

**AGENDA**  
**REDONDO BEACH HARBOR COMMISSION**  
*Monday, May 9, 2011, - 7:00pm*  
**REDONDO BEACH CITY COUNCIL CHAMBERS**  
**415 DIAMOND STREET**

**I. OPENING SESSION**

- 1. CALL MEETING TO ORDER**
- 2. ROLL CALL**
- 3. SALUTE TO THE FLAG**

**II. APPROVAL OF ORDER OF AGENDA**

**III. RED FOLDER ITEMS**

*Red folder items require immediate action, and came to the attention of the City subsequent to the 72-hour noticing requirement. These items require a 2/3 vote of the Commission (or if less than 2/3 are present, a unanimous vote) to add to the Agenda.*

**IV. BLUE FOLDER ITEMS**

*Blue folder items are additional backup material to administrative reports and/or public comments received after the printing and distribution of the agenda packet for receive and file.*

**V. CONSENT CALENDAR**

*Business items, except those formally noticed for public hearing, or those pulled for discussion are assigned to the Consent Calendar. The Commission Members may request that any Consent Calendar item(s) be removed, discussed, and acted upon separately. Items removed from the Consent Calendar will be taken up under the "Excluded Consent Calendar" section below. Those items remaining on the Consent Calendar will be approved in one motion following Oral Communications.*

- 4. APPROVAL OF AFFIDAVIT OF POSTING FOR THE HARBOR COMMISSION MEETING OF MAY 9, 2011**
- 5. APPROVAL OF THE FOLLOWING MINUTES: APRIL 11, 2011**
- 6. CITY COUNCIL RECEIVED AND FILED THE APRIL 5, 2011 MONTHLY UPDATES TO THE STRATEGIC PLAN, WATER QUALITY IMPLEMENTATION MATRIX, GREEN TASK FORCE MATRIX AND MAJOR CITY FACILITIES PRIORITY LIST**  
Staff recommendation: Receive and file for informational purposes only
- 7. POLICE STAFFING**  
Staff recommendation: Receive and file
- 8. PIER BIKE LANE TRAFFIC CONTROL LIGHT**  
Staff recommendation: Receive and file

**VI. ORAL COMMUNICATIONS**

*Anyone wishing to address the Harbor Commission on any Consent Calendar item on the agenda, which has not been pulled by Harbor Commission may do so at this time. Each speaker will be permitted to speak only once and comments will be limited to a total of three minutes.*

**VII. EXCLUDED CONSENT CALENDAR ITEMS**

**VIII. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

*This section is intended to provide members of the public with the opportunity to comment on any subject that does not appear on this agenda for action. This section is limited to 30 minutes. Each speaker will be afforded three minutes to address the Commission. Each speaker will be permitted to speak only once. Written requests, if any, will be considered first under this section.*

**IX. HARBOR, BUSINESS & TRANSIT DIRECTOR ITEMS**

**9. DIRECTOR'S REPORT**

Staff recommendation: Receive and file

**X. EX PARTE COMMUNICATIONS**

**XI. PUBLIC HEARINGS**

**XII. ITEMS FOR DISCUSSION PRIOR TO ACTION**

**10. HARBOR PATROL UPDATE**

Staff recommendation: Receive and file, and discuss

**11. HARBOR CUSTOMER VALUE STUDY**

Staff recommendation: Receive and file, and discuss

**12. ROLE OF HARBOR COMMISSION**

Staff recommendation: Receive and file, and discuss

**13. UPDATE ON HARBOR ENTERPRISE BUSINESS PLAN**

Staff recommendation: Receive and file, and discuss

**XIII. ITEMS CONTINUED FROM PREVIOUS AGENDAS**

**XIV. MEMBERS ITEMS AND REFERRALS TO STAFF**

**14. UPDATES FROM SUBCOMMITTEES**

Boating Access & Safety Subcommittee – Munns (L), Jackson, Michael (expires 10/31/11)

**XV. ADJOURNMENT**

The next meeting of the Harbor Commission of the City of Redondo Beach will be a regular meeting to be held at 7:00 pm on Monday, June 13, 2011, in the Redondo Beach City Hall Council Chambers, 415 Diamond Street, Redondo Beach, California.

*It is the intention of the City of Redondo Beach to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting you will need special assistance beyond what is normally provided, the City will attempt to accommodate you in every reasonable manner. Please contact the City Clerk's Office at (310) 318-0656 at least forty-eight (48) hours prior to the meeting to inform us of your particular needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis.*

*An Agenda Packet is available 24 hours a day at the Redondo Beach Police Department and at [www.redondo.org](http://www.redondo.org) under the City Clerk. Agenda packets are available during Library Hours, at the Reference Desk at both the Redondo Beach Main Library and North Branch Library. During City Hall hours, Agenda Packets are also available for review in the Office of the City Clerk.*

*Any writings or documents provided to a majority of the Harbor Commission regarding any item on this agenda will be made available for public inspection at the City Clerk's Counter at City Hall located at 415 Diamond Street, Door C, Redondo Beach, CA during normal business hours.*

PROOF OF POSTING

I, Holly Short, hereby declare, under penalty of perjury, that I am over the age of 18 years and am employed by the City of Redondo Beach, Harbor Department, and that the following document was posted by me at the following location(s) on the date the time noted below:

Agenda – Redondo Beach Harbor Commission

Meeting of May 9, 2011

Posted on: May 4, 2011 at 11:00 am

Posted at: DOOR "A" BULLETIN BOARD

and CITY CLERK'S OFFICE

Holly Short  
Signature

5/4/11  
Date

**MINUTES OF THE  
REDONDO BEACH HARBOR COMMISSION MEETING  
APRIL 11, 2011**

**CALL TO ORDER**

A regular meeting of the Harbor Commission was called to order at 7:00 p.m. in the City Council Chambers, 415 Diamond Street, by Chairperson Tracy.

**ROLL CALL**

Commissioners Present: Bloss, Cignarale, Jackson, Munns, Shaer, Tracy  
Commissioners Absent: Michael  
Officials Present: James Allen, Harbor Facilities Manager  
Peter Carmichael, Harbor, Business, and Transit Director  
Maggie Healy, Acting Recreation and Community Services Director  
Brian Hickey, Assistant City Attorney  
Aaron Jones, Planning Director  
Brad Lindahl, Capital Projects Program Manager  
John Picken, Harbor Patrol Sergeant  
Margareet Wood, Recording Secretary

**SALUTE TO THE FLAG**

The members joined in the salute to the flag.

**APPROVAL OF THE ORDER OF AGENDA**

Motion by Commissioner Tracy, seconded by Commissioner Jackson, to advance item 10, Presentation of Public Input and Final Design Options for Mole B Master Plan, to precede item 7, Director's Report. Motion carried unanimously.

**BLUE FOLDER ITEMS**

None.

**CONSENT CALENDAR**

4. Approval of affidavit of posting of the Harbor Commission agenda for the meeting of April 11, 2011
5. Approval of the minutes of the Harbor Commission meeting of March 14, 2011
6. City Council Received and Filed the February 2011 Monthly Updates to the Strategic Plan, Water Quality Implementation Matrix, Green Task Force Matrix, and Major City Facilities Priority List

Commissioner Munns excluded item 5

Motion by Commissioner Bloss, seconded by Commissioner Jackson, to approve Consent Calendar items 4 and 6. Motion carried unanimously.

## **ORAL COMMUNICATIONS**

None.

## **EXCLUDED CONSENT CALENDAR ITEMS**

In response to Commissioner Munns, Director Carmichael clarified that the March 14 Harbor Commission meeting minutes appear as submitted by the Recording Secretary. He added that occasionally staff edits the minutes submitted by the Recording Secretary prior to presenting to the Harbor Commission for approval.

Motion by Commissioner Munns, seconded by Commissioner Bloss, to approve Consent Calendar item 5. Motion carried unanimously.

Chairperson Tracy corrected agenda item 5 to read: Approval of the following Minutes: March 14, 2011.

Commissioner Jackson commended staff's endeavor to streamline the agenda by reducing the number of Consent Calendar items – many of which, he said, have already been acted upon by City Council.

Commissioner Munns said that the City is obligated to insure that the Harbor Commission receives business items, and he said the only chance to see many of these is the Consent Calendar. He said that about 60-70% of the material the City is obligated to bring to the Harbor Commission has already been decided by the City Council and he preferred that those items come to the Harbor Commission first.

Commissioner Jackson agreed that the Harbor Commission should be more advisory and should be given additional business items such as Mole B.

Chairperson Tracy recommended that the members reach out to the City Council and Mayor to communicate the desire to assist.

Commissioner Munns suggested that a review of previous City Council items to determine how many of those should have been presented to the Harbor Commission first would reveal the large volume.

In response to Commissioner Bloss who referred to the Harbor Commission Bylaws stating the object of the Commission, Director Carmichael answered that the Harbor Commission has clear authority over some items; and some items have been directed by City Council for presentation to the Commission. He stated that he will get more clarity on the topic and report back.

Assistant City Attorney Hickey advised that the members always have the authority to self-agendize items for discussion. He clarified that the Commission's duties are derived from the Municipal Code. He listed the

hierarchy of governing authority: City Charter, Municipal Code, and Commission Bylaws. He said the Bylaws are adopted by the Harbor Commission as a form of self-governance.

### **PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

Sean Guthrie, representing King Harbor Marina, submitted a diagram of existing and proposed bicycle paths and a letter, which he read, to the Harbor Commission from himself dated April 11, 2011 on the topic of current and proposed Harbor bicycle paths.

Motion by Chairperson Tracy, seconded by Commissioner Jackson, to receive and file the letter and diagram submitted by Mr. Guthrie. Motion carried unanimously.

Mr. Guthrie opposed the bicycle path location proposed by resident Dean Francois and supported the plan for a bicycle path along Harbor Drive and improvements to the existing Class II bicycle lanes.

### **Presentation of Public Input and Final Design Options for Mole B Master Plan**

Director Carmichael introduced Chuck Foley from Hirsch and Associates, Inc. to present stakeholder input and resulting design iterations.

Motion by Chairperson Tracy, seconded by Commissioner Shaer, to receive and file the related Mole B Moonstone Park Master Plan Powerpoint document. Motion carried unanimously.

Mr. Foley explained that the Master Plan design is not final, but a work in progress.

