



# CITY OF MORRO BAY HARBOR ADVISORY BOARD A G E N D A

*The City of Morro Bay provides essential public services and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.*

## **Meeting - Thursday, February 6, 2020 Veteran's Memorial Building – 5:30 P.M. 209 Surf Street, Morro Bay, CA**

Ron Reisner, Chair	Marine Oriented Business
Mark Blackford, Vice Chair	Member at Large
Lynn Meissen,	Member at Large
Gene Doughty	South Bay/Los Osos
Cherise Hansson	Waterfront Leaseholders
Dana McClish	Recreational Boating
Jeremiah O'Brien	Morro Bay Commercial Fishermen's Organization
Peter Griffin	Alternate to Jeremiah O'Brien (MBCFO)
Owen Hackleman	Alternate to Jeremiah O'Brien (MBCFO)

ESTABLISH QUORUM AND CALL TO ORDER

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

CHAIR, ADVISORY BOARD MEMBER & LIAISON ANNOUNCEMENTS & PRESENTATIONS

- Morro Bay National Estuary Program 2020 State of the Bay Update  
The Executive Director of the Morro Bay National Estuary Program, Lexi Bell, will be presenting the Harbor Advisory Board with an update on their 2020 State of the Bay report.
- Advisory Bodies Handbook and Bylaws Update  
The City Council Liaison to the Harbor Advisory Board and Harbor Director will be presenting the Harbor Advisory Board with an update on the recently adopted changes to the Advisory Bodies Handbook and Bylaws document. A link to the document is below:

[Advisory Bodies Handbook & By-laws](#)

PUBLIC COMMENT PERIOD

Members of the audience wishing to address the Board on City business matters not on the agenda may do so at this time. For those desiring to speak on items on the agenda, but unable to stay for the item, may also address the Board at this time.

Public comment is an opportunity for members of the public to provide input to the advisory body. To increase the effectiveness of the Public Comment Period, the City respectfully requests the following guidelines and expectations be followed:

- When recognized by the Chair, please come forward to the podium to speak. Though not required, it is helpful if you state your name, city of residence and whether you represent a business or group. Unless otherwise established by the Chair, comments are to be limited to three minutes.
- All remarks should be addressed to Board, as a whole, and not to any individual member thereof.
- The Board respectfully requests that you refrain from making slanderous, profane or personal remarks against any elected official, commission and/or staff.
- Please refrain from public displays or outbursts such as unsolicited applause, comments or cheering.

- Any disruptive activities that substantially interfere with the ability of the Board to carry out its meeting will not be permitted, and offenders will be requested to leave the meeting.
- Your participation in Board meetings is welcome and your courtesy will be appreciated.
- The Board in turn agrees to abide by its best practices of civility and civil discourse according to Resolution No. 07-19.

**In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Harbor Department's Office Assistant at (805) 772-6254. Notification 24 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.**

A. CONSENT CALENDAR

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public will also be provided an opportunity to comment on consent agenda items.

A-1 Approval of Minutes from the Harbor Advisory Board meeting held on October 3, 2019.

**RECOMMENDATION: Approve as submitted.**

A-2 Approval of Minutes from the Harbor Advisory Board meeting held on November 7, 2019.

**RECOMMENDATION: Approve as submitted.**

A-3 Harbor Department Status Report.

**RECOMMENDATION: Receive and file report.**

B. BUSINESS ITEMS

B-1 Election of Harbor Advisory Board Chair and Vice Chair

**RECOMMENDATION: Staff recommend the Harbor Advisory Board elect a Chair and Vice Chair for the upcoming year.**

B-2 Update from the Boatyard/Marine Services Facility Ad-Hoc Committee on Committee's Recent Activities

**RECOMMENDATION: Receive and file committee report.**

B-3 Update from the Finance & Budget Ad-Hoc Committee on Committee's Recent Activities

**RECOMMENDATION: Receive and file committee report.**

B-4 Update from the Eelgrass Ad-Hoc Committee on Committee's Recent Activities

**RECOMMENDATION: Receive and file committee report.**

B-5 Update on Harbor Department Lease Management Policy Update Process

**RECOMMENDATION: Receive and file update.**

B-6 Application of Harbor Department Strengths, Weaknesses, Opportunities and Threats ("SWOT") Analysis to the Remaining Council Goal/Action Items

**RECOMMENDATION: Discuss and provide input relative to the outstanding goal/action items as they might benefit from the Harbor-related Strengths, Weaknesses, Opportunities and Threats ("SWOT") identified by the Harbor**

**Advisory Board during its “SWOT” analysis conducted during its regular November 7, 2019 meeting (agenda item B-5).**

**C. DECLARATION OF FUTURE AGENDA ITEMS**

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Identify/review responsible parties for cleanliness of waterfront ground lease sites, public restrooms, light posts, and concern for public safety

**D. ADJOURNMENT**

This agenda is subject to amendment up to 72 hours prior to the date and time set for the meeting. Please refer to the agenda posted at the Morro Bay Harbor Department, 1275 Embarcadero, for any revisions or call the department at 772-6254 for further information.

Materials related to an item on this Agenda are available for public inspection during normal business hours at the Harbor Department, 1275 Embarcadero Road, or online at [www.morrobayca.gov](http://www.morrobayca.gov). Materials related to an item on this Agenda submitted to the Board after publication of the Agenda packet are available for inspection at the Harbor Department during normal business hours or at the scheduled meeting.

AGENDA NO: A-1

MEETING DATE: February 6, 2020

MINUTES-MORRO BAY HARBOR ADVISORY  
BOARD MEETING – October 3, 2019  
VETERAN'S MEMORIAL HALL – 5:30 P.M.

PRESENT: Mark Blackford Vice-Chair  
Gene Doughty Member  
Lynn Meissen Member  
Owen Hackleman Member  
Dana McClish Member  
Cherise Hansson Member

ABSENT: Ron Reisner Chair

STAFF: Eric Endersby Harbor Director  
Lori Stilts Harbor Business Coordinator

ESTABLISH QUORUM AND CALL TO ORDER

<https://youtu.be/pgmBGAPJ5M0>

The meeting was called to order at 5:33 p.m., with a quorum present.

