properties.
- 2.2: Every property that has not yet been used or developed for its intended long-term use is productively supporting the District's mission and priorities in the meantime.
- 2.3: Every property owned by the District has identified long-term purposes and uses that align with the mission and services of the District.
- 2.4: The District is prepared to mitigate and recover from unplanned events.
- 2.5: Long-term climate impacts are factored into all major property and facility maintenance, upgrades, replacements, and new development.
- 2.6: The comprehensive, long-term facility plan is updated annually to align with realistic funding projections.

GOAL 3. PEOPLE: An Exceptional Staff and Board Team.

Strategic Background. Both the District Board and Staff made significant improvements related to governance in recent years and have been working effectively together as a team, moving the District forward.

Strategic Challenge and Opportunities. While the Board and Staff are functioning well, there is always more to be done to maintain and enhance their effectiveness in a dynamic world.

Board Challenges and Opportunities. The Board seeks to extend its focus and better meet its countywide mandate by engaging more at Oyster Point Marina and evaluating the potential benefits of managing other harbors and small airports in the County. Having experienced how much a collaborative board can achieve, the Board is seeking ways to ensure good governance and professionalism over the long term as the Board makeup changes.

Staff Challenges and Opportunities. Like many organizations operating in the high-cost-of-living environment of the San Francisco Bay Area, SMCHD finds hiring and retaining staff challenging. While the Staff is highly qualified and effective, developing a strong work culture and consistently maintaining high morale are works in progress. The District's Enterprise Resource Planning (ERP) software runs effectively, but additional refinement, including the addition of the Human Resource Package, could further enhance the District's accountability, effectiveness, and efficiency. Other areas of opportunity to increase efficiency include resources and management. Finally, many policies need updating, and records need to be cleaned up and organized.

Strategic Response. *The Board will continue to pursue excellence in governance, while District staff will focus on employee retention, succession planning, and leveraging technology to enhance overall effectiveness.*

The following objectives must be completed to fulfill Goal 3.

3.1: The Board and Staff act effectively to represent and serve the entire County.

NOTE: This includes potentially providing management of other harbors and small airports.

3.2: The Board self-evaluates and implements identified improvements, enabling it to work together effectively, represent the public well, provide clear direction and effective monitoring and oversight, and ensure overall good governance.

3.3: The District periodically evaluates its staffing, legal, and consulting teams to ensure they are the right ones to meet District needs as challenges and opportunities evolve.

3.4: The District attracts, onboards, and retains high-performing staff members, and effectively manages succession.

NOTE: This includes actively promoting a positive work culture and environment.

3.5: Staff members use technology to improve cost-effectiveness and accountability throughout the District.

GOAL 4. FINANCE: Sustainable Finances to Fund Services, Obtain Needed Property, and Facility Needs.

Strategic Background. The District has routinely earned the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award and the California Special Districts Association (CSDA) Transparency Certificate. It has also received clean audits for seven years in a row, maintained a budget surplus and solid operating revenue. In other words, its finances are strong, and its financial management, budgeting, and accounting are transparent.

Strategic Challenge and Opportunities. The biggest financial challenge is the estimated \$60 million in critical capital facility and property costs for upgrades, rebuilds, replacements, and new development that are not funded in the coming five years. The District has earned over \$1 million in grants in recent years, with over \$2.9 million in additional grant funding expected. More can be done to increase this. In addition, the District believes it is not receiving its fair share of tax revenue to cover the costs of its facilities and search and rescue services.

Strategic Response. The primary financial challenge is the \$60 million in unfunded Capital Facility improvements. The District will, therefore, focus on generating additional revenue by, for example, charging market prices for leases, improving collections, supporting the effort to obtain a national designation for federal funding eligibility, obtaining a percentage of state and local public safety funds, and identifying entrepreneurial opportunities that serve the public and generate sustainable, locally controlled revenue sources.

The following objectives must be completed to fulfill Goal 4.