Highlights from Mr. Foley's presentation include:

1/25/11 Stakeholder Workshop - Mole B existing location, condition, and amenities displayed through presentation boards and images of Mole B, existing and proposed Harbor Patrol building plans, and elements found in seaside parks.

Stakeholder comments include:

- Provide restrooms and showers
- Classrooms for sailing program
- Mast up storage area
- Improved trailer accessibility to outrigger storage area
- Improved hand launch facilities
- Accommodate fishing
- Provide parking

In a subsequent meeting between Hirsch and Associates and the Coastal Commission it was determined that 33% of Mole B open space must be contiguous, 33% of Mole B open space can include a proportional share of parking to support facility uses, and of the open space, a proportional share of rocks/breakwater may be included.

3/16/11 Stakeholder Workshop – Concepts A, B, and C presented with various configurations of park, outrigger, mast up storage, entry, and Harbor Patrol facility elements; preliminary design concepts for concepts presented.

Stakeholder comments include:

- Mast up storage should be adjacent to outrigger storage.
- Mast up storage must be on north side of site for hand launching and sailing away from dock due to prevailing wind. Launch from existing dock and ramp, water access from west side not needed.
- Locating park adjacent to Harbor Patrol facility may improve park security.
- Outrigger storage and mast up storage areas do not require security fencing.
- Lighting, outrigger and mast up storage need functional lighting.
- Shared use of new restroom facilities with park area is acceptable.
- Parking is more important than having a dedicated drop zone or driveway to outrigger storage.
- Protection of views across the site should be considered when building design is undertaken.
- Moving driveway east is a good idea to maximize open space and boat storage.
- Consider a sea wall and removal of rock to increase usable area.
- No grills within the park area: allow for users to bring their own.
- Need gathering and staging areas for deep water rescue, Fire Department and Harbor activities.

Mr. Foley then displayed Concept D, which he said moves the mast up storage to the north and the outrigger storage behind it, the park space to the south, the driveway to the east, the water access to the north, and a new water access to the west. He showed a preliminary design for Concept D with a coastal overlook, seating and viewing opportunities, and a restroom sited in the park space. He suggested that an educational element could highlight the history of moonstones for which the park is named and that educational plaques could provide local historical information. He requested input from the members.

Chairperson Tracy invited the audience to speak.

Mr. Guthrie submitted a document: California Coastal Act of 1976, which he read. Motion by Commissioner Bloss, seconded by Chairperson Tracy, to receive and file the document submitted by Mr. Guthrie. Motion carried unanimously.

Mr. Guthrie stated that goals of the Coastal Act include maximizing public recreational opportunities in the coastal zone and prioritizing coastal related and dependent development. He pointed out the nearby existing beaches, public access, and public park space. He said that lower cost recreational boating facilities are important and are currently provided by the outrigger clubs and sailing program activities on Mole B. He stated that the rock areas used by sightseers and fisherman as well as a proportional amount of parking access should be included in the 33% open space. He strongly recommended the addition of a protective splashwall.

Laura Scarbrough, representing Nahoia Outrigger Canoe Club, introduced herself and submitted a document: Harbor Commission Recommendations for Mole B 4/11/11.

Motion by Commissioner Bloss, seconded by Commissioner Jackson, to receive and file the document submitted by Ms. Scarborough. Motion carried unanimously.

Ms. Scarbrough stated that the platforms shown on Concept D present a hazard to outrigger boats. She supported the addition of a structure for mast up storage and City sailing use. She recommended the addition of a splashwall. She felt the rocks should be applied to the 33% open space.

Brian Mitchel, representing the King Harbor Boaters Advisory Group and Lanikila Outrigger Club, said that the large entrance zone in Concept D impinges on mast up and outrigger access. He supported including the driveway and rocks in the 33% open space. He appreciated the opportunity for input.

Al Ching from Lanakila Outrigger Club said the Mole B area is already congested; and he questioned the addition of a hand launch. He said the docks in Concept D protruding into the main channel pose a hazard to sailors coming in who may be blown into them and he recommended placing docks up against the rocks. He did not support the proposed amphitheater because it takes up space. He supported the installation of a classroom for outriggers. He answered that he did not raise the issue of the docks at the stakeholder meetings.

Mr. Foley added that comments were previously received about the docks. He said the docks shown are graphic representations of docks and have not been engineered.

Ted Winer identified himself as a City sailing instructor; however he said he was speaking as a private citizen. He endorsed the mast up dry storage in Concept D. He recommended the construction of an enclosed structure for use by the sailing program for instruction and by outrigger canoe clubs as well as a space for boat maintenance. He stressed the importance of including restrooms and

shower facilities. He recommended that interested parties visit the UCLA Marine Aquatics Center to see a good example of a similar facility.

Chairperson Tracy pointed out that the South Bay Adult School utilizes a campus location to conduct classroom scuba instruction.

Mark Hansen, representing the King Harbor Voters Advisory Panel, said the City sailing program is missing from the plan. He did not support the addition of public launching on Mole B and suggested locating it at Seaside Lagoon. He felt that 33% of the driveway should be counted in the open space area. He also said that the rocks function as a public open space.

Motion by Chairperson Tracy, seconded by Commissioner Bloss, to extend Mr. Hansen's speaking time. Motion carried unanimously.

Mr. Hansen summarized his recommendations: support recommended uses and placements, support the addition of a classroom for City sailing, increase the number of bathrooms from 2 to 4, do not support the addition of hand launching, support mast up storage, and readdress the inclusion of driveway and rocks in the 33% open space.

Commissioner Jackson commended the consultant and staff for their work and he said that trying to accommodate all concerns will be impossible. He stressed the importance of abiding by the Tidelands Trust, the Coastal Commission, and the Redondo Beach Municipal Code. He said the public launch facility issue must be addressed as well as the definition of the 33% open space.

In response to Commissioner Munns, Mr. Foley answered that the full body of information has been presented.

Commissioner Munns opined that the docks extending into the ocean are impractical and hazardous to navigation and should be eliminated. He acknowledged the challenge of including a large number of elements into a small space. He did not support the mast up storage: he said that an inexperienced sailor could not sail off Mole B; therefore the idea of storing sailboats does not make sense. He supported the idea of including a semi-enclosed area for multipurpose use. He suggested that meeting space could be included in the new Harbor Patrol building. He supported the installation of bathrooms.

Mr. Winer said the City sailing program includes Capri 14's and Hunter 15's which are hand launched. He also said the City boats on K dock are located in an area suitable for beginning sailing.

Acting Director Healy clarified that the Department of Recreation and Community Services does not plan to use mast up dry storage for the City sailing program.

In response to Commissioner Bloss, Director Carmichael answered that Mole B Master Plan funding will be determined in the upcoming capital project review. He said that cost was considered, but was not an overriding factor in the design.

In response to Commissioner Bloss, Mr. Foley said that the preliminary design and cost estimates did not include the seawall; however it is possible that future concept designs may. He stated that the intent was to have the coastal platform overlook the rocks. He also stated that the public gathering space can be used for many uses including weddings and that no direction was given to create a wedding space.

Commissioner Bloss supported the installation of classroom space, bathrooms, showers, and a lanai. She did not support an area for weddings, which, she said, will be accommodated at Veterans Park and the Shade Hotel. She felt the area should be open to the public and should be geared to boaters and serve boaters as narrowly as possible. She said that trees are nice; but may trigger complaints about blocking views.

In response to Commissioner Shaer, Mr. Foley said that he can find out the standard ratio for the number of residents per acre of park land. He also answered that the plan results in a loss of 3-4 existing parking stalls.

Commissioner Shaer said that it is important to be sensitive to the parking count. He also said that Moonstone Park is a public park and the voice of the non-boating public has not been heard. He supported a concept that serves the public and a concept that is coherent and blends with the Harbor Patrol facility.

Mr. Foley explained that a small decorative fence could be installed to help buffer the boat storage area from the park. He also said that showers could be installed on the exterior of the restroom building.

Commissioner Shaer was less concerned about trees blocking views and more concerned about the visual appearance of a separation between the boat storage area and the park. He did not want to wait until it is too late in the process to add a wall.

Commissioner Munns predicted that the number of dinghies will increase once the transient moorings are installed in the Harbor; and he recommended reducing the amount of dock space available for tying up dinghies.

Commissioner Bloss said that the Recreation and Parks Commission will provide input on parks; and the Harbor Commission should focus on what is best for the Harbor area. She said the use should be geared primarily for the people using it; and she did not support Commissioner Shaer's recommendation regarding public use.

Commissioner Shaer clarified that his comments were not a recommendation.

In response to Chairperson Tracy, Mr. Foley answered that he did not calculate the maximum park capacity.

Chairperson Tracy said that safety is important to him; and he questioned whether additional safety concerns were raised in the stakeholder meetings. Also, he noted the large number of youth who use Mole B and he questioned whether a drop-off area was considered.

Mr. Foley answered that drop-off areas were discussed at stakeholder meetings; however they were not specifically recommended. He said the addition of a full width drive allows vehicles to freely pass back and forth.

In response to Chairperson Tracy, who asked about the kind of need that will be fulfilled by the mast up storage area, Mr. Hansen referred to the California Needs Assessment Guide which he said indicates a large growth in small boats and boat ramp use and a shift from slips to mast up storage and dry storage. He predicted that the proposed mast up storage will satisfy a small part of the need.

Mr. Guthrie hoped to improve the direct access on Mole B to his dock. He said he is willing to work with the City to create an arrangement. He said that upwards of 70 empty slips contribute to lost revenue. He spoke in favor of improving ways to get boats into the water.

In response to Chairperson Tracy who expressed concern that the design elements may impede Harbor Patrol access or parking, Sergeant Picken responded that from a Harbor Patrol operation standpoint, the design is satisfactory. He noted the occasional dive accident which requires a rescue helicopter.

In response to Chairperson Tracy, Mr. Foley answered that the electricity will be part of the next design phase.

Chairperson Tracy wanted to make sure that the plans provide for appropriate and adequate electricity to power to the various installations.

In response to Commissioner Shaer, Director Carmichael answered that the management of the storage areas is yet to be determined pending future lease agreements.

Commissioner Jackson spoke in support of accommodating the needs of the users to the best extent possible, and he recommended working with the Coastal Commission to get the most advantageous interpretation that will expand the available footprint.