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

CHAIR AND ADVISORY BOARD MEMBER ANNOUNCEMENTS

<https://youtu.be/pgmBGAPJ5M0?t=74>

PRESENTATIONS

<https://youtu.be/pgmBGAPJ5M0?t=219>

The Executive Director of the Morro Bay Community Quota Fund (MBCQF), Dwayne Oberhoff, presented an update on local fishing landings in Morro Bay and the MBCQF's current activities.

PUBLIC COMMENT

<https://youtu.be/pgmBGAPJ5M0?t=915>

The public comment period was opened and closed with no comments.

A. CONSENT AGENDA

<https://youtu.be/pgmBGAPJ5M0?t=925>

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public will also be provided an opportunity to comment on consent agenda items.

A-1 HARBOR DEPARTMENT STATUS REPORT

**RECOMMENDATION: Receive and file.**

MOTION: Board Member McClish moved approval of item A-1. The Motion was seconded by Board Member Hansson and carried unanimously, 6-0.

B. BUSINESS ITEMS

<https://youtu.be/pgmBGAPJ5M0?t=945>

B-1 UPDATE FROM THE BOATYARD/MARINE SERVICES FACILITY AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

Committee Chair McClish stated the committee met on September 18 with grant consultant Louis Tornatzky. The Committee learned forming partnerships are a helpful part of the process and meeting face to face with those partnerships are key. A list of local partners, potential funding sources, and other facility operators to reach out to for information were listed.

B-2 UPDATE FROM THE FINANCE & BUDGET AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

<https://youtu.be/pgmBGAPJ5M0?t=1184>

Director Endersby updated the Board on the status of the Maser Fee schedule and confirmed the City Council took their recommendations of postponing the Commercial Slip and Liveboard fee increase until there is further discussion with those user groups.

B-3 UPDATE FROM THE EELGRASS AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

<https://youtu.be/pgmBGAPJ5M0?t=1248>

Committee Chair Meissen confirmed there is nothing new to report.

B-4 UPDATE ON HARBOR DEPARTMENT LEASE MANAGEMENT POLICY UPDATE PROCESS, AND GENERAL HARBOR ADVISORY BOARD INPUT ON THE MEASURE D, BUILDING LEASE, PERCENT GROSS SALES AUDITING AND LEASE SITE INSPECTION AND REPAIR ELEMENTS OF THE POLICY

<https://youtu.be/pgmBGAPJ5M0?t=1253>

Director Endersby presented the staff report for item B-4, with a brief update on the Lease Management Policy Update Groups progress and presented 4 items for Board consideration and feedback for inclusion in the new lease policy.

Input was given by the Board on the following 4 items:

Measure D

Member Doughty stated language should not be in the policy, but in the City's planning documents.

Vice-Chair Blackford suggested the Policy should have language "supporting thereof" in the City's General Plan, Local Coastal Program and Waterfront Master Plan.

There was Board consensus Measure D language belongs in planning/permitting documents and not in the Master Lease Policy.

Building Lease

Member Doughty suggested the building leases should have a higher rent.

Member Hackleman agreed with Staff's opinion to try to minimize competition between the City and leasees.

Member McClish agrees with minimizing competition between the City and leasees with the ground leases.

Member Hansson was ok with building leases as long as everything is doubled with rents compared to ground leases.

Vice-Chair Blackford stated the City should strive to get out of building leases.

There was Board consensus to minimize the use of building leases.

#### Percent Gross Sales Auditing

Director Endersby defined percent gross auditing, asked for input, and responded to Board inquiries.

There was Board consensus lease sites should be audited on an annual, rotating basis every five years.

#### Lease Site Inspection and Repair Elements

Director Endersby explained to the Board like percent gross audits the City's policy states all lease sites should be inspected every 5 years and proposes a similar methodology for inspecting like percent gross audits.

There was board consensus with inspecting 1/5 of the lease sites every five years on an annual rotating basis with more frequent inspections for life-safety issues and the possibility of an inspection punch list with additional outside agency participation.

#### **B-5 DISCUSSION OF THE ROLE OF THE HARBOR ADVISORY BOARD IN REVIEWING CITY COUNCIL GOAL AND WORK PLAN ITEMS AND THE HARBOR ADVISORY BOARD'S ROLE AND MEETING SCHEDULE GENERALLY, INCLUDING REPORTING OF FINDINGS ON ACTION ITEMS TO THE CITY COUNCIL, WITH RECOMMENDATIONS TO THE COUNCIL SUB-COMMITTEE FOR CONSIDERATION**

<https://youtu.be/pgmBGAPJ5M0?t=4080>

Director Endersby presented the staff report for B-5 explaining the Council's desire to update the Advisory Board Handbook Bylaws and request the Boards input on their roles and responsibility, frequency of meetings, work plan priorities and the reporting process back to Council.

Input was given by the Board on the following items:

#### Roles and Responsibilities

Member Doughty stated how important it is to continue what the Board currently is doing as they give a voice to the waterfront community. He would like it to go back to the way it used to be and perhaps take Board recommendations to Council on the consent agenda in the future.

Member McClish believes it's important to keep the roles the same as written in the current policy and feels the Council doesn't seriously listen to the Boards recommendations compared to the general public's input.

Member Doughty strongly feels the Board is here to advocate for the people on the waterfront not be at the beckon call of the Council.

#### Meeting Schedule

Member Hansson stated that the routine of the Board meetings always on the first Thursday of the month are a good avenue for public outreach.

Member Hackleman stated the Harbor Board is an important advisory body.

Members Meissen and Doughty agree with Member Hansson's statement.

Member McClish agrees with the consistency of the current meeting schedule.

There was Board consensus to keep the meeting schedule as is with 10 meetings per year.

#### Work Plan and Priorities

Vice-Chair Blackford suggested the first priorities should come from City Council.

Member McClish asked if the Board gets a list of Goals from Council and how that works?

Director Endersby explained the goal process to the Board, Council establishing its goals with objectives under those goals and then it's handed down to staff where a work plan is established and farmed out to the Board for input on how the goals will be accomplished.