- 4.1: The District's financial decision-making and actions are guided by a long-term financial plan and a complete set of financial policies.
- 4.2: The District demonstrates strong financial stewardship by meeting or exceeding all state requirements and upholding high standards in financial management, transparency, and reporting.
- 4.3: The District systematically grows enterprise revenue to meet needs by leveraging its facilities, properties, services, marketing, and other resources.
- 4.4: All new and updated leases set at current market rates and terms.
- 4.5: The District actively secures grants and other favorable public and private funding to support projects and services that benefit stakeholders.
- 4.6. The District's collections are up to date.

GOAL 5: COMMUNICATION AND COLLABORATION: Excellent Communication and Collaboration with Stakeholders

Strategic Background. The District has increased its communication in recent years and received the District Transparency Certificate of Excellence from the Special District Leadership Foundation. The District has also enhanced its communication, collaboration, and built relationships with various stakeholder groups like the County, regulators, business and environmental groups, and others. In general, outreach and communication is judged to be adequate.

Strategic Challenge and Opportunities. The District aims to build on its current success by enhancing communication and public education on environmental coastal sustainability, as well as continuing to improve transparency, collaboration, and relationships. There is more work to be done in all these areas. Further, the communication effort needs to extend countywide.

Strategic Response. The District will enhance its communication, marketing, public relations, and engagement programs to inform the public of its services, maintain public understanding and support, ensure transparency, and maintain productive collaborative relationships with key stakeholders.

The following objectives must be completed to fulfill Goal 5.

- 5.1: There is improved public understanding and awareness of harbor, coastal, and ocean environmental issues, the fishing industry, and other harbor and coastal issues.
- 5.2: Visitors and users throughout the County understand the services the District provides, where to learn more, and how to get their questions answered.
- 5.3: Stakeholders understand and support the District and its activities.
- 5.4: The District supports harbor and marina events, businesses, and services with marketing and public relations. *(Supports Objective 1.4)*
- 5.5: The District's Board and Staff develop and maintain productive, mutually beneficial collaborative partnerships with the Federal, State, County, municipalities, regulators, businesses, environmental groups, and other stakeholders.

Monitoring, Reporting, Oversight, and Accountability

The Board, Leadership Team, and Staff will take the following actions to ensure that the Plan is implemented and updated over time.

Communicate with Staff

Ensure all staff members understand the Plan and which parts they are responsible for, and report at least annually to the entire Staff on Plan progress.

Report at least annually to the entire staff on the Plan's progress.

Display the mission, vision, goals, and objectives on posters, handouts, and business cards.

Incorporate the mission, vision, goals, and objectives in the employee handbook, in orientation, and training materials for new employees.

Communicate with the Public

Report periodically to the public on the Plan and progress.

Clarify Roles and Expectations

Incorporate strategic priorities into job descriptions and performance reviews for the General Manager and Leadership Team.

Allocate Resources to Meet Strategic Objectives

Ensure the District's annual budget and hiring practices reflect strategic goals and objectives.

Board Oversight and Monitoring

Staff notes in the agenda packet and reference materials when an item fulfills or supports a particular goal or objective.

Explicitly link the accomplishment of the Plan in the Budget.

The Board and its committees consider Strategic Plan goals and objectives when deliberating.

The General Manager will provide the Board with a comprehensive report on the Strategic Plan's progress annually, early in the budget development process.

Incorporate the mission, vision, goals, and objectives into orientation and training materials for the Board and Committee members.

Staff will develop and track, and the Board will review, progress on the Strategic Plan.

Review and Update the Plan

The Board holds a brief workshop early in each budget development process to review progress on the Strategic Plan and consider making appropriate adjustments to the Plan.

Staff update implementation-related tasks as appropriate, and the Board undertakes a complete update of the Plan every three to five years.