Chairperson Tracy appreciated the public and Commission input. He thanked Mr. Foley for his informative presentation.

In response to Chairperson Tracy regarding open space allocation, Mr. Foley answered that the walkways shown in use areas are part of the square footage allocation for that particular use. He said that roadways are not counted toward open space.

Motion by Chairperson Tracy to include in a letter from the Harbor Commission to the Mayor and City Council the following areas of concern for Mole B master plan design options:

- No public launch
- Consider a maintenance area for boats
- The separation between the park and the storage should be visually pleasing
- Improve existing dock and add another
- Mast up area for sailboats is not conducive
- Better use of 33% open space
- Serve boaters first
- Include classrooms, bathrooms, showers
- Trees may be an issue if views are blocked
- Safety for children
- May be need for creating slips

The motion died for lack of a second.

Commissioner Shaer stated that the design should be coherent with the Harbor Patrol building.

Commissioner Cignarale suggested that the motion should begin with a primary recommendation to obtain a more formal position on the 33% open space which, he said, would drive the remaining issues.

Commissioner Bloss suggested a recommendation to obtain further clarification on what could be included in the 33% open space.

Commissioner Munns recommended supporting Concept D with potential modifications, encouraging City Council to determine what will be included in the open space, and then addressing particular elements, i.e. a recommendation not to include docks or appendages into the ocean.

In response to Commissioner Bloss regarding the level of detail required in the recommendation, Director Carmichael said that generally a master plan allocates spaces; and he advised that the recommendation should include key points with regard to the master plan and land use allocation.

Commissioner Bloss suggested a statement to relay that the members generally agree with the proposed master plan and recommend gearing further refinement of the master plan to the boating usage of this area; that all other potential items such as classrooms, bathrooms, and showers consider the use of this area as defined by the master plan; and also that clarification is obtained on the open space and how it can be utilized.

Commissioner Munns did not support recommending classrooms specifically.

Commissioner Munns recommended the endorsement of boat storage and outriggers, and he suggested a bullet point to indicate that the question of launching sailing craft from this location is yet to be determined.

Aaron Jones, Planning Director, clarified the Coastal Commission requirement to construct a public boat launch in conjunction with new development in the Harbor. He said that four studies have been conducted on public boat launch potential locations – none of which are located on Mole B. He also clarified the Mole B Guiding Principles to provide safe ocean water ingress and egress and transit for small boats. He said that whether public launching will be promoted, allowed, or prohibited will be a big point of discussion.

Chairperson Tracy restated the bullet points to be included in the letter:

- Concept D is recommended as a practical and useful model with further refinement and should be geared to serve the boater community first
- A determination should be made with the Coastal Commission on the 33% open space and how the space can be utilized
- Construction of bathrooms, showers, outrigger space, boat storage space, and a meeting facility for instruction (semi enclosed) are recommended
- Boat launch facilities must accommodate the type of boats stored on the property
- Projections into the channel should be minimal

Motion by Commissioner Bloss, seconded by Commissioner Jackson, to authorize Chairperson Tracy to write a letter to the Mayor and City Council detailing recommendations for design options for the Mole B master plan as read by Chairperson Tracy.

Commissioner Jackson requested approval to assist Chairperson Tracy in drafting the letter to the Mayor and City Council.

Motion by Chairperson Tracy, seconded by Commissioner Bloss, to amend the motion to allow Commissioner Jackson to review and approve the letter.

Mr. Hansen recommended maintaining the outrigger dock and eliminating the top dock, including a maintenance area for the City sailing program, and including the driveway and rocks in the open space.

Mr. Guthrie recommended giving preference to existing uses and prioritizing outriggers, City storage, and added boat storage. He also recommended addressing parking by the addition of parking meters or parking time limits.

Commissioner Bloss' motion, with Chairperson Tracy's amendment, carried unanimously.

### Harbor Patrol Update

Sergeant Picken reported the Harbor Patrol incidents for the month of March totaling 131 and a year-to-date total of 314.

Significant events for the month of March:

- High wind event: gusts to 35 knots
- Massive sardine die-off
- Tsunami advisory due to Japan earthquake
- Submerged vessel raised using lift bags

### Updated Findings on March's Fish Incident from USC Official Dave Caron

Mr. Caron Highlights from Mr. Caron's visual and oral report include:

- The 2011 fish kill made global news and many theories abound. Somewhere in area of 2 million Pacific Sardines died in the Redondo Beach Harbor. Data on the levels of dissolved oxygen in the water from March 1 through March 12 show a significant decrease on March 8. Decomposition, which uses up the remaining oxygen in the water, explains why the level flat-lined on March 10.
- The decrease in oxygen level prior to the event could be due to deeper offshore waters that were sloshed in by meteorological conditions or possibly because so many fish were present in the Harbor for an extended period of time. Oxygen levels began to increase beginning March 25.
- Domoic acid, a powerful neurotoxin produced by toxic algae, was found in the fishes' stomachs. Plankton samples on the route from Catalina Island showed high numbers of domoic acid. It is conceivable that the fishes' navigational systems malfunctioned. The domoic acid did not cause the fish to suffocate. The Harbor showed no signs of toxic algae.
- It is not likely that the dead fish will toxify birds and other fish. It is not believed that the fish kill was a harbinger of the earthquake in Japan.
- American Organic is in charge of composting the fish. Based on initial composting, the concentration of domoic acid is barely noticeable in the compost.

- Possible recommendations: consider development and application of sensing technology to identify future issues and possibly provide solutions that may mitigate or prevent future events, enhance circulation and flow through the Harbor, aerate the Harbor.

Dr. Caron answered that the concentration of fish in the Harbor is not atypical; however he felt that some internal or external factor prevented them from swimming out of the Harbor.

Dr. Caron also answered that a low oxygen event was indicated by the fact that boaters reported fish coming to the water surface for days prior.

Dr. Caron answered that aeration at mid-water depths could be a feasible option to prevent future low oxygen events.

Mr. Guthrie appreciated the efforts of Dr. Caron and his team. He noticed that sea life has increased over the last few years.

Motion by Chairperson Tracy, seconded by Commissioner Jackson, to receive and file the Harbor Patrol report. Motion carried unanimously.

Motion by Chairperson Tracy, seconded by Commissioner Shaer to receive and file Dr. Caron's oral report. Motion carried unanimously.

## **HARBOR, BUSINESS, & TRANSIT DIRECTOR ITEMS**

### **Director's Report**

Highlights from Director Carmichael's report include:

- The Harbor Patrol facility project was approved by the State Lands Commission. The project will begin in the next couple of weeks.
- March 22, 2011 Strategic Plan updates: the Shade Hotel application will be presented to the Harbor Commission by June 30, the Mole B master Plan will be presented to City Council by August 15, designs and specifications for the Seaside Lagoon restroom will be complete by September 15, the bike master plan amendments will be presented to City Council by September 15, and an action plan for operational and financial improvements to Harbor and Pier parking will be presented to City Council.
- CIP projects update:  
Transit vessel moorings – recently approved by the Regional Water Board; Coastal Commission approval in the next 2 weeks; Army Corps of Engineer approval in May; stakeholder meetings, Harbor Commission, City Council and regulatory agency approvals to follow.  
Avenue of the Arts and Crafts ceiling project - will proceed through Memorial Day and continue after the summer.

Railing project - Avenue of the Arts and Crafts complete, working on Pier Plaza, police substation to follow.

Parking lot resurfacing - structure above arcade will be complete in 3 weeks.

Esplanade ribbon-cutting - scheduled for May 17.

Seaside Lagoon restroom design – plans and specifications will be presented to Harbor Commission in June 2011.

- Events:  
Resuming Thursday and Saturday concert series under consideration.  
Earth Day celebration at the Sea Lab on April 16.

In response to Commissioner Shaer, Director Carmichael answered that the Seaside Lagoon will open for this summer and that water quality requirements for future seasons are under discussion. He said that making Seaside Lagoon a year-round attraction is a goal.

Commissioner Munns reported that a resident emailed him to complain that a written Director's report was not provided in the agenda packet.

Director Carmichael responded that an oral report allows for reporting the most up-to-date information.

Assistant City Attorney Hickey clarified that the lack of a written Director's report does not violate any Brown Act requirements.

Commissioner Munns stated that he will respond back to the citizen that there is no expectation for that level of detail to be included in the posting.

Mr. Hansen appreciated Director Carmichael's oral report; and he encouraged him to send a written version for forwarding to the rest of the Harbor. Regarding the Strategic Plan, he requested to have a line inserted regarding the identification of potential launch ramp locations. He also said that only one of the recent Harbor Commission recommendations (regarding the bike plan) were added to the Strategic Plan.

Director Carmichael responded that all of the Harbor Commission recommendations did receive thorough discussion. He said the purpose of the Strategic Plan is to identify strategic goals for the next six months. He said the boat ramp project is being worked on and the railing project is ongoing. He said the repayment of the outstanding debt between the Tidelands and Uplands to the Harbor Center Redevelopment Agency is being addressed and questions such as where the loan stands regarding redevelopment and what can be done to expedite repayment of the debt are being posed to the redevelopment consultant.

Motion by Chairperson Tracy, seconded by Commissioner Cignarale, to receive and file the Director's Report. Motion carried unanimously.

## Update on Harbor Enterprise Business Plan

Director Carmichael said the Plan was approved in August 2010. He explained the key action actions: parking, financial management, infrastructure improvement, marketing, and asset management plan.

Commissioner Jackson said that the topic is extremely important; however he chose to hold his questions because of the late hour.

Motion by Commissioner Munns, seconded by Commissioner Jackson, to agendize a brief refresher and discussion on the Harbor Enterprise Business Plan at the next Harbor Commission meeting. Motion carried unanimously.

Motion by Chairperson Tracy, seconded by Commissioner Shaer, to receive and file the Harbor Enterprise Business Plan Powerpoint presentation document submitted by Director Carmichael. Motion carried unanimously.

## **MEMBER ITEMS AND REFERRALS TO STAFF**

### Subcommittee Reports

#### Boating Access and Safety Subcommittee

Commissioner Munns anticipated that the final list of stakeholders will be ready this month and the members will begin soliciting input.