Member Doughty voiced his concern that not all the Councils goals cover issues that are important to the Board and waterfront public. The Board needs to be able to introduce goals to the Council that are important.

#### Reporting back to Council

Director Endersby proposed potential avenues to convey recommendations back to council:

- Liaison or other Council member—reports it to Council
- Staff – makes note and reports it to the City Manager
- Body Chair – writes a letter to Council

Vice-Chair Blackford suggested the Council have a standing Council agenda item for Board recommendations in the form of a Directors report.

There was Board consensus to establish a Directors report to be submitted to Council by the Harbor Director for Harbor Advisory Board recommendations to be on the current Council agenda and to be reported back to Board with Council evaluation regarding the recommendation.

#### C. DECLARATION OF FUTURE AGENDA ITEMS

<https://youtu.be/pgmBGAPJ5M0?t=7041>

Member Hansson requested a discussion on Embarcadero winter banners, PG & E lamp post upgrading and sidewalk painting.

There was not Board consensus to add Member Hansson's request.

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Identify/review responsible parties for cleanliness of waterfront ground lease sites, public restrooms, light posts, and concern for public safety

- ~~• Report for Morro Bay Quota Fund in September or October of 2019~~
- Mini “SWOT”

D. ADJOURNMENT

This meeting was adjourned at 7:37 p.m. The next Regular Meeting will be held on Thursday, November 7, 2019 at 5:30 p.m. in the Veteran’s Memorial Hall located at 209 Surf Street, Morro Bay, California.

Recorded by,

Lori Stilts  
Harbor Business Coordinator

AGENDA NO: A-2

MEETING DATE: February 6, 2020

MINUTES-MORRO BAY HARBOR ADVISORY  
BOARD MEETING – November 7, 2019  
VETERAN'S MEMORIAL HALL – 5:30 P.M.

PRESENT: Ron Reisner Chair  
Mark Blackford Vice-Chair  
Gene Doughty Member  
Jeremiah O'Brien Member  
Dana McClish Member  
Cherise Hansson Member

ABSENT: Lynn Meissen Member

STAFF: Eric Endersby Harbor Director  
Lori Stilts Harbor Business Coordinator

ESTABLISH QUORUM AND CALL TO ORDER

[https://youtu.be/gdnsdom-7\\_A?t=61](https://youtu.be/gdnsdom-7_A?t=61)

The meeting was called to order at 5:30 p.m., with a quorum present.

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

CHAIR AND ADVISORY BOARD MEMBER, LIAISON ANNOUNCEMENTS & PRESENTATIONS

[https://youtu.be/gdnsdom-7\\_A?t=126](https://youtu.be/gdnsdom-7_A?t=126)

PUBLIC COMMENT

[https://youtu.be/gdnsdom-7\\_A?t=1113](https://youtu.be/gdnsdom-7_A?t=1113)

The public comment period was opened and closed with no comments.

A. CONSENT AGENDA

[https://youtu.be/gdnsdom-7\\_A?t=1129](https://youtu.be/gdnsdom-7_A?t=1129)

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public will also be provided an opportunity to comment on consent agenda items.

A-1 APPROVAL OF MINUTES FROM THE HARBOR ADVISORY BOARD MEETING HELD ON AUGUST 1, 2019.

**RECOMMENDATION: Approve as submitted.**

A-2 HARBOR DEPARTMENT STATUS REPORT

**RECOMMENDATION: Receive and file.**

Member McClish pulled item A-2.

Director Endersby presented information from item A-2.

MOTION: Board Member O'Brien moved approval of the consent agenda. The Motion was seconded by Board Member Doughty and carried unanimously, 6-0.

B. BUSINESS ITEMS

[https://youtu.be/gdnsdom-7\\_A?t=1863](https://youtu.be/gdnsdom-7_A?t=1863)

B-1 UPDATE FROM THE BOATYARD/MARINE SERVICES FACILITY AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

Chair McClish stated there are no updates at this time.

B-2 UPDATE FROM THE FINANCE & BUDGET AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

[https://youtu.be/gdnsdom-7\\_A?t=1882](https://youtu.be/gdnsdom-7_A?t=1882)

Director Endersby indicated the Triangle Lot boat storage is full and responded to Member inquiries regarding revenue received from storage users.

B-3 UPDATE FROM THE EELGRASS AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES

[https://youtu.be/gdnsdom-7\\_A?t=2164](https://youtu.be/gdnsdom-7_A?t=2164)

Director Endersby spoke to his last conversation with Anchor QEA where the consultant recommended not going to the regulators at this time with a full eel grass mitigation bank due to expense, but to keep with the status quo on a case by case basis.

B-4 CONTINUED DISCUSSION OF HARBOR ADVISORY BOARD WORK PLANNING THE ROLE OF THE HARBOR ADVISORY BOARD IN THE CITY COUNCIL GOAL, OBJECTIVE AND WORK PLANNING PROCESS

[https://youtu.be/gdnsdom-7\\_A?t=2272](https://youtu.be/gdnsdom-7_A?t=2272)

Director Endersby presented the staff report for item B-4 and requested the Board to provide input on four different methods for setting the work planning process with Council. Those four methods:

- A. The Council sets its goals objectives and gives the HAB its work plan items to execute to achieve those goals with some input from the HAB.
- B. The Council sets its goals and objectives and working collaboratively and directly with the HAB, sometimes with joint meetings, sets the HAB's work plan.
- C. The Council sets its goals and objectives and working with indirect HAB input (essentially, from HAB-member public comment and staff input), the Council sets the HAB work plan.
- D. The Council has its goal and objective-setting process, and concurrently the HAB establishes a set of its own goals and objectives, and the two are merged with the Council deciding what HAB goal, objective and work plan items will carry forward.

Member McClish chose to create a hybrid between C & D, with Council setting their goals and objectives and concurrently the HAB establishes a set of its own goals.

Member Hansson chose D, with possibly including HAB declared future agenda items as appropriate.

Member Blackford chose B, which would create better communication and collaboration.

Member O'Brien chose C, which would have indirect HAB input to Council from staff and public input.

Member Doughty stated C will work, but strongly feels the Board should hear from the waterfront community and take their concerns to the City Council to be included into the goals and objective and the Council should take the Boards input more seriously.

