

## ***BHI MANAGEMENT CONSULTING***

"Organizational Efficiency for Public Agencies"

Mr. Steve McGrath, General Manager  
San Mateo County Harbor District  
P.O. Box 1449  
504 Avenue Alhambra, 2<sup>nd</sup> floor  
El Granada, CA 94018

February 25, 2017

### **Subject: Report of Commission workshop held on February 22, 2107**

Dear Mr. McGrath,

The Board of Commissioners held a workshop/class regarding strategic planning on February 22, 2017. The workshop was held in the District administrative offices from 9am to 3:30pm, three of the commissioners attended all-day one came at 3pm. One member of the public attended for the duration.

Consistent with the proposal, the following approach was followed:

1. **Preparation** – Consultant reviewed relevant past documentation on previous efforts, individual interviews were conducted with each Commissioner and the District General Manager.
2. **Workshop/Class** – On Feb.22 the Consultant presented a half-day class on the concepts of strategic planning. The remaining part of the day was used for discussions regarding the application of planning concepts to the state of planning at SMCHD.
3. **Discussion and Concepts review** – Much of the discussion within the class and the application portion was centered around the proper level of planning needed by the District. Much discussion occurred about making best, if any, use of the work commissioned in the last study and any other relevant studies that may prove useful to this process. These work pieces of useful information could be collected and shared with the public during planned public session meetings and integrated into the overall strategic plan. There was discussion regarding the difference between public meetings and Board meetings and the need for both kinds. The Commission agreed that the District should move ahead with a top-level plan that uses well-designed public input to plan the future of the District. This plan should consider all strategic needs of the District and identify the specific roles of the public, Staff and Commission at the start of the process. The ten-year planning horizon was generally accepted as the planning horizon.

Further discussions occurred around the subject of the difference between top-level strategic planning and master planning. It was decided that the District should move forward with a top-level Strategic Plan, one that clearly points to the critical need for two master plans within that document, one for Pillar Point Harbor, one for Oyster Point Harbor. The top-level plan should also identify the plan with many other needs for sustained District health and forward movement.

### **Path forward and recommendations**

It was decided that District Staff would perform the review of work product from past efforts and review them with the Board in either the April or May regular meeting. These results may be used by the strategic planning process in a number of ways.

The Strategic planning process will be discussed at the April 19<sup>th</sup> meeting, and will begin with a review of draft work product from the 2014 Draft Strategic Business Plan by Lisa Wise Consulting. This will lead to a review of the scope of the Strategic Plan, based on the Values, Vision and Mission of the District. There was broad agreement that a robust program of public outreach is critical to the successful development of the Plan. At that meeting the Commission will be presented the opportunity to either issue an RFP for assistance with the strategic planning process or select a consultant by sole source. Sole source selection of consultants offering professional services is common since professional services are secured by an agency based on qualifications and suitability for the particular work in that particular agency.

Once the consultant is selected:

- Public workshops are held,
- Board workshops are held,
- A draft Plan, including an implementation plan, is drafted
- Board reviews
- Board adopts
- Board and staff implement

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<sup>1</sup> While BHI stands ready to assist the District through the top-level strategic planning process, should the Commission wish to issue an RFP or RFQ for the work, the following consultants also provide that service within the State:

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It should be pointed out that gaining proper public input is vitally important for the planning effort and presents a large challenge in your District due to its size and geography. BHI recommends the following approach to gain public input.

1. Two public input approaches must be designed to reach those on the Coast and on the Bay. They will likely be different to assure adequate input.
2. Open public meetings will be held, with a large effort being applied to securing the email list from other local agencies and groups, to get the word out in a proactive sense. Groups that could help spread the word of such public information gathering meetings are, Surf Riders, Oyster Point Yacht club, Pillar Point Yacht Club, Open Space District, Sierra Club, Coastal Commission and many more. These meetings, 3-4 held throughout the District would be well advertised. They would be facilitated in charrette fashion allowing for open, unlimited input. NextDoor will be utilized to advertise the meetings as well as the District website and contact lists.
3. Focus groups may need to be named to gain specific inputs from certain areas within the District.
4. An overall push/pull type survey will be devised to allow for many others to interact with the commission while gaining preparatory information. Email lists, Facebook and other blog feeds will be incorporated to push the survey to people, not just wait for casual responses only.
5. Two Google Hangout/Skype invites will be proposed to allow for on-line information gathering meetings.
6. Input will be gathered in interview fashion from stakeholders and stakeholder groups as designed by the strategic planning committee.
7. District staff inputs will be gathered.

As stated at the meeting, BHI does not now typically respond to RFPs, but should the Board wish to consider working with BHI to provide the facilitation through the strategic planning process we are amenable to that. The following firms also conduct strategic planning services for special districts in California.

**- Rausch Communications – Martin Rausch**  
936 Old Orchard Rd  
Campbell, CA 95008  
(408) 374-0977

**BHI MANAGEMENT CONSULTING**

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**- Michelle Tomayo – Tomayo Group**

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It is the hope that the strategic planning process continue with all success for the District. Please feel free to call or email me with any questions or additional thoughts.

Sincerely,

<signature>

Brent H. Ives, Principal

BHI Management Consulting