Commissioner Bloss requested an agenda item for the next meeting to discuss the operating hours and history of the police substation at the Pier. She said the Business Plan lists a \$1.5 million expense from the Uplands Fund for the substation and a staff of six police officers.

Motion by Commissioner Bloss, seconded by Commissioner Munns, to schedule a discussion and update on the Pier police substation, including operating hours and history, at the next Harbor Commission meeting.

Director Carmichael responded that a Police Department staff member will attend the meeting to address the topic.

Commissioner Bloss' motion carried unanimously.

Motion by Commissioner Bloss, seconded by Commissioner Jackson, to hold a discussion at the next Harbor Commission meeting about the possibility of pursuing the installation of a stop light at the south end of the Pier bike path that would go on and off depending on the traffic condition. Motion carried unanimously.

Commissioner Jackson said that a more substantial discussion of the status of the boat launch is necessary, including options and the stakeholder process.

Director Carmichael answered that he will share past studies that have been conducted. He said that staff's commitment is to present a report to the Harbor Commission and City Council before the end of the third quarter to determine the best option for the boat launch location.

Commissioner Jackson preferred to discuss issues such as the boat launch in a broader context which, he said, is how master planning for the entire Harbor should be pursued.

Chairperson Tracy reported that the Beach Reporter contains an excellent article about the Harbor Patrol and their duties. He also complimented Dr. Caron for his informative presentation.

#### **ADJOURNMENT**

Chairperson Tracy adjourned the meeting at 11:55 p.m. to the next regular meeting on May 9, 2011 in the City Council Chambers.

Respectfully submitted,

Peter Carmichael  
Harbor, Business, and Transit Director



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# Administrative Report

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Commission Action Date: May 9, 2011

**To: MEMBERS OF THE HARBOR COMMISSION**

**From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR**

**Subject: CITY COUNCIL RECEIVED AND FILED THE APRIL 5, 2011 MONTHLY UPDATE TO THE STRATEGIC PLAN, WATER QUALITY IMPLEMENTATION MATRIX, GREEN TASK FORCE MATRIX AND MAJOR CITY FACILITIES PRIORITY LIST**

## **RECOMMENDATION**

Receive and file this report for informational purposes only.

## **EXECUTIVE SUMMARY**

This Administrative Report provides information on the April 5, 2011, monthly status updates to the City Council.

## **BACKGROUND**

On April 5, 2011, the City Council received and filed the monthly updates to: 1) the Strategic objectives established at the Strategic Planning Session held on March 22, 2010; 2) the Water Quality Implementation Matrix; 3) the Green Task Force Priority Matrix; and 4) the Major City Facilities Priority List. The April 5, 2011, Administrative Report (see attached) includes the matrix update for each category.

## **COORDINATION**

Department staff coordinated with the City Clerk's office on the preparation of this report.

## **FISCAL IMPACT**

The cost for preparing this report is included within the Harbor, Business & Transit Department's adopted FY2010-11 annual budget and is part of the Department's annual work program.

Submitted by:

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Pete Carmichael, Harbor, Business & Transit Director



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# Administrative Report

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Action Date: April 5, 2011

To:           **MAYOR AND CITY COUNCIL**  
From:         **BIIL WORKMAN, CITY MANAGER**  
Subject:      **ADOPTION OF STRATEGIC PLAN**

## **RECOMMENDATION**

1) Adopt the 2010-2013 City of Redondo Beach Strategic Plan six-month objectives established at the Strategic Planning Workshop held on March 22, 2011; and 2) Set the date of September 14, 2011, for the next Strategic Planning Workshop.

## **EXECUTIVE SUMMARY**

The attached contains the results of the March 22, 2011 Strategic Plan Workshop.

At the Workshop, the Council reviewed the five (5) three-year goals for 2010-2013 as follows (not in priority order):

- Improve financial viability and expand economic opportunities
- Improve public facilities and the infrastructure
- Increase organizational effectiveness and efficiency
- Maintain a high level of public safety
- Vitalize the Harbor and Pier areas

As part of the review process, the Council established six-month objectives related to the five (5) strategic goals set in September, 2010 for the 2010-2013 Strategic Plan. A date for the next Strategic Planning Workshop was tentatively scheduled for September 14, 2011.

## **BACKGROUND**

On Tuesday, March 22, 2011, the City Council held a Strategic Planning Workshop at the Main Library. Facilitated by Marilyn Snider and Associates, and attended by the Mayor, Council Members and executive staff, the Workshop consisted of a review of the three year goals for 2010-2013; an analysis of strengths, weaknesses, opportunities and threats; and development of the new six-month objectives for each of the five goals.

Once the Council adopts the updated plan, staff will provide status reports on the six-month objectives on a monthly basis.

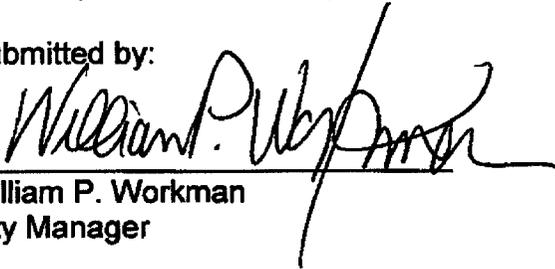
**COORDINATION**

Each department responsible for specific objectives within the plan has reviewed the document and provided support for this recommendation.

**FISCAL IMPACT**

Funds for activities related to Strategic Planning are budgeted in the Mayor and City Council portion of the Adopted FY 2010-11 Budget.

Submitted by:



William P. Workman  
City Manager

Attachment:

- 2010-2013 Strategic Plan and Six Month Objectives

C I T Y O F R E D O N D O B E A C H

**STRATEGIC PLANNING RETREAT**

**March 22, 2011 • Redondo Beach Library**

Marilyn Snider, Facilitator – Snider and Associates (810) 831-2904  
Gail Taubol, Graphic Recorder – Taubol Design (925) 376-8151

**MISSION STATEMENT**

**The City of Redondo Beach is committed to providing the finest services to enhance the quality of life for those who live, work, visit and play in our community.**

**VISION STATEMENT**

**Redondo Beach will be the most livable, friendly and attractive California beach city.**

**CORE VALUES**

*not in priority order*

**The City of Redondo Beach values . . .**

- ♦ *Openness and honesty*
- ♦ *Integrity and ethics*
- ♦ *Accountability*
- ♦ *Outstanding customer service*
  - ♦ *Teamwork*
  - ♦ *Excellence*
- ♦ *Fiscal responsibility*

**THREE YEAR GOALS**

*2010-2013 • not in priority order*

- ▶ **Improve financial viability and expand economic opportunities**
- ▶ **Improve public facilities and the infrastructure**
- ▶ **Increase organizational effectiveness and efficiency**
- ▶ **Maintain a high level of public safety**
- ▶ **Vitalize the Harbor & Pier areas**

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
Wednesday, March 23	City Manager	Distribute the retreat record to those unable to attend.
Within 48 hours of receipt	All recipients	Read the retreat record.
March 30, 2011	City Manager, Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By April 11, 2011	City Manager	Distribute the Strategic Plan to all employees on the email system.
At the April 15, 2011 City Council Meeting	Mayor, City Council	Present the updated Strategic Plan, with the new Three-Year Goals, to the public.
By April 30, 2011	Department Heads	Present and discuss the updated Strategic Plan with staff.
Monthly	Mayor, City Council, City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Objective Monitoring Matrix to the City Council, Management Team and Commissions.
September 14, 2011 (Wednesday) 8:00/8:30 - 3:30	Mayor, City Council, City Manager and Management Team	Strategic Planning Retreat to: - assess progress on the Strategic Plan - develop objectives for the next 6 months

# CITY OF REDONDO BEACH STRATEGIC OBJECTIVES

March 22, 2011 to September 15, 2011

ACM=Asst. City Manager    FS = Financial Services    HBT=Harbor, Business and Transit    PWP=Public Works    RCS= Recreation and Community Services

<b>THREE-YEAR GOAL: IMPROVE FINANCIAL VIABILITY AND EXPAND ECONOMIC OPPORTUNITIES</b>					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. June 1, 2011	City Manager	Host a business development workshop with Chengdu, China in Redondo Beach.			
2. June 1, 2011	ACM	Present to the City Council for action a revised hotel leases, with financing, for the Marine Ave. site.			
3. June 30, 2011	ACM, working with the Mayor and City Council	Engage employee associations on PERS financial viability and identification of options for the future.			
4. August 1, 2011	FS Director	Make available employee electronic access to their pay stubs.			
5. Sept. 1, 2011	HBT Director	Complete and present to the City Council for action a multi-city, multi-year Beach Cities Transit (BCT) cost sharing agreement.			
6. Sept. 1, 2011	City Manager, working with the Artesia Blvd. Working Group	Complete and present to the City Council for action a Strategic Plan for Artesia Blvd.			
7. Sept. 1, 2011	City Manager, working with an interim	Complete the Customer/Visitor Study Phase II and present results to the City Council.			
8. Sept. 15, 2011	Planning Dir., working with the South Bay Council of Governments	Using grant funds, commence an Artesia Corridor Revitalization Study and report progress to the Planning Commission and the City Council.			
9. Sept. 15, 2011	ACM	Complete Phase I of the Galleria Opportunities Progress Report and present a report to the City Council.			

### THREE-YEAR GOAL: IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET / REVERSED	
By the April 19, 2011 City Council meeting	RCS Dir.	Present to the City Council for consideration the MOU for construction of the Veterans Park band shell replacement.			
On May 17, 2011	City Engineer	Host a ribbon cutting ceremony for the Esplanade Streetscape Project.			
At the May 17, 2011 Council meeting	City Engineer, working with the Public Works Dir. and Planning Dir.	Present to the City Council for consideration a design for streetscape improvements at Carnelian and PCH, consistent with Vitality City Program Walkability and bikeability principles.			
June 1, 2011	City Engineer	Initiate construction of the new Harbor Patrol facility.			
June 1, 2011	Planning Dir. and RCS Dir.	Participate in the RHMA (Regional Housing Needs Assessment) allocation process and report the results to the City Council.			
On June 14, 2011	City Engineer, working with the Public Works Dir.	Provide a Wastewater/S Stormwater Workshop for the City Council and obtain further direction from the City Council for funding.			
June 30, 2011	ACM	Present to the City Council for consideration recommendations for the commitment of Low and Moderate Income Housing Funds.			
June 30, 2011	RCS Dir.	Relocate the RCS Dept. to 1922 Artesia Blvd.			
Sept. 15, 2011	RCS Dir., working with the City Attorney	Present to the City Council for consideration agreements for the use of the Edison rights-of-way.			
Sept. 15, 2011	Fire Chief -- lead, Public Works Dir., and RCS Dir.	Determine the feasibility of having a privately funded barbecue area in Andersen Park and present the results to the City Council for direction.			

**THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY**

WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. At the April 19, 2011 and July 19, 2011 City Council meetings & quarterly thereafter	City Manager, working with the Beach Cities Health District	Participate in the Viability City Program and provide updates to the City Council.			
2. May 1, 2011	ACM	Develop an organization-wide Employee Training Plan and Calendar.			
3. June 1, 2011	I.T. Dir. and ACM	Develop and present to the City Council for action, as part of the 2011-2012 budget, a recommendation to improve the management and maintenance of the city's website.			
4. July 1, 2011	Planning Dir., working with the Police Chief	Recommend to the City Council for consideration a policy regarding the use of food trucks during special events and TULP (Temporary Use Permit) activities.			
5. Aug. 1, 2011	City Clerk - lead, I.T. Dir, City Engineer	Develop plans for Phase II of Council Chambers improvements, including automation of the agenda process.			
6. At the Sept. 6, 2011 City Council meeting	City Manager and ACM	Report the results to the City Council of an update of the Succession Plan.			
FUTURE OBJECTIVE	Executive Team (City Manager - lead), working with high-per-forming organizations (e.g. Disney, Apple, Cisco of Anaheim and Irvine)	Develop and present to the City Council an interagency best practices exchange program to consult with the city on organizational effectiveness and efficiency.			

**THREE-YEAR GOAL: MAINTAIN A HIGH LEVEL OF PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. July 1, 2011	Fire Chief	Assist with the re-evaluation of the city's fire insurance rating that is performed by the U.S. Fire Administration Insurance Services Office Director and report the results to the City Council.				
2. At the Aug. 16, 2011 City Council meeting	Planning Dir., working with the Police Chief and City Attorney	Present to the City Council for action an ordinance modification for a message permit process, existing business license process and nuisance ordinance.				
3. Sept. 15, 2011	Planning Dir., working with the Police Chief and City Attorney	Present to the City Council for action an ordinance updating the city's property maintenance ordinances (e.g., relating to vacant lots, vacant business and abandoned buildings).				
4. Sept. 15, 2011	Police Chief - lead, Fire Chief, Library Dir., City Engineer	Coordinate the installation of an emergency generator at the Main Library for EOC (Emergency Operations Center) expansion.				
5. Sept. 15, 2011	Fire Chief	Design and implement a table top drill to familiarize city staff, the City Council and outside agencies with their roles and responsibilities during citywide emergencies.				
6. Sept. 15, 2011	Police Chief and Fire Chief	Develop and present to the City Council a Response and Recovery Plan for Critical Incidents involving the threat of violence in a city facility.				

**THREE-YEAR GOAL: VITALIZE THE HARBOR & PIER AREAS**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVERSED	
1. June 30, 2011	HBT Dir. and Planning Dir.	Present the Shade Hotel applications to the Harbor Commission for approval.				
2. Aug. 15, 2011	HBT Dir. - lead, City Engineer, Planning Dir., RCS Dir.	Complete the Mole B/Moonstone Park Master Plan and present it to the City Council for action.				
3. Sept. 15, 2011	City Engineer - lead, RCS Dir.	Complete design and specs for a new Seaside Lagoon restroom.				
4. Sept. 15, 2011	City Engineer -lead, Planning Dir., HBT Dir., with input from the Bicycle Coalition and the Vitality City Program	Recommend amendments, if needed, to the Radonho Beach Bike Master Plan and present to the City Council for action.				
5. Sept. 15, 2011	HBT Dir.	Present to the City Council for action a plan for operational and financial improvements to Harbor and Pier parking.				

## **S.W.O.T. ANALYSIS**

**Strengths – Weaknesses - Opportunities - Threats**

### **ACCOMPLISHMENTS OF THE CITY OF REDONDO BEACH SINCE THE SEPT. 28, 2010 STRATEGIC PLANNING RETREAT**

#### **Brainstormed List of Perceptions**

- **Passage of Measure G**
- **Passage of Proposition 22**
- **Hired a new Assistant City Manager**
- **Hired a new Harbor, Business and Transit Director**
- **Signed a new lease with Shade Hotel**
- **Signed a lease for a new Park and Rec building**
- **Focused on pipeline safety**
- **Received a planning grant for Artesia Blvd.**
- **Received unqualified (no audit comments/findings) city and single (for federal grants) audits**
- **Awarded employee recognition bonuses**
- **Initiated participation in the Vitality City program**
- **Hired three police officers to fill vacancies**
- **Responded to the (Japan) tsunami's impacts**
- **Removed and recycled 175 tons of sardines that died in the harbor**
- **Signed a new trash contract**
- **Filled a sinkhole**
- **First all-mail ballot**
- **Started the Esplanade renovation**
- **Passed an oversized vehicle ordinance**
- **Approved Marine Ave. hotel development**
- **Kept the Lagoon open for another summer**
- **Massage moratorium**
- **Stabilized city finances**
- **Awarded the contract for the Harbor Patrol's replacement facility**
- **Completed and dedicated the Veterans' Park Memorial**
- **Implemented new Purchasing policies and procedures**
- **Installed a new sign on Palos Verde Blvd.**
- **Implemented GASB 54**
- **Rolled out Microsoft Outlook and new desktop computers**
- **Installed a new turf field at Aviation Park**
- **Kept Rocky Point open for fishing through the MLPA process**
- **Completed the Alta Vista Stormwater Recycling Project**
- **Coastal Commission certified our Local Coastal Plan**
- **Resurfaced Prospect Ave.**
- **We're in the middle of the Mole B planning process**
- **Adopted PERS (Public Employees Retirement System) reform platform**
- **Completed the emergency response to the fish die-off**
- **Purchased servers and software for the Enterprise Video Surveillance System**
- **Advised community groups regarding potential locations for community gardens**
- **Purchased replacements for remaining gasoline buses in the BCT fleet**
- **Completed the draft Citywide Sewer and Stormwater Master Plan**
- **Removed antiquated modular buildings from Andersen Park**

- Approved and implemented the new, award-winning, city brand
- Completed the Homeless Census
- Approved the construction and installation of LED streetlights
- Initiated discussions to improve trash pick-up on challenging streets
- Amended city parking standards to promote business
- Coordinated over 700 volunteers with CERT for the fish clean-up
- Awarded the design contract for the Redondo Transit Center
- Dedicated new tennis courts at Alta Vista
- Commenced construction on South Bay Marketplace
- Dedicated new public art murals at Alta Vista
- Approved the band shell replacement
- Completed George Freeth Plaza
- Completed Sapphire storm drain
- Started the remodel of Dale Page and Dominguez Park restrooms

## **THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES**

### **Brainstormed List of Perceptions**

- Lack of Code Enforcement staff
- City staff retirements
- Insufficient funds for maintenance and upgrading of the city's website
- Short staffing reduces flexibility as needs arise
- Insufficient funds to upgrade city facilities
- Ongoing need for labor concessions
- Funding PERS costs
- Lack of city-owned property
- Lack of depth in succession planning
- Workers Comp costs
- Public Safety facilities are obsolete
- Lack of infrastructure maintenance
- Escalating employer health care and related costs
- Lack of funding
- Lack of park open space
- Challenge of adequately preparing current and future employees for succession planning
- Loss of experienced staff through retirements
- Lack of AES repowering strategies
- Lack of funding to meet service and capital needs
- Insufficient human capital, especially clerical
- Public unable to navigate the city's phone system
- Thinly-stretched staff
- Lack of a bike path plan through the harbor

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR**

### **Brainstormed List of Perceptions**

- Corporate and individual generosity
- Opening stores in South Bay South
- Increased consumer confidence
- Asian interest in investing in Redondo Beach and South Bay
- Northrup Grummon expansion
- Improved quality of labor/candidates pool
- People showing up to help with emergencies and projects, e.g., fish clean-up, park improvements, Share Fest

- **Vitality City Program infusion of money and programs**
- **Reinvestment in our Harbor by outside investors**
- **Positive press (e.g., fish crisis)**
- **Department of Fish and Game stated that the emergency response to the fish crisis was the best in 28 years**
- **Improving economy**
- **Potential for collecting online sales taxes**
- **Increase in tourism**
- **New political leadership**
- **Positive community interest in Redondo Beach – the greatest in years**
- **Cooperation among South Bay cities**
- **Additional public art donations**
- **South Bay Bicycle Coalition**
- **Reinvestment in South Bay Galleria**
- **MTA's accelerated public transit expansion**
- **Our Water Quality Task Force**
- **Japan's disaster (earthquake & tsunami) could teach us lessons**

**EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR**

**Brainstormed List of Perceptions**

- **Potential inflationary pressures caused by Mid East political changes (e.g., in Libya)**
- **High price of food**
- **Increased medical costs**
- **State take-aways**
- **Loss of Redevelopment Agency funds**
- **State and federal budget deficits**
- **Rising interest rates**
- **Potential loss of Workforce Investment Act funds**
- **State withholding of grant fund disbursements**
- **Take away of POST – police training funds**
- **Release of state prisoners**
- **Increased health care costs**
- **Rising PERS costs**
- **Relocation of businesses outside of California**
- **Expiration of QE2 (Quantitative Easing)**
- **Rising price of oil and gas**
- **Dysfunctional state legislature**
- **Aging of the population**
- **Earthquakes**
- **Japanese economic disaster and reconstruction**
- **Increased U.S. participation in global conflicts**
- **Potential loss of federal housing and CDBG funds**
- **New stormwater regulations**
- **Unfunded NPDES requirements**
- **Defunded mandates**
- **Increased monitoring elements for the Seaside Lagoon**
- **Lack of confidence due to the City of Bell**
- **Deferral of disbursements of state money to cities**
- **Red tides**
- **Another tsunami**



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# Administrative Report

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Commission Action Date: May 9, 2011

**To: MEMBERS OF THE HARBOR COMMISSION**  
**From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR**  
**Subject: PIER POLICE STAFFING**

## **RECOMMENDATION**

Receive and file this report.

