

DRAFT



2025 STRATEGIC PLAN SAN MATEO COUNTY HARBOR DISTRICT

Prepared by: Rauch Communication Consultants Inc.



Board of Commissioners

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James Smith, Harbormaster Oyster Point Marina

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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



Pillar Point Harbor offers a wide range of recreational and fishery-related activities.

The San Mateo County Harbor District (the District) was established by the San Mateo County Board of Supervisors in 1933 following a petition filed by the registered voters of San Mateo County. The District is an Independent Special District governed by the California Harbor and Navigation Code and is not a direct report to San Mateo County. The County and Harbor District boundaries are synonymous.

History

One of the first major works completed by the District was Pillar Point Harbor. After World War II, Coastsiders advocated for the construction of a breakwater in northern Half Moon Bay to protect the fishing fleet from damage during fierce winter storms. The District collaborated on the project with the Army Corps of Engineers, and the outer breakwater was completed in 1961.

In 1977, in addition to Pillar Point Harbor, the District took over the management of Oyster Point Marina and Park, which is owned by the City of South San Francisco. The District constructed docks, public facilities, a fishing pier, and a boat launch ramp with financial assistance from state loans and grants.

Pillar Point Harbor

Pillar Point Harbor borders the City of Half Moon Bay to the south, and the unincorporated communities of Princeton and El Granada to the north and east, on northern Half Moon Bay. It is a mixed-use harbor with 369 berths supporting commercial and recreational fishing, recreational boating and public access. The Harbor is also host to restaurants, a surf shop, and bait store. Johnson Pier, the docks and berths, and the inner breakwater were all built during the 1970s and 1980s. The Harbor also provides a wide range of recreational opportunities and hosts many public events, including the annual Ocean Safety Day and Holiday Lighted Boat Festival.

Oyster Point Marina

Oyster Point Marina is a 408-berth recreational marina owned by the City of South San Francisco and managed/operated by the District under a 2018 agreement. Oyster Point Marina also supports daily ferry service to the East Bay, a fishing pier, dining cruises, fishing charters, marine educational programs, and search and rescue/maritime assist in the Bay.

The District presently builds, operates, and maintains Pillar Point Harbor and Oyster Point Marina, provides search and rescue services, hosts events, and offers many recreational opportunities such as beautiful walking trails, an RV park, restaurants, an open-air seafood market, and more.



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.

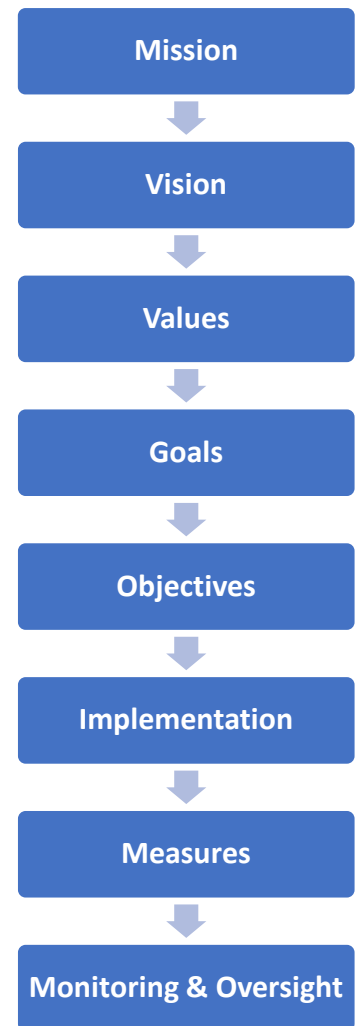
Values. Values help govern attitudes and behaviors and provide guidance when an organization faces challenging decisions that require trade-offs. Values generally remain constant over time. The Board sets values.

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, Vision, and Values

FOLLOWING THE FIRST WORKSHOP, PARTICIPANTS WERE ASKED TO COMMENT ON THE CURRENT MISSION STATEMENT AND OFFER ANY SUGGESTIONS FOR CHANGE. THE PARTICIPANTS WILL WORK TOGETHER IN THE SECOND WORKSHOP AND DECIDE TO KEEP THE EXISTING MISSION, MAKE CHANGES, OR REPLACE IT.

Mission

Current Mission Statement

The Harbor District provides fiscally and environmentally responsible stewardship(SUCCESS) of its maritime resources, emergency response, and public access (PURPOSE).