Member Hansson suggested adding item E, stating the Council has its goal and objective setting process concurrently the HAB establishes a set of its own goals and objectives, both goals are then added to the work plan with the Council's goals taking priority.

Member McClish read the current Advisory Board by-laws and questioned the authority of the HAB versus a commission in creating the goal and objective process.

Member Reisner would like to pursue a model that's consistent with the Advisory By-laws and provides the opportunities outlined in that policy but doesn't see that reflected in any of the four methods presented by staff.

There was Board discussion.

Member Doughty recommended adding item F, stating the HAB sets its goals and objectives and recommends to the Council its work plan items to be executed and to achieve those goals with some input from the Council.

Council Member McPherson explained to the Board why method B does not work with the Council's schedule and are currently working with method C, with staff conducting a session with their Advisory bodies to bring collaborative goals and objectives to Council as it pertains to their area and issues and included in the public goal setting process.

There was Board consensus for Chair Reisner to draft a synopsis of the Boards input for item B-4 and send to Council in a memo.

B-5 DISCUSSION ON HARBOR DEPARTMENT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ("SWOT") AS THEY RELATE TO CITY COUNCIL – HARBOR ADVISORY BOARD WORK PLANNING

[https://youtu.be/gdnsdom-7\\_A?t=4641](https://youtu.be/gdnsdom-7_A?t=4641)

Chair Reisner gave a brief summary of the purpose of the staff report.

Director Endersby detailed the SWOT as it relates to the Harbor goals and objectives.

Chair Reisner requested the Board give a summary of their input on the SWOT elements as it relates to achieve the City established goals and objectives listed below:

- Goal 1 - Achieve Economic and Fiscal Sustainability
- Goal 2 - Improve Public Infrastructure
- Goal 3 - Complete Updates to City Land Use Plans and Zoning Policies and Address Affordable Housing Issues
- Goal 4 - Improve Communication and Engagement with Community

Member Doughty felt that the friendly waterfront personnel, the community on the bay and Morro Bay's beautiful location is clearly left out of the entire workplan.

Member O'Brien identified the following SWOT elements for Goal #1:

Strengths -Robust tourist attraction, active commercial & sportfishing, recreational watersports, support from the City, community and coastal recognition.

Weakness -Finance.

Opportunities -Fishing, tourism and strong community support.

Threats -Not able to afford improvements, important to remember who we are and not attracting the wrong demographic.

Goal #2:

Strengths -Boardwalk, and bike bridge.

Weakness -Finance, red tape and cost of permits.

Opportunities -Enhancing visitor experience, insure boating and fishing growth.

Threats -Finances, cost of deferred maintenance, and no action to fix weaknesses.

Goal #3:

Strengths -Knowing there is a problem to be solved.

Weakness -Cost, red tape, permit process and contractor support.

Opportunities -Fix what's broken, working with the industry to insure affordable housing.

Threats -Inactions.

Goal #4:

Strengths -Excellent communication between Harbor Officers and staff, always helping and engaging, and exciting programs and events.

Weakness -Need for new Harbor and Coast Guard facilities.

Opportunities -Realizing our strengths and honing our skills.

Threats -Finances, not catering to the right user groups and losing focus on what's working and what's not.

Vice-Chair Blackford identified the following SWOT elements for Goal #1:

Strengths -Overall consistency of the revenue stream, dependable and long-term leases reduce risk, and day to day operations with few surprises in the expense category.

Goal #2:

Strengths -Public beach, back bay, Sandspit, public access to water activities, and closed protected harbor with low maintenance walls, Sandspit and the Rock.

Weakness -Financial, not keeping pace with our infrastructure. Cost continues to raise, and revenue can't keep pace. Creating and maintaining financial reserves for capital projects.

Member Hansson identified the following SWOT elements for Goal #1:

Strengths -Budget in the Black

Weakness -Cleanliness, marketing, lack of public benefits and docks need maintenance.

Opportunities -Charging for Harbor Department aid, vendors paying their dues, license agreements and camping revenues.

Threats -Finances.

Goal #2:

Strengths -Harbor Department, dredging.

Weakness -City facilities, curbs, lighting, trash, and sidewalks.

Threats -Finances.

Goal #3:

Strengths -Tourism.

Weakness -Too expensive to live in Morro Bay.

Opportunities -Affordable housing.

Threats -Vacation rentals.

Goal #4:

Strengths -Community voices are heard.

Weakness -Emails and mailing are working to get the word out and cost of living.

Opportunities -Social media, hiring of Morro Bay residents for City jobs.

Member McClish identified the following SWOT elements for Goal #1:

Strengths -Commercial fishing, recreational boating, Maritime Museum, NEP and tourism

Weakness -High infrastructure cost and lack of facilities.

Opportunities -Continued restructuring of lease sites, parking, power plant, wind farm, marine facility and tall ships.

Threats -Recession impact on tourism, sea level rise, pollution, NEP, loss of working waterfront and over development.

Goal #2:

Strengths -Boardwalk, parking, T-Piers, mooring field, marinas, facilities access for Harbor Department and the Coast Guard.

Weakness -Aging facilities, maintenance and needed repairs.

Opportunities -Boatyard, rebuild of launch ramp and wind farm.

Threats -Finances and sea level rise.

Goal #3:

Strengths -Implement the working waterfront plan and liveaboards.

Weakness -Expensive to live on the coast.

Opportunities -Implement the updates to the City Land Use Plan, campsites and marine facility.

Threats -Cost of living and high prices.

Goal #4:

Strengths -Happy people of Morro Bay, HAB, Harbor Department, Chamber of Commerce, Maritime Museum, FMBHD and MB Yacht Club.

Weakness -Lack of interest by larger part of community.

Opportunities -Lynn Meissen podcast "On the Bay."

Threats -Disengagement.

Member Reisner identified the following SWOT elements for Goal #1:

Opportunities -Implement a long-term strategic plan for the Harbor, improve visitor serving with SLO County and provide a range of waterfront services that optimizes local and visitor interest and utilization. Improve partnerships with leasees and other businesses to enhance Harbor revenue, convene an annual economic status and development summit with elected officials, the Morro Bay Chamber, private sector, waterfront businesses and other involved and interested groups to access and recommend solutions to economic challenges. Utilize all the Tidelands Trust lease sites for generation of harbor fund revenues.