## **EXECUTIVE SUMMARY**

Per referral to staff, this is a summary of staffing coverage for the Redondo Beach Police Pier Sub-station.

## **BACKGROUND**

Police staffing for the pier sub-station is scheduled to match peak activity particularly with regard to the areas bars and restaurants. Staffing levels vary throughout the year, with a smaller staff during non-summer months and additional officers from mid June to Mid September, during the busier summer months.

Police staffing during non-Summer months covers three days per week, Friday through Sunday, again with a schedule to match activity level particularly at the bars and restaurants. Staffing ranges between one and two officers on duty during this time.

During summer months, as activity grows at the pier, additional officers are staffed such that full weekday coverage is provided. During the summer, officers are on site at the pier every day of the week, with more robust coverage and multiple officers to match activity levels at bars and restaurants at nights and evenings.

## **COORDINATION**

The preparation of this report was coordinated with the Police Department

## **FISCAL IMPACT**

The cost for preparing this report is included in the adopted Fiscal Year 2010-11 annual budget and is part of the Department's annual work plan.

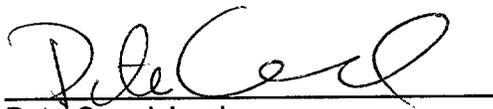
**Administrative Report**

Pier Police Staffing

Page 2

**May 9, 2011**

Submitted by:

A handwritten signature in black ink, appearing to read "Pete Carmichael", written over a horizontal line.

Pete Carmichael

Harbor, Business & Transit Director



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# Administrative Report

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Commission Action Date: May 9, 2011

To: MEMBERS OF THE HARBOR COMMISSION  
From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR  
Subject: PIER BIKE LANE TRAFFIC CONTROL LIGHT

## RECOMMENDATION

Receive and file for informational purposes only.

## EXECUTIVE SUMMARY

At the April 11, 2011 Commission meeting, the Commission asked for a report on the possibility of installing a stop light at the south end of the Pier.

## BACKGROUND

The bike path on the beach south of the Pier continues through the Pier and Pier Parking Structure. At the south approach to the Pier, the amount of pedestrians caused the need for bicycle riders to dismount and walk their bikes through this area to avoid the possibility of collisions and the resulting injuries.

Within the parking structure, bicyclists traveling south into the "walk your bike" area encounter a flashing red light to warn of the need to dismount. Along the beach, bicyclists traveling north encounter signage displaying the requirement to walk their bikes.

According to staff in the Engineering and Building Services Department, there has not been a recent study for the installation of a flashing red light on the south end of the "walk your bike" area. Such a study would begin with the task's appearance within the Annual Budget work plan, the Capital Improvement Project program, or the City's Strategic Plan.

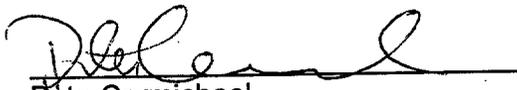
## COORDINATION

Department staff consulted with the Engineering and Building Services Department on this matter.

## FISCAL IMPACT

The cost for preparing this report is included in the adopted Fiscal Year 2010-11 annual budget and is part of the Department's annual work plan.

Submitted by:

  
Pete Carmichael  
Harbor, Business & Transit Director



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# Administrative Report

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Commission Action Date: May 9, 2011

To: MEMBERS OF THE HARBOR COMMISSION  
From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR  
Subject: DIRECTOR'S REPORT

## RECOMMENDATION

Receive and file a report from the Harbor, Business & Transit Director on current and upcoming Harbor Department projects and activities.

## EXECUTIVE SUMMARY

An oral report will be provided by the Harbor, Business & Transit Director at the Commission meeting on current and upcoming Harbor Department projects and activities.

## BACKGROUND

Periodic reports from Harbor, Business & Transit staff help keep members of the Commission informed of the status of general Harbor operations. The Director's report will provide information on current and upcoming department projects and activities.

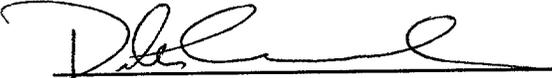
## COORDINATION

Department staff collaborated on the development of this report.

## FISCAL IMPACT

The cost for preparing this report is included within the Harbor, Business & Transit Department's adopted FY2010-11 annual budget and is part of the Department's annual work program.

Submitted by:



Pete Carmichael  
Harbor, Business & Transit Director



**SIGNIFICANT EVENTS FOR THE YEAR 2011**

**NOTES:**

1/24/11-1/28/11- HOSTED A STATE SPONSORED CLASS(BASIC BOAT HANDLING) WITH 16 STUDENTS FROM ALL OVER THE STATE

NO SIGNIFICANT EVENTS FOR FEBRUARY

3/7/2011- HIGH WIND EVENT GUST TO 35 KTS- NO KNOWN DAMAGE TO VESSELS

3/8/11-3/13/11- MASSIVE DIE OFF OF SARDINES PRIMARILY IN BASIN 1, 140 TONS OF FISH REMOVED FROM AREA AND SHIPPED TO VICTORVILLE FOR FERTILIZER

3/11/11-3/13/11-DUE TO AN EARTHQUAKE IN JAPAN, HARBOR PUT ON TSUNAMI ADVISORY, WE RECEIVED NUMEROUS SURGES UP TO 4 FT. AND SUFFERED DAMAGE TO X DOCK KING

HARBOR, (\$25K) AND HAD TO RELOCATE 4 VESSELS, 5 HARBOR BUOYS MOVED BY SURGES AND ONE DESTROYED, 5 PATROL VESSELS USED DURING INCIDENT FOR ALMOST 60

HOURS, NUMEROUS VESSELS WERE RESTRICTED TO OUTSIDE OF THE HARBOR DURING THE INITIAL SURGES AND THEN ESCORTED TO THEIR SLIPS BY PATROL VESSELS, HARBOR

WAS CLOSED DOWN FOR 3 DAYS FOR MOST VESSELS.

3/28/11-VESSEL ALMOST COMPLETELY SUBMERGED ON A DOCK KING HARBOR. VESSEL RAISED USING LIFT BAGS, VESSEL PROBABLY HAD TOO MUCH RAIN WATER ACCUMULATED

**4/10/11-OPENING DAY AT ALL 3 YACHT CLUBS**

**4/10/11-RESPONDED TO A REPORTED DROWNING AT KING HARBOR MARINA, VICTIM RESCUSITATED AND TAKEN TO HOSPITAL**



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# Administrative Report

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**Council Action Date: May 9, 2011**

**To: MEMBERS OF THE HARBOR COMMISSION**  
**From: SARA RUSSO, INTERN TO THE CITY MANAGER**  
**Subject: CUSTOMER/VISITOR RESEARCH REPORT**

## **RECOMMENDATION**

Receive and file the report on customer/visitor research.

## **EXECUTIVE SUMMARY**

Redondo Beach is a busy location for locals and tourists visiting our restaurants, stores, and Waterfront. The Harbor Enterprise Business Plan identified the need for the city to better understand our customers visiting the community. The report describes nine benchmarks of what it takes to successfully attract and retain local and tourist visitors.

## **BACKGROUND**

The purpose of this report is to describe the findings and benchmarks for successfully attracting and retaining local and tourist visitors to Redondo Beach with a specific focus on the City's Waterfront destination. This is the first of a two phase report. The second phase is intended to provide specific recommendations.

Research has already been conducted that aids in the assessment of better understanding our customers visiting the community.

In 2009, Campbell Rinker of Marketing Research for the Nonprofit World, conducted research studies of inquirers and visitors. The report divulged critical information needed to understand who was seeking us out as a destination location and what they were doing once here. The research revealed: attitudes and perceptions, communication findings, length of stay, percentage of visits per month, reasons for visiting, and a few other components. To better understand customers and visitors this information serves as a backbone for this study.

A brand strategy report was performed by brandStrata in 2009. This research exposed: a target audience profile, competitive class positioning, site audits of King Harbor, The Pier and the Riviera Village, a visual audit regarding our communication via signage and the website, an audit of streetscape and landscape, and other vital information. This report helps support findings and benchmarks identified in the customer/visitor research.

To aid in the determination of the benchmarks, it was necessary to determine current trends of customers/visitors. One element trending in the tourism industry is instant gratification. People

want information at their fingertips. Knowing what people want and by saying as little as possible is the most attractive way to capture an audiences' attention and satisfy their immediate need for information.

Second trend is value vacations. People want an experience that they can recall and have an emotional connection to. They want to know what benefits them by traveling to your community. Creating opportunities that are value based increase tourist satisfaction. Tourist satisfaction is important for a destination to be regarded as successful because it influences the choice of destination, the consumptions of products and services, and the decision to return.

Micro vacations are also a top trend, especially in California. The primary attraction in California for residents is weekend getaways. The micro vacation-two or three days off- can embrace the values of the California resident by offering convenience and comfort.

Another trend to be aware of is the rise of apps. Apps can provide helpful infographic information for customer and visitors using smartphones. What everybody likes best, though, is how apps routinely come to their rescue. They provide information on the spot.

Friendtelligence/social media are also top trendsetters. People are no longer talking to the brand who is offering the goods, instead they are now talking to family members, friends, co-workers, etc., about where to travel, dine, shop, and play. To obtain friendtelligence, people are taking to the web to have their conversations. Social media networks like Facebook and Twitter are tools that foster the opinions and comments of those that have experienced a particular product. Reviews heavily influence a consumer's decision.

Last important trend to note is the most popular trip activity for adults -shopping. 81% of travelers reported shopping for leisure purposes. 77% of those shoppers often spent money on clothes or shoes for themselves or others, rather than on souvenirs. Shoppers that did spend money on souvenirs shopped for arts and crafts pieces. According to the USTA, 22% of leisure travelers shop for such items.

### #1 Target Group

Identify the target group. By recognizing and then understanding the target group, there is an opportunity to fine tune strategies to have the most optimal impact in attracting customers/visitors to Redondo Beach. Specifically, there is a need to study the lifestyle of the target group. Recognizing their leisure activities, wants, needs, desires in a destination location ensures that marketing efforts, promotional strategies, advertising (print, online, mobile, outdoor), mailing/email lists, website, press release, social media tools (Facebook, Twitter, YouTube, Foursquare, blogs) are all communicating the same message to attract customers/visitors to Redondo Beach. Identifying the group provides information that is important to understanding their leisure activities and how they spend their retail dollars as tourists. A visitor profile assessment done monthly is typically used to obtain this data. Once this

assessment is completed, segmenting the groups by categories occurs to help specify certain marketing tools and techniques to capture the groups' attention.