Proposed Mission Based on Participant Input and the Enabling Statute.

Provide open, accessible, and well-maintained public marine facilities (WHAT) that proactively encourage and support (SUCCESS) commercial and recreational boating, healthy outdoor activities, environmental stewardship, and a superior maritime search and rescue capability (PURPOSE and SUCCESS).

Another Option Based on Input from the Participants

Provide open, accessible, and well-maintained coastal facilities (WHAT) for San Mateo County residents, businesses, and visitors (WHO) that encourage and support commercial, recreational, and educational opportunities (PURPOSE), environmental stewardship, and superior maritime emergency response (SUCCESS).

Below Are Some Considerations to Help Evaluate the Mission Statement.

People have differing ideas about what they “like” in a mission statement. That is ok, but having a more objective basis for judging a mission statement can be helpful. Below are four elements that any good mission statement should include:

1. (PURPOSE) The opportunities or needs that we exist to address?
2. (WHAT) What are we doing to address these needs—the actual work of the organization?
3. (WHO) Whom do we serve?
4. (SUCCESS) How do we measure the success or excellence of the work we do?

Vision

FOLLOWING THE FIRST WORKSHOP, PARTICIPANTS WERE ASKED TO COMMENT ON THE CURRENT VISION STATEMENT AND OFFER ANY SUGGESTIONS FOR CHANGE. THE PARTICIPANTS WILL WORK TOGETHER IN THE SECOND WORKSHOP AND DECIDE TO KEEP THE EXISTING VISION, MAKE CHANGES, OR REPLACE IT.

Current 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.*

Proposed Vision

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

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

The Ocean Science Center is popular and engaging and helps the public understand ocean and fishery issues that affect their lives and choices.

Responsible, resilient management makes the District financially sustainable, fully funding all its identified needs while maintaining a healthy reserve and a balanced budget. District operations are environmentally sustainable, and its facilities are adapted to the foreseeable impacts of climate change.

A reputation for excellence makes the District the manager of choice. Due to 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.

Values

FOLLOWING THE FIRST WORKSHOP, PARTICIPANTS WERE ASKED TO COMMENT ON THE CURRENT VALUES STATEMENT AND OFFER ANY SUGGESTIONS FOR CHANGE. THE PARTICIPANTS WILL WORK TOGETHER IN THE SECOND WORKSHOP AND DECIDE TO KEEP THE EXISTING VALUES, MAKE CHANGES, OR REPLACE IT.

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

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.*

Proposed Values

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

Quality Work. We serve the public, and they deserve our best work. We are motivated, work hard, and always seek to improve.

Fiscal Responsibility. As public servants accountable to the public, we uphold the highest standards of fiscal responsibility.

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

Resilience. Resilience requires responsible, thoughtful, forward-thinking, and proactive actions that strengthen long-term finances, the environment, and services.

Respect. Both the Board and staff listen well and respect different points of view within the District and among stakeholders. We believe in the power of dialog to arrive at the best solutions.

Big Picture View of the Strategic Direction

THE CONTENT ON THIS PAGE WILL BE DEVELOPED IN THE SECOND WORKSHOP

San Mateo County Harbor District's highest priority, strategy, and new direction are summarized below.

Our Highest Priority.

X

Our Strategies and Areas of Focus

X

Priorities (Areas of Current Emphasis)

In Workshop #1, participants were asked to identify the most crucial issues that the District needs to address in the coming years. The findings are summarized below. The areas of current emphasis are ordered from most Board votes to fewest. This exercise aimed to facilitate discussion and highlight current areas of focus, rather than to establish actionable quantitative priorities.

THESE PRIORITIES (AREAS OF CURRENT EMPHASIS) ARE PRESENTED TO ASSIST WITH THE REVIEW PROCESS AND WILL BE DELETED IN THE FINAL VERSION.