Goal #2:

Opportunities -Identify and define harbor related infrastructure needs and requirements, establish a defined process for the City departments to execute harbor related infrastructure projects, and establish a City staff resource whose sole responsibility is to pursue public and private funding for harbor infrastructure maintenance repair and improvement including rebuild of the Harbor Office.

Goal #3:

Opportunities -Pursue the betterment of an effective and relevant working waterfront and clarify measure D.

Goal #4:

Opportunities -Utilize our engaged citizenry and use social media and other electronic media as a tool to communicate with leasees and businesses and to promote the Harbor. Improve and enhance the Councils utilization for the HAB as to provide public input regarding Harbor related matters.

Chair Reisner requested the Board to provide him with an electronic version of their input for document to be submitted to the City Council.

C. DECLARATION OF FUTURE AGENDA ITEMS

[https://youtu.be/qdnsdom-7\\_A?t=7052](https://youtu.be/qdnsdom-7_A?t=7052)

There were no new future agenda items declared.

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Identify/review responsible parties for cleanliness of waterfront ground lease sites, public restrooms, light posts, and concern for public safety
- ~~Mini “SWOT”~~

D. ADJOURNMENT

This meeting was adjourned at 7:28 p.m. The next Regular Meeting will be held on Thursday, December 5, 2019 at 5:30 p.m. in the Veteran’s Memorial Hall located at 209 Surf Street, Morro Bay, California.

Recorded by,

Lori Stilts  
Harbor Business Coordinator



AGENDA NO: A-3

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 30, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Harbor Department Status Report

### **RECOMMENDATION**

Receive and file report.

### **DISCUSSION**

#### **Recent Department Activity:**

Harbor Patrol statistics to date since the December 2019 and January 2020 Harbor Advisory Board meeting were 21 emergency responses, 176 calls for service, 41 assists of other agencies, 39 enforcement contacts, and 28 weather warnings.

For the month of December, Harbor Patrol Officers showed their holiday spirit by putting up the 4<sup>th</sup> Annual Crab Pot Christmas Tree. This is a big project with over 60 crab pots to transport and lift into place, then decorate and make safe for the viewing public. We hope you were all able to check it out this year at Anchor Memorial Park. Harbor Patrol Officers also led the water safety for the Lighted Boat Parade on December 7<sup>th</sup> and the Cayucos Polar Bear Dip on January 1<sup>st</sup>. Both events take careful planning for the current weather and public safety.

Interesting calls for service for the Harbor Patrol included many calls for capsized kayakers in strong wind/tide events and struggling surfers in on big days at the Rock and Montana de Oro. Another call was for 4 college age citizens who required help after launching their kayakers in Baywood and getting themselves high and dry in the mud at dark. Luckily there were some good Samaritans who aided them to find the channels to get back towards the Harbor Patrol boat near the State Park Marina. Two other calls for service had to do with intoxicated citizens. The first was a driver that drove his car at high speed down the launch ramp, towards the water and got pinned under the dock nearly missing some citizens trying to haul their boat out. Another was a drunk sailor who hailed mayday from an unknown location offshore that set off a full search to locate, before needing a tow back to the harbor and requiring MB Police to arrest him for boating under the influence.

Harbor Patrol Officers have completed winter training for Rescue Watercraft (RWCs). K38 Instructor, Shawn Alladio worked with staff in December and January helping to hone-in skills for the most effective victim recovery in all conditions. Training includes engine maintenance, slow speed operations, big wave assessment, low visibility operations, liability awareness and victim recovery all the way to the beach.

Reserve Harbor Patrol Officer Dax Theis recently completed two important training sessions down in Marina Del Rey, put on by the Division of Boating and Waterways and hosted by Los Angeles

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

County Lifeguards. These classes were Marine Firefighting and Rescue Boat operations and will add to Dax's already excellent maritime credentials.

On the personnel front, part-time Administrative Assistant Sheri Charette has left the Harbor Department for other opportunities, after joining our team just over a year ago in a lateral move from the Recreation Department. Her positive and can-do attitude will be missed. Until we figure out how to move into the future from a personnel standpoint, your patience is requested of our department while we continue to handle the same workload with less personnel.

The showers at the Launch Ramp bathrooms have been going through an upgrade over the last month. They had many repairs to the overall structure with ADA accessibility and now converted from public showers to private for boaters, with current Liveaboard Permits. There are combination locks installed on full length doors and barrier walls up to the ceiling preventing any intruders. The showers should be completed by the time of this meeting. Coin operated shower stalls for the general public remain at this time, at the North T Pier during daytime hours only.

If you have been out to the sandspit lately, you will notice that the sandspit emergency phone has changed from its original ~18-inch yellow piling-like configuration to a new style much like the roadside call boxes you see on California's highways. This is because it was made by the same company. This change was made because the original phone, which was over 15 years old, was getting quite rusty and the electronic hardware becoming obsolete, and the change to a simpler, more robust system was the logical thing to do. And it was considerably less expensive. This important piece of the City's public safety infrastructure was funded entirely by the Friends of the Morro Bay Harbor Department through their members and donations. Harbor Patrol Officer Stein led the install of this new phone and is proud to offer the public a way to get help in that remote location. The phone is operated by solar power with a cellular system that places a direct call to 911. The original phone was put in after a surfer suffered a medical emergency that required advanced life support in that vicinity.



### Recent City Council Activity

On December 14, the following agenda items were taken to City Council:

Adoption of Resolution No.100-19 approving Amendment #1 to the Commercial Building Lease Agreement with Three Stacks and a Rock Brewing Company at Lease Site 69-70/69W-70W, located at 595 Embarcadero Road.

Adoption of Resolution No.101-19 approving a New Master Lease Agreement with Glad's Landing LLC (William Martony) for Lease Site 34W, located at 225 Main Street.

Adoption of Resolution No.102-19 approving a New Master Lease Agreement with Todd Baston and Tamara Gray-Baston for Lease Site 63-64/63W-64W, located at 561 Embarcadero Road (Gray's Inn and Gallery).