## #2 Market

Other waterfront competitors in California and who/what Redondo is are two areas that need to be considered when making decisions that would promote the destination location. First, researching and monitoring competitors is a tool to successfully understand the purchasing preferences of many tourists. Knowing the goods, services, and marketing strategies of the competitors provides an opportunity to assess the latest purchasing trends.

Periodic trips and seasonal updates of the competitors' marketing efforts potentially creates a marketing opportunity for the destination location to take advantage of. It further allows for the location to stay current with trends and tactics in the tourism industry. Quarterly reports are often used.

Secondly, Redondo needs to understand itself. A regularly updated inventory list of all attractions needs to be assembled in order to provide optimal marketing efforts from different categories of interest that might influence a variety of target audiences' appeal to the city. The inventory list should include all businesses that are tourism related as well as all annual city events, bike routes, parks, destination's history, culture, etc. Identifying, describing, and illustrating with photographs of all the tourism potentials offered to attract visitors and compete with rivals, assists with marketing efforts in selling a destination.

## #3 Location

The offering of a destination's product is designed on an understanding of a destination's tourism resources. These include: natural resources, infrastructure, superstructure, traffic, parking spaces, and local transportation.

Redondo Beach is unique in its location and offers positive attributes that can excite customers and visitors looking to experience a seaside community. It is one of the few waterfront destinations that has both a Pier and a Harbor. Visitors can spend a day at the beach and then the next day go for a ride on a boat. The city provides several water sport and recreational activities including: Seaside Lagoon, SEA Lab, biking, surfing, fishing, and more.

The city is also very close to LAX and can capture a variety of groups entering LAX from domestic and international flights.

Off the coast there is also the Redondo Canyon revealing an underwater world experience for those who enjoy scuba diving and snorkeling.

In addition, also take advantage of CA weather to attract east coast tourists who want to escape cold, wet winters. Offering outdoor experiences like sidewalk sales, arts and craft markets are ways to draw in all types of people who may differ from the target group. People want to be where they see other people congregating. It is important to bring outdoor environments to life.

There are a few negatives due to Redondo Beach's location. First is the distance from the 405 freeway. The Waterfront destination isn't easily accessible to travelers who are unfamiliar with the area. There also isn't enough signage that assists the unfamiliar travelers from the 405 freeway to the Waterfront. Navigating an appropriate route that doesn't confuse the travelers and provides enough direction is something to consider. Typically, a traveler will look for consistency in signs when they are looking for a particular attraction. Signage should be large enough to see so that it visually aids the visitor to a destination attraction.

There also aren't enough North and South roadways that connect to Redondo Beach. The limited access in these directions doesn't make the city accessible and may be inconvenient to travelers who are unfamiliar with the area. Because of the limited north/south roadways that means PCH gets heavily congested, especially with those unfamiliar to the area. PCH is a very common route for most California residents looking to travel with a scenic view. Locals and tourists can get easily frustrated with limited street paths to a certain area in a city because it means spending more time in traffic.

#### #4 Appearance

Appearance can strengthen an area's identity and sales. Curb appeal accounts for 70% of sales at attractions. It should also be noted that tourists base their return to a destination also by the destination's look. Improving regular maintenance schedules keeps the City looking fresh and clean.

Public spaces should feature landscaping and amenities such as fountains or pleasant seating in a distinctive context. The public environment must also be clean and attractive. Flowers, shrubs, and trees are helpful and must be well maintained.

Buildings/infrastructure must be clean, with awnings and signs well designed for the community and properly maintained. Vacant and/or deteriorating building gives the impression that the city is headed in the wrong direction. It does not visually please the customer and can have a negative impact on their experience.

The destination's website also plays a vital role in a City's image. Updating, re-imaging, and revitalizing are tactics used to re-fresh a look.

## **#5 Experience**

A customer/visitor's first experience with a destination will mostly be through the internet via the destination's website where they have an opportunity to form an opinion-good, bad, or indifferent. Tourism-related businesses need to invest, maintain, and update a website, because over time the customer begins to form a picture of the reoccurring experience. Ultimately this means they are forming the image of the brand and its values. The website should be treated as a 24 hour brochure. Through this touch point customers want an experience that doesn't overwhelm them. Don't provide more information than needed, if interested they will look for content information. Provide information that is of value.

Utilize the brand program to enhance the Redondo Beach experience. Once hooked on the destination, the customer/visitor begins to look for an authentic experience. This begins the branded customer experience. Authenticity is defined as 1) wanting to experience a different way of life, 2) a manifestation of the identity of a people or a group of people, 3) customs and traditions: examples of how a destination differs from one's own; a window onto its culture, heritage, history, and identity, 4) the opposite of globalization and its resulting standardization, 5) the discovery of places that remain untouched by modernism and still maintain traditional methods and ways of life, and 6) travel with added value and quality of experience.

Creating events, tours, hands-on educational/cultural experiences relating to the destination attract visitors, because it embraces the authenticity element many travelers desire for today. The quality aspect of an experience can be defined as attention to detail and exceeding customer/visitor expectations. Exceeding expectations usually comes in the form of events. Events offer an opportunity to expand into different market segments and attract new customers/visitors and excite the locals. It also helps local businesses during slower seasons of the year. There is an opportunity for destinations to look into sponsor based hosted events. Big sponsors can also capture a different market segment because they may already have a large base of people who are loyal to their brand. Partnering with brands that have a large support base can benefit destinations looking to reach out and expand their target groups. Building relationships with new market segments aids in building the destination reputation. A new band of brand loyalists can be the most powerful source of word-of-mouth marketing, brand advocacy, and brand guardianship.

Quarterly assessments of the destination's experience are suggested to ensure customers/visitors are receiving the best benefits offered by the destination. The experience should also change slightly with promotional strategies that happen seasonally.

### # 6 Products/ Services

Pay attention to the needs and wants of the target group. Personalize to the target groups' needs. If the target group likes spending time in the sun, provide rentable umbrellas and chairs so that they can enjoy the beach more comfortably. People are willing to pay a little more for personal attention. Encourage existing businesses to expand their product lines or encourage the development of new retail businesses to fill retail gaps and complement other retailers in the community.

Also, continue to seek new developers, suppliers, store and dining options to provide a variety of choices for the visitor. A variety of choices ultimately aids the destination in ensuring they are providing the wants and needs of the groups traveling to their location. Finally, stay up with current trends, especially with ones connected to the target group. It will keep them coming back and in the long run potential brand ambassadors who show loyalty to the brand by returning as guests.

### # 7 Pricing

Don't just compete on prices. To attract the customer/visitor, realize they are looking for vacations with value and that will ultimately benefit them. People are willing to purchase goods at a cost, but just remember to be reasonably priced. Offering a complimentary service like shuttle services from the hotel to the Galleria mall might be appealing to the tourist shopper who wants to shop and not worry about transportation. Retail businesses should also be conscious that not everyone in the target group has the same financial income. Selling affordable products and/or services in all stores makes the City travel shopper friendly to all.

### #8 Convenience/ Ease of Access

Technology had changed the traveling destination industry environment tremendously. Now, more than ever, social media tools like Twitter, Facebook, YouTube, and Foursquare are becoming essential to anyone in the tourism industry. People are no longer talking to the brand who is offering the goods, they are now talking to family members, friends, co-workers, etc., about where to travel, dine, shop, and play. Participating in these conversations allows the City to hear their comments and inquire about their experiences. Taking that information/feedback allows the City to then adjust its efforts to ensure people are having a positive experience each time they visit. Facebook, Twitter, and YouTube all offer the best ROI, they are flexible and easy to use, and they are what people pay attention to. Most businesses use these tools to attract customers and maintain their loyalty by offering, for free, something of value and establishing a sincere and long term connection with them,

Customer engagement is not a fad, it's here to stay. Look at opportunities to reach out. Mobile apps, advertising that has an emotional attachment to the brand, improving bike lanes between neighboring cities, water way connections between the Pier and Harbor, a booking box that

allows customers to book their hotel reservations, post already made vacation packages on the website, etc. These are a few examples of engaging with customers and reconnecting on a different level.

Web-content is also important when it comes to talking about convenience. The information provided on the website should be the least most effective information. Instant gratification is a popular trend rising in today's tourism industry. Knowing what people want and by saying as little as possible is the most attractive way to capture an audiences' attention.

Another component to recognize is the importance of keeping regular or set hours in relation to area attractions. Erratic hours of operation are not acceptable to customers or visitors. Operating hours should be coordinated among businesses and based on what is most convenient for the customer.

In addition, offer rental items. Offering appropriate rental equipment for area recreational activities allows the possibility of seeing an increase in traffic and sales. It should also be noted that providing clean restrooms are an important component to the convenience objective, because it makes a positive statement about the business or attraction. It can also draw customers into stores to purchase gifts and convenience items. Some stores have even become known for their bathrooms and have become regular stops for bus tour groups and older travelers due to their reputation.

### #9 Marketing

Appeal to the senses. Customers like to feel "emotionally bonded" to a brand. More than ever consumers do not believe everything they hear. A need to prove a marketing claim suggests showing the product and/or service. Customers want to see what is in it for them. Scenic imagery needs to promote a critical emotional connection with the audience.

The brand campaign also makes sense here. Use the tagline "more to sea" as a motivation tactic to attract customers/visitors. Selling the city to visitors should respond to seasonal market changes, and with a tagline of "more to sea," there are unlimited amounts of opportunities to advertise to target groups. Take advantage of the city's brand campaign by incorporating consistent application of logos, type, color, and imagery which permits recognition and recall. The marketing materials should not have mixed messages and inconsistent visual approaches- it makes it more confusing and the audience may question the value of the product and/or service. Current efforts are needed to streamline marketing efforts.