	CATEGORY	ITEM	Board Vote	Staff Vote	Total Vote
Top Emphasis	Revenue Enhancement	<u>Watch costs</u>	7	16	23
		<u>Maintain strong financial health</u> <u>Identify continued changes to improve finances, such as improving procurement practices and retaining an effective grant writer</u>			
Top Emphasis	Facility Upgrade and Maintenance	Repair and replace docks at both harbors (4/7)	6	12	18
		Rebuild Johnson Pier (1/5) Tenant row improvements (1)			
Mid Emphasis	Good Governance	This includes maintaining a positive and effective board culture, updating policies, and more	6	6	12
	Emergency Response	Continue with planned messaging.	4	7	11
	Education and Collaboration	This includes collaboration, communication, and outreach to all audiences	4	6	10
Emp	Operate Other Facilities	Operate Coyote Point Marina and HMB Airport	1	3	4

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 Work 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 a 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: Wide-Ranging Services and Events Meet Evolving Public Needs and Provide Needed Revenue.

Strategic Background. SMCHD supports or provides a wide range of services at Pillar Point Harbor and Oyster Point Marina, including docks, ferry services, a commercial fish-buying center, sport fishing, whale watching, restaurants, and trails.

Strategic Challenge and Opportunities. The District faces a wide variety of challenges Numerous regulatory, economic, and other challenges that have impacted commercial fishing for many years. In addition, the District needs to develop permanent funding sources to:

- Support critical rescue services.
- Mitigate the impacts of climate change.
- Maintain, replace, upgrade, and build needed new facilities.
- Develop infrastructure and services to accommodate growing numbers of visitors who are escaping increasing heat in inland areas.

Related challenges include complex regulations that slow down projects and increase costs and the need to increase revenue from harbor services to cover the rising maintenance and construction costs. A major opportunity is the large number of visitors who enjoy the natural beauty 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 and services with evolving public expectations. The goal is to better serve the public while gaining much-needed 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: The service area, role, and limits for the search and rescue services are identified, and ongoing funding to meet the defined need is secured.
- 1.2: Harbor facilities and services meet evolving user needs and provide the operating revenue needed to maintain and operate District services.
- 1.3: New, improved, and expanded events and services meet the needs of the public, are sustainable over time, and provide diverse and stable revenue streams.
- 1.4: The District is acting creatively and proactively to communicate with, promote, and support the evolving mix of businesses, services, and occupants.
- 1.5: 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.

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

Strategic Background. Over the past five years, SMCHD has invested over \$30 million in facility improvements and new construction, of which \$1.1 million was funded by grants. In addition, the District plans to invest over \$6.9 million more in the next five years, including over \$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 largest strategic challenge is a funding shortfall. The District has identified \$80 million in needed Capital Improvement Projects (CIP) over the next five years and expects to have about \$20 million in that time period. The most critically needed CIP improvements at Pillar Point Harbor include the Johnson Pier Expansion and Rehabilitation; the replacement of Oyster Point Docks 12, 13, and 14; Pillar Point Harbor Retail Center Improvements, and; the Princeton Shoreline Project. Among the highest-priority projects at Oyster Point are road and parking lot repairs, dock repair and replacement, and dredging.

Strategic Response. The District will focus on continuing to upgrade and replace aging facilities and adapt its facilities to meet long-term community needs, be resilient in the face of climate change, and generate income so the harbors are more self-sustaining.

The following objectives must be completed to fulfill Goal 2.

- 1.1: Every property owned by the District has identified long-term purposes and uses that align with the mission and services of the District.
- 1.2: 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.
- 1.3: Long-term climate impacts are factored into all major property and facility maintenance, upgrades, replacements, and new development.
- 1.4: The District is prepared to mitigate and recover from unplanned events and to maintain cybersecurity.
- 1.5: 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.
- 1.6: 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 have been working effectively together as a team and moving the District forward over the past five or more years.

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. One area of improvement is to enhance the Board's ability to gather and hear public input. The Board also seeks to extend its focus and better meet its countywide mandate by engaging more at Oyster Point Marina, and evaluate 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 looking for ways to ensure good governance and professionalism over the long term as the Board makeup changes. Given the increasing focus on enhancing revenue generation at the harbor to pay for needed improvements, the Board has also identified the need for more experience with general business issues, land use issues, and coastal issues among its legal and consulting teams.

Staff Challenges and Opportunities. Like many organizations in the current environment, SMCHD finds hiring and retaining staff challenging. While the Staff is effective and works together well, 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 could boost the District's accountability, effectiveness, and efficiency even more. The Human Resources package should also be built into the ERP system. Other areas of opportunity to increase efficiency include additional use of technology and technology training for outreach, forecasting, tracking resources, and management. Finally, many policies need updating, and records need to be cleaned up and organized.