Discussion and Adoption of Resolutions Approving City Council Policies & Procedures and Advisory Bodies Handbook and By-Laws, Consideration of Vacation Rental Representation on the Tourism Business Improvement District ("TBID") Advisory Board, and Discussion / Direction regarding Special Purpose Advisory Bodies.

On January 14, Council Adopted Resolution No. 02-20 authorizing the City of Morro Bay to enter into a 2019/2020 Surrendered and Abandoned Vessel Exchange Grant Contract with the State of California Division of Boating and Waterways in the amount of \$20,000.00 for removal of Abandoned/Surrendered Vessels and Hazards to Navigation.

Also, at that meeting Council gave authorization for attendance at the C-MANC Annual Washington, D.C. "Washington Week" Meetings.

### Upcoming Events:

Feb 15 Big, Bad, & Ugly Invitational  
Feb 27-Mar 1 SLO Cal Open - World Surf League  
April 3-5 17th Annual Citywide Yard Sale  
April 24-26 Morro Bay Kite Festival 2020  
June 27 Jesse King Memorial Paddle Race  
June 27 Annual Marine Swap Meet

### Status of Pending HAB Recommendations:

	HAB Recommendation	Date	Status
1	Staff draft letter to Council encouraging the City to pursue negotiating with State Parks the City assume both marina and café concessions.	5/7/15	Staff's last contact with Parks indicated no Parks interest in giving up the café concession. Since that time, all of Parks' key personnel on the SPM have either retired or positions turned over. Staff's current thinking is we're at a "start-over" point with Parks to begin talks anew and are acting accordingly before taking anything back to the Council. 11/1/17. Staff have reached out to Parks to renew discussions. 12/20/17. Spoke with office of Director for State Parks; tentative meeting set for week of January 8-12. 2/13/18. Spoke with office of Director of Concessions office left message with assistant for

			<p>our concession specialist to set up conference call. No response. 2/22/18 Called again left message. 2/23/18. new Parks concession specialist contacted department.</p> <p>4/23/18. Harbor Director email sent to Parks.</p> <p>4/27/18. Contacted Parks staff, discussions underway.</p> <p>5/17/18. Harbor Director met with Dan Falat, District Superintendent, regarding reviving discussions, putting concessions out to bid and prospects for City taking over operation and management of the marina.</p> <p>Staff was recently informed by the district superintendent that State Parks in Sacramento is potentially bringing this item off the back burner. 4/26/19 Meeting still pending.</p>
2	Staff provide Council with modified sections of MBMC 15.24 (harbor sanitation) and develop environmental BMP's.	7/22/15	<p>Staff have incorporated this BMP effort into the ongoing Rules &amp; Regs/MBMC updating project.</p> <p>11/1/17. Work ongoing; tentatively scheduled to come to HAB Feb or March 2018.</p> <p>1/18/18. Review at HAB 2/1/18 meeting item C7.</p> <p>4/27/18. Pending Council consideration.</p> <p>No new updates.</p>
3	City Council to approve issuance of the final draft Marine Services Facility/Boatyard Request for Qualifications document.	2/2/17	<p>2/14/17. Council approved the release of a Request for Qualifications (RFQ) document as-proposed. RFQ is out, and responses due July 14, 2017.</p> <p>7/27/17. No responses to RFQ.</p> <p>8/3/17. HAB meeting to consider next steps.</p> <p>11/3/17. Put together a RFP for a financial feasibility study to go to Council for approval.</p> <p>12/1/17. Draft proposal in process for HAB review 2/2018.</p> <p>12/18/17. Tentatively on Council agenda for 1/23/18. to lay out scope of work and get authorization for a financial feasibility study.</p> <p>1/18/18. Discussing at HAB meeting 2/1/18 during item C1.</p> <p>4/27/18. Working on draft RFP to go to Council. Tentatively on 6/26/18 City Council agenda for consideration of issuance.</p> <p>Tentatively on 8/28/18 City Council agenda for consideration of issuance.</p> <p>8/28/18. Council approved issuance of a financial feasibility RFP. RFP to be issues asap.</p> <p>Request for Proposals issued for financial feasibility study services for the proposed boatyard. RFP due February 1, 2020.</p> <p>No proposal submissions received. HAB to consider next steps 3/13/19.</p> <p>4/26/19 Staff not recommending any further expenses be undertaken on boatyard financial feasibility study at this time.</p>

			5/31/19 Boatyard/Marine Services Facility remains on the City Council's goals.
4	City to share tax revenues that are collected in the Harbor fund (and not currently going to the Harbor Fund) and used for Harbor Capitol maintenance and improvements.	6/1/17	Pending until a new Finance Director and City Manager are in place. 10/30/17. Per the SLC it is normal for these taxes to go into the City's General municipal funds. 4/5/18. Chair Reisner requesting City Manager to provide a memorandum on this item. Chair Reisner met with the City Manager. <b>No new updates.</b>
5	City Council to include proposed eelgrass language into General Plan/Local Coastal Plan updates, and to review the proposed outline for the eelgrass policy to decide if the elements are appropriate.	6/7/17	7/28/17. Consultant Anchor QEA is developing a proposal to review existing information and documentation, research typical projects that have eelgrass issues, interview NEP personnel, and meet with Eelgrass Ad-Hoc committee members to discuss Newport Beach management plan. 11/1/17. Staff engaged with Anchor on eelgrass proposal. 12/1/17. Update to HAB on 12/7/17 on revised consultant contract scope of work. 12/18/17. Draft eelgrass consultant agreement submitted to legal for review and approval. 1/18/18. executed contract with Anchor QEA. 4/27/18. Anchor QEA beginning project. 4/25/18. Eelgrass Ad-Hoc committee met with Anchor QEA reps in Morro Bay Draft Anchor QEA eelgrass mitigation report on HAB agenda for consideration 8/2/18. 8/18 final Morro Bay Conceptual Eelgrass Plan report issued by Anchor QEA for ad-hoc and HAB consideration. Next step of hiring Anchor QEA to approach pertinent regulators with Morro Bay eelgrass mitigation plan concept pending Council consideration on January 8, 2020. <b>2/19/19. staff, eelgrass committee and MBNEP exploring new possible in-lieu mitigation path, as Morro Bay Eelgrass Plan as currently outlined by Anchor QEA is likely not viable.</b> <b>No new updates.</b>
6	Incorporate Working Waterfront land area and uses into General Plan/Local Coastal Plan updates.  In General Plan/Local Coastal Plan updates, consideration be given to a list of uses provided, and that the	6/1/17	Tentatively on the July 11, 2017 City Council agenda for consideration with Measure D recommendation above. 7/27/17. City Council on 7/11/17 authorized PC subcommittee to jointly work with HAB ad-hoc committee on Measure D ambiguities and Working Waterfront policy language for consideration of