Consider the creation of a tourism marketing district. A tourism marketing district allows lodging and other tourism related owners to organize their marketing efforts to increase tourism. Communicating a message that is shared between all businesses in Redondo Beach permits a streamline in marketing efforts. A tourism marketing district would also allow this industry- which

May 9, 2011

is driven by marketing efforts- an opportunity to create stable funds that won't be subjected to governmental budget reductions. Throughout California, these districts have raised in excess of \$100 million for destination marketing programs. They are raising funds above-and-beyond those cut from local government marketing budgets.

Mobile phones will overtake PCs as the most common web access device worldwide by 2013. There is a great opportunity to explore and utilize mobile marketing to enhance marketing efforts done by a destination.

Lastly, do anything and everything to reach the customer: press releases, social media tools, create a Redondo Beach blog, print ads, e-blasts, outdoor advertising, postcard mailings, promotions, etc. The more the city's name reaches the public, the easier customers and visitors will be able to recognize the name and know what products and services coincide with the brand.

The greater diversity and quality of a tourism product's offering, the more attractive a destination's image will be on the tourist market and its product more competitive.

To design and sell a product, destinations need to continuously carry out marketing activities.

### **COORDINATION**

This report was coordinated with the City Manager's office.

### **FISCAL IMPACT**

There is not fiscal impact to report at this time.

Submitted by:

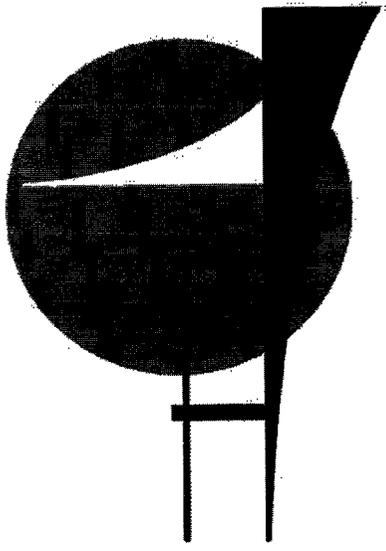


Pete Carmichael, Harbor, Business & Transit Director

/srusso

Attachments:

- Powerpoint Presentation



*More To Sea<sup>SM</sup>*

**redondo**

**B E A C H**

**CUSTOMER/VISITOR**

**RESEARCH**

# Customer/Visitor Research

- ◉ Work conducted as task identified in the Harbor Business Plan
- ◉ Utilized industry techniques and best practices
- ◉ Compiled information for phase one of report
- ◉ Anticipate second report with specific recommendations

# Attract and Retain Customers

- Identify target group
  - Products/Services
  - Pricing
  - Convenience/ Ease of Access
- Location
- Marketing
- Appearance
- Experience

# Identify Target Group

- ◎ Understand the lifestyle
- ◎ Visitor Profile Assessment

# Understand Market

- ◉ Research other waterfront competitors
- ◉ Create a regularly updated inventory list

# Location

## Pros

- Pier and Harbor
- Close to LAX
- Redondo Canyon
- Water Sport/

## Cons

- Distance from 405
- Difficulty navigating from freeway
- PCH congestion
- Limited north/south roadway connections

# Appearance

- ◎ 70% accounts for sales and returns to a destination
- ◎ Tactics: update, reimage, revitalize

# Experience

- ◎ Website = 24 brochure
- ◎ Brand program enhances authentic and quality experiences

# **Products/Services**

- ◎ **Personalize needs**
- ◎ **Offer a variety of choices**

# Pricing

- ◉ Don't compete just on pricing
- ◉ Complimentary gifts/services

# **Convenience/ Ease of Access**

- ◎ **Customer engagement**
- ◎ **Keep regular hours in relation to area attractions**

# Marketing

- ◎ Appeal to the senses
- ◎ Tourism Marketing District

# Recommendations

- Receive and file the report



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# Administrative Report

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Commission Action Date: May 9, 2011

To: MEMBERS OF THE HARBOR COMMISSION  
From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR  
Subject: HARBOR COMMISSION ROLES AND RESPONSIBILITIES

## **RECOMMENDATION**

Receive and file this report.

## **EXECUTIVE SUMMARY**

During the April 11<sup>th</sup>, meeting of the Harbor Commission, it was requested that staff provide clarity on the role and jurisdiction of the Commission. The role of the Harbor Commission is defined by the City Council and the City Manager under the authority granted by the Redondo Beach City Charter and is described below.

## **BACKGROUND**

Based on the legislative and administrative powers and responsibilities as outlined in the City charter, the City Council and the City Manager define and administer the responsibilities of the city's commissions. As such, the responsibilities of the Harbor Commission have been defined as follows;

1. Advise the City Council on policy matters related to the harbor and pier area
2. Review permitted uses and the development of new structures within the harbor and pier area
3. Collaborate with city staff on matters related to harbor and pier area uses and development

## **COORDINATION**

The preparation of this report was coordinated with the City Attorney's and City Manager's Office

**Administrative Report**

Roles and Responsibilities of The Harbor Commission

Page 2

**May 9, 2011**

**FISCAL IMPACT**

The cost for preparing this report is included in the adopted Fiscal Year 2010-11 annual budget and is part of the Department's annual work plan.

Submitted by:



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Pete Carmichael  
Harbor, Business & Transit Director



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# Administrative Report

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Commission Action Date: May 9, 2011

To: MEMBERS OF THE HARBOR COMMISSION  
From: PETE CARMICHAEL, HARBOR, BUSINESS & TRANSIT DIRECTOR  
Subject: UPDATE ON HARBOR ENTERPRISE BUSINESS PLAN

## RECOMMENDATION

Receive and file this report.

## EXECUTIVE SUMMARY

The City Council approved the Harbor Enterprise Business Plan on August 24, 2010. This report provides an update of Business Plan activities.

## BACKGROUND

The Waterfront is an important City-owned economic, recreational and environmental asset focused on serving local, regional, and international customers, and the development of a business plan for the Harbor Enterprise was a major Strategic Plan objective. On August 24, 2010, the City Council approved the Harbor Enterprise Business Plan (Business Plan), the intent of which is to guide the City in its corporate role of serving customers and managing the City's 150 acres of waterfront public enterprise and real estate interests. The Business Plan integrates the adopted policy directions and approved plans from the City Council; research and professional recommendations from City Management; data and expertise from outside consultants; advice from the Harbor Commission; and, feedback from area stakeholders.

The Business Plan included several Key Action Items and recommended tasks to assist in accomplishing five main goals:

- Efficiently and Economically Operate and Maintain the Waterfront
- Employ Sound Financial Management Practices for the Harbor Enterprise
- Enhance and Improve the Waterfront's Infrastructure and Amenities
- Maintain and Improve the Waterfront's Competitive Position
- Develop a Cohesive Marketing Strategy to Attract Local and Global Patronage

Progress toward the completion of Key Action Items and recommended tasks has been made with significant work remaining ahead. The Business Plan will be a living document, allowing for changes as new policies and challenges arise. Key action items currently underway include the following;

- Parking: Operational and structural analysis study to determine best short and long term improvement to city owned parking facilities

## **Administrative Report**

Update on Harbor Enterprise Business Plan  
Page 2

**April 11, 2011**

- **Financial Management:**
  - Align uplands operating expenses with revenues and
  - Establish fund reserve requirements
  - Re-evaluate Fisherman's Wharf Sanitation District assessment formula for realignment with private sector methodology
- **Infrastructure Improvement:**
  - Boat Ramp
  - Transient Vessel Moorings
  - Continue capital investments as funds allow to maintain and enhance infrastructure
- **Marketing:** Develop and implement new integrated marketing plan and customer value strategy for harbor enterprise.
- **Pier and Harbor Asset Management Plan:** Continue work with Kosmont Companies on development of a long term, value-added lease management strategy for pier and harbor area.

### **COORDINATION**

The preparation of this report was coordinated with the Financial Services Department as well as Engineering.

### **FISCAL IMPACT**

The cost for preparing this report is included in the adopted Fiscal Year 2010-11 annual budget and is part of the Department's annual work plan.

Submitted by:



Pete Carmichael  
Harbor, Business & Transit Director



# **Harbor Enterprise Business Plan**

**Harbor Commission Update**

**April 11, 2011**



# Initial Guiding Principles for

## Business Planning Process

1. Define the City's Harbor Enterprise
2. Evaluate the Harbor Enterprise
3. Focus on the Harbor's Customers
4. Focus on the Harbor's Quality of Life
5. Focus on the City's and Harbor's Finances
6. Plan and Set Goals for the Harbor's Success



# Primary Goals From Adopted

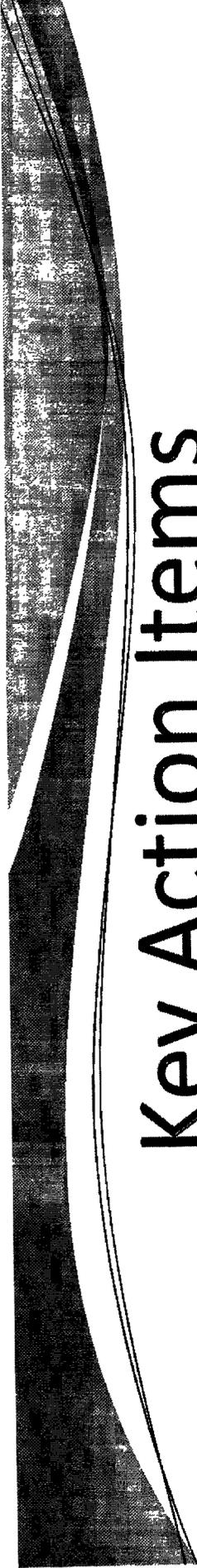
## Business Plan

1. Efficiently and Economically Operate and Maintain the Waterfront
2. Employ Sound Financial Management Practices for the Harbor Enterprise
3. Enhance and Improve the Waterfront's Infrastructure and Amenities
4. Maintain and Improve the Waterfront's Competitive Position
5. Develop a Cohesive Marketing Strategy to Attract Local and Global Patronage



# Key Action Items

- ***Parking:*** Operational and structural analysis and alternatives study:
- ***Financial Management:***
  - Revenue alignment
  - Reserve requirements
  - Sanitation district
- ***Infrastructure Improvement:***
  - Boat ramp alternatives
  - Transient vessel moorings
  - Continued capital investments



# Key Action Items

- **Marketing:** Integrated marketing plan for entire harbor enterprise
- **Asset Management Plan**