Strategic Response. The Board will continue to see improvements in providing excellent governance, and District Staff will focus on retention and succession, as well as enhanced use of technology to continue improving staff effectiveness, and

The following objectives must be completed to fulfill Goal 3.

- 1.1: The District attracts, onboards, and retains high-performing staff members, and effectively manages succession.
- 1.2: Staff members use technology to improve cost-effectiveness and accountability throughout the District.
- 1.3: 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.
- 1.4: 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.
- 1.5: 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.

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

Strategic Background. The District has 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 four years in a row, maintained a budget surplus and solid operating revenue, and has no debt. 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 dollars 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 pay for its facilities and for 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 charging market prices for leases, improving collections and contracts, collecting its fair share of tax revenues, 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.

- 1.1: The District's financial decision-making and actions are guided by a long-term financial plan and a complete set of financial policies.
- 1.2: The District has identified which costs should be paid with enterprise revenue and which ones through taxes, and the identified funding is achieved.
- 1.3: The District systematically grows enterprise revenue to meet needs by leveraging its facilities, properties, services, marketing, and other resources.
- 1.4: All new and updated leases and contracts are fully reviewed and updated so that they are fair, complete, and up to date with current market rates and terms.
- 1.5: The District's collections are up to date, and lease and contract terms are enforced.

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

Strategic Background. The District has increased its communication in recent years and received a statewide award for Transparency by the California Special Districts Association. The District has also increased its communication and collaboration and built relationships with various stakeholder groups like the County, regulators, business groups, and others. In general, outreach and communication is judged to be adequate.

Strategic Challenge and Opportunities. The District desires to build on its current success by increasing communication and public education on environmental sustainability, and by 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 to the Oyster Point community and countywide.

Strategic Response. The District will maintain active 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.

OBJECTIVE 5.1: Visitors and users throughout the county understand the services the District provides, where to learn more, and how to get their questions answered.

OBJECTIVE 5.2: Stakeholders understand and support the District and its activities.

OBJECTIVE 5.3: There is improved public understanding and awareness of ocean environmental issues, the fishing industry, and other harbor- and coastal issues.

OBJECTIVE 5.4: The District's Board and Staff develop and maintain productive, mutually beneficial collaborative partnerships with the County, municipalities, regulators, businesses, environmental groups, and other stakeholders.

OBJECTIVE 5.5: The District supports harbor and marina events, businesses, and services with marketing and public relations. (Supports Objective 1.4)

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

Meet with all employees to 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 Plan 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 and 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

Integrate strategic responsibilities into job descriptions for the General Manager and Leadership Team.

Include accomplishment of strategic priorities in performance reviews for the General Manager, Leadership Team, Non-Management Staff, and collective bargaining units

Cascade the Plan

Cascade strategic objectives and initiatives from the District-wide level to departments/teams and individuals. Each identifies ways to contribute to the strategic initiatives, objectives, and goals by answering the question: how does my group or department unit support the strategy with a focus on appropriate objectives?

Allocate Resources to Meet Strategic Objectives

Ensure the District's annual budget and hiring practices both 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.

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

THIS WILL BE UPDATED WITH THE PROPER INFORMATION WHEN THE DOCUMENT IS FINALIZED

MISSION	San Mateo County Harbor District onsectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis					
VISION	Nostrud	Incididun	Labore	Consectetur	Magna	
VALUES	Lorem		Ipsum	Amet	Dolor	Adipiscing
GOALS	1. STAFF: Lorem ipsum dolor sit amet, consectetur adipiscing		2. FACILITIES: Lorem ipsum dolor sit amet, consectetur adipiscing	3. ORGANIZATIONAL EXCELLENCE: Lorem ipsum dolor sit amet,	4. OUTREACH Lorem ipsum dolor sit amet, consectetur adipiscing.	
OBJECTIVES	1.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla 1.2: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis 1.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo		2.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo 2.2: quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo 2.3: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis 2.4: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla 2.5: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do	3.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore 3.2: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis 3.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla 3.4: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do	4.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor 4.2: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla 4.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo	



BOARD OF COMMISSIONERS

Chris Tom Mattusch, President
Kathryn Slater-Carter, Vice President
George Domurat, Secretary
Virginia Chang Kiraly, Treasurer

DISTRICT MANAGER

William Zemke

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