	<p>Measure D area and its uses be incorporated into Morro Bay's Working Waterfront.</p>	<p>incorporation into GP/LCP update process. 9/1/17. First joint HAB/PC subcommittee meeting to consider Measure D and Working Waterfronts scheduled for September 8, 2017, at the Community Center Studio room from 3:00-5:00 pm. 9/8/17. First joint subcommittee meeting held. General discussion and public input. Second meeting TBD, likely late October or early November. 12/18/17. 1/11/18. PC/HAB joint meeting, recommendations made to GPAC. 4/27/18. Pending GPAC action. Currently at Coastal for comments. Document link on City's Website: <a href="https://www.morrobayca.gov/943/PlanMB">https://www.morrobayca.gov/943/PlanMB</a> No new updates. See HAB 5/2/29 agenda item B-6</p>
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AGENDA NO: B-1

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 29, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Election of Harbor Advisory Board Chair and Vice Chair

### **RECOMMENDATION**

Staff recommend the Harbor Advisory Board elect a Chair and Vice Chair for the upcoming year.

### **BACKGROUND, DISCUSSION & CONCLUSION:**

Per the Harbor Advisory Board Bylaws:

*At the first regular meeting in each year wherein newly appointed Members are seated, the Members shall elect a Chairperson and Vice Chairperson who shall hold office for a period of one year.*

Although no newly appointed members were seated this year (no positions were up for appointment), as this is the first regular meeting of a new year, it is required a Chair and Vice Chair be elected since their term per the bylaws is one year.

After nominations are made, Chair and Vice Chair elections may be conducted.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-2

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 29, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update from the Boatyard/Marine Services Facility Ad-Hoc Committee on Committee's Recent Activities

### **RECOMMENDATION**

Receive and file committee report.

### **BACKGROUND, DISCUSSION & CONCLUSION**

The committee will be presenting an oral update on their activities, if any. This is a standing committee report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-3

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 29, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update from the Finance & Budget Ad-Hoc Committee on Committee's Recent Activities

### **RECOMMENDATION**

Receive and file committee report.

### **BACKGROUND, DISCUSSION & CONCLUSION**

The committee will be presenting an oral update on their activities, if any. This is a standing committee report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-4

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 29, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update from the Eelgrass Ad-Hoc Committee on Committee's Recent Activities

### **RECOMMENDATION**

Receive and file committee report.

### **BACKGROUND, DISCUSSION & CONCLUSION**

The Eelgrass Ad-Hoc Committee will be presenting an oral update on their activities, if any. This is a standing committee report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-5

MEETING DATE: February 6, 2020

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 30, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update on Harbor Department Lease Management Policy Update Process

### **RECOMMENDATION**

Receive and file report, if any.

### **BACKGROUND & DISCUSSION**

The Harbor Advisory Board representatives to the Lease Management Policy Update Group will be presenting an oral update on their activities, if any.

This is a standing report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-6

MEETING DATE: February 6, 2020

# Staff Report

**TO:** Harbor Advisory Board

**DATE:** January 29, 2020

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Application of Harbor Department Strengths, Weaknesses, Opportunities and Threats (“SWOT”) Analysis to the Remaining Council Goal/Action Items

## **RECOMMENDATION**

Discuss and provide input relative to the outstanding goal/action items as they might benefit from the Harbor-related Strengths, Weaknesses, Opportunities and Threats (“SWOT”) identified by the Harbor Advisory Board during its “SWOT” analysis conducted during its regular November 7, 2019 meeting (agenda item B-5).

## **BACKGROUND**

The Harbor Advisory Board (HAB) recently completed a “SWOT” analysis of the Morro Bay Harbor in terms of its current Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis followed the City Council’s approved Goals and Action Items for FY 2019/2020, which feature four macro goals:

1. Achieve Economic and Fiscal Sustainability
2. Improve Public Infrastructure
3. Complete Updates to the City Land Use Plans and Zoning Policies and Address Affordable Housing Issues
4. Improve Communication and Engagement with Community

The intent of this analysis was to guide current and future work on the HAB’s work plans as they relate to the Council/HAB goal and action item-setting and execution processes. On November 7, 2019 the HAB completed its analysis by prioritizing its SWOT findings, which are summated in a January 3, 2020 memo from HAB Chair Ron Reisner to the City Council. That memo is included as an attachment to this report.

## **DISCUSSION & CONCLUSION**

The existing goals and action items will carry through 2020, and not until a new Council is seated in 2021 will a new, two-year goal/action item-setting process begin. As a follow-on activity of the SWOT analysis, the HAB is requested to identify where any of the remaining open and relative action items, listed below, might benefit from the findings in the SWOT analysis being applied to them.

As an example, Goal #1, Item #5 is “bring forward a comprehensive set of revenue enhancement options for City Council consideration.” Identified in the SWOT Goal #1 list of strengths (item A) is “the natural resources of the Harbor and Bay as a public attraction.” With this strength in mind, is there a new revenue-generating option we could identify that capitalizes on this strength? And if

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

there is, what weaknesses, opportunities and threats identified in the SWOT for Goal #1 should we take into consideration if attempting to capitalize on that new revenue-generating idea?