Single-Page View of the Core Elements of the Strategic Plan

MISSION	Provide open, accessible, and well-maintained public marine facilities that encourage and support commercial and recreational activities, environmental stewardship, coastal literacy, and a world-class maritime search and rescue capability.					
VISION	Quality, accessible facilities and services that draw people to the harbor and marina	Facilities and programs that generate revenue and economic activity	Collaborative, harbor, ocean, and bay education opportunities	Responsible, resilient management	A reputation for excellence	World-Class Search and Rescue.
VALUES	Accountability	Creativity	Environmental Leadership	Safety	Resilience	Professionalism and Respect
GOALS	1. SERVICES AND OPERATIONS		2. FACILITIES	3. PEOPLE	4. FINANCE	5 COMMUNICATION AND COLLABORATION.
OBJECTIVES	<p>1.1: Harbor facilities and services meet evolving user needs and some of them provide additional revenue needed to maintain and operate District services.</p> <p>1.2: The District is acting creatively and proactively to communicate with, promote, and support the evolving mix of businesses, services, and offerings.</p> <p>1.3: The service area, role, and limits for the search and rescue services are identified, and ongoing funding to meet the defined need is secured.</p> <p>1.4: The contract with the City of South San Francisco provides the right balance of funding and responsibility from each party to ensure that the Marina will thrive over the long term.</p> <p>1.5: New, improved, and expanded events and services meet the needs of the public, are sustainable over time, and provide diverse and stable revenue streams.</p>	<p>2.1: A comprehensive plan is in place to guide the long-term prioritization and cost-effective renewal, replacement, use, and new development of District facilities and properties.</p> <p>2.2: Every property that has not yet been used or developed for its intended long-term use is productively supporting the District’s mission and priorities in the meantime.</p> <p>2.3: Every property owned by the District has identified long-term purposes and uses that align with the mission and services of the District.</p> <p>2.4: The District is prepared to mitigate and recover from unplanned events.</p> <p>2.5: Long-term climate impacts are factored into all major property and facility maintenance, upgrades, replacements, and new development.</p> <p>2.6: The comprehensive, long-term facility plan is updated annually to align with realistic funding projections.</p>	<p>3.1: The Board and Staff act effectively to represent and serve the entire County. NOTE: This includes potentially providing management of other harbors and small airports.</p> <p>3.2: The Board self-evaluates and implements identified improvements, enabling it to work together effectively, represent the public well, provide clear direction and effective monitoring and oversight, and ensure overall good governance.</p> <p>3.3: The District periodically evaluates its staffing, legal, and consulting teams to ensure they are the right ones to meet District needs as challenges and opportunities evolve.</p> <p>3.4: The District attracts, onboards, and retains high-performing staff members, and effectively manages succession. NOTE: This includes actively promoting a positive work culture and environment.</p> <p>3.5: Staff members use technology to improve cost-effectiveness and accountability throughout the District.</p>	<p>4.1: The District’s financial decision-making and actions are guided by a long-term financial plan and a complete set of financial policies.</p> <p>4.2: The District demonstrates strong financial stewardship by meeting or exceeding all state requirements and upholding high standards in financial management, transparency, and reporting.</p> <p>4.3: The District systematically grows enterprise revenue to meet needs by leveraging its facilities, properties, services, marketing, and other resources.</p> <p>4.4: All new and updated leases set at current market rates and terms.</p> <p>4.5: The District actively secures grants and other favorable public and private funding to support projects and services that benefit stakeholders.</p> <p>4.6: The District’s collections are up to date.</p>	<p>5.1: There is improved public understanding and awareness of harbor, coastal, and ocean environmental issues, the fishing industry, and other harbor and coastal issues.</p> <p>5.2: Visitors and users throughout the county understand the services the District provides, where to learn more, and how to get their questions answered.</p> <p>5.3: Stakeholders understand and support the District and its activities.</p> <p>5.4: The District supports harbor and marina events, businesses, and services with marketing and public relations. (Supports Objective 1.4)</p> <p>5.5: The District’s Board and Staff develop and maintain productive, mutually beneficial collaborative partnerships with the Federal, State, County, municipalities, regulators, businesses, environmental groups, and other stakeholders.</p>	



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DISTRICT MANAGER

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