The outstanding goal/action items relative to the Harbor and Harbor Department are as follows:

- A. Goal #1, Item #1 – complete and implement the fee study and cost allocation plan.
- B. Goal #1, Item #5 - bring forward a comprehensive set of revenue enhancement options for City Council consideration.
- C. Goal #1, Item #8 – continue to pursue locating a new aquarium in the waterfront area, in partnership with Cal Poly and the Central Coast Aquarium.
- D. Goal #1, Item #9 – establish waterfront lease site policies and implementation plan.
- E. Goal #1, Item #10 – continue to pursue offshore wind farm development, with a short-term focus on ensuring Federal Government approves a wind farm lease site near Morro Bay.
- F. Goal #2, Item #3 – begin work on a parking management plan to address parking issues in the downtown and waterfront areas.
- G. Goal #2, Item #4 – Complete RFQ for marine services facility (boatyard) feasibility study and bring forward information to City Council for next steps.

Results of this analysis, and any recommendations resulting from it, will be provided the City Council, as appropriate.

**ATTACHMENT**

January 3, 2020 SWOT analysis results memo from HAB Chair Ron Reisner

**City of Morro Bay Harbor Advisory Board**  
**Report to City Council**  
**January 3, 2020**  
(Six Pages)

**Re. HAB Meeting November 7, 2019 – Agenda Item B-5 – Harbor SWOT Analysis**

Early in the Fall of 2019 the HAB declared a future agenda item to conduct a “SWOT” analysis concerning Morro Bay Harbor related Strengths, Weaknesses, Opportunities and Threats. The framework for the analysis was four City Council FY 2019/2021 declared goals and objectives, selected for their relevance to the Harbor. The purpose of the analysis was to provide the City Council with feedback in preparation for its FY 2020/2021 planning process in terms of Harbor related issues and opportunities, and to help shape the HAB’s current and future work planning efforts.

The four City Council goals and objectives were: No. 1 – Achieve Economic and Fiscal Sustainability; No. 2 – Improve Public Infrastructure; No. 3 – Complete Updates to City Land Use Plans and Zoning Policies and Address Affordable Housing Issues; No. 4 – Improve Communication and Engagement with Community.

The literal definition of a SWOT is: “a study undertaken by an organization to identify its (in this case the Harbor at large) internal strengths and weaknesses, as well as its external opportunities and threats”. The goal of this current SWOT analysis was the development of strategies to optimize the utilization and functions of Morro Bay Harbor. Each of the SWOT elements are as follows: “S” – identify strengths; “W” – identify weaknesses; “O” – identify opportunities; and “T” – identify threats. Each element was be applied as follows.

- Strengths (“S”): Identify Harbor related internal and external strengths, in order to develop strategies to optimize the Harbor’s utilization and infrastructure.
- Weaknesses (“W”): Identify existing weaknesses in the Harbor’s optimal utilization and function, including infrastructure, in aid of developing a strategy to minimize and/or mitigate those weaknesses.
- Opportunities (“O”): Identify opportunities to optimize the Harbor’s utilization and functions.
- Threats (“T”): Identify threats to the Harbor’s optimized utilization and function, so that strategies can be developed to eliminate and/or mitigate those threats through the strategic application of identified strengths and opportunities.

A main objective of this SWOT analysis was to identify strategies that can be used by the City and the Harbor Department to build on the Harbor’s strengths, eliminate its weaknesses, and make the most of opportunities while effectively countering threats. Given that the subject of this SWOT is the City of Morro Bay Harbor at large, strategies resulting from the SWOT analysis might include but not be limited to: purpose; infrastructure; economic development; working waterfront; Measure D; finance; operations; regulation; and politics.

Below please find the results of this current Harbor related SWOT analysis:

**Harbor Advisory Board – Harbor SWOT Analysis**  
**November/December 2019**

*Note: Recorded below are the results of the Harbor Advisory Board's "Strengths, Weaknesses, Opportunities and Threats" (SWOT) analysis of matters relating to the City of Morro Bay Harbor. In each SWOT category, under each of the four City Council FY 2019/2020 Goals included in the analysis, the aggregated top three items of importance to HAB members are indicated by red highlighting of the bullet item. Bullet items of secondary importance to HAB members are indicated by blue highlighting. Bullet items in black text were initially identified by one or more HAB member, but received one or less vote during tabulation.*

**Council Goal No. 1 – Achieve Economic and Fiscal Sustainability**

Strengths:

- A. The natural resources of the Harbor and the Bay as a public attraction.
- B. A protected and navigable harbor.
- C. An active commercial and recreational fisheries port.
- D. Tidelands Trust lease sites, and the Tidelands Trust Act requirement that revenues derived from Tidelands Trust lands go to the Harbor Fund.
- E. The City's historic image as a quaint fishing village, and the continued presence of a commercial fishing small boat fleet.
- F. The presence of the Morro Bay National Estuary Program.

Weaknesses:

- A. Lack of a strategic long-term plan, including its capital component, relative to maintaining and augmenting existing sources of Harbor revenue.
- B. Insufficient partnering with leasees and waterfront business to enhance/optimize Harbor revenue.
- C. Insufficient budget to pursue and maximize Harbor related economic opportunities for the Harbor Fund.
- D. The City not effectively marketing Harbor lease site opportunities.
- E. Not actively pursuing beach and water-based business revenue via licensing, permitting, etc.
- F. Staff manpower and business expertise.
- G. Morro Bay's aging commercial fishing fleet in terms of its operators, as well as increasing limitations on West Coast commercial fishing opportunities.

Opportunities:

- A. To implement a long-term strategic plan for the Harbor, which would include planning for national and/or regional economic downturns.
- B. Improve the Harbor related visitor serving strategy with San Luis Obispo County.
- C. Improve and enhance the City's efforts to market Harbor lease site opportunities.
- D. Provide a range of waterfront services that optimizes local and visitor interest and utilization.
- E. Improved partnering with existing lessees and other businesses to enhance Harbor revenue.

- F. Convene an annual economic status and development summit with elected officials, the Morro Bay Chamber of Commerce, private sector waterfront businesses and other involved and interested groups to assess and recommend solutions to economic challenges.
- G. Pursue beach and water-based business revenue via licensing, permitting, etc. for boating activities, sport fishing, sightseeing and such.
- H. Collaborate with the Morro Bay yacht Club, maritime non-profits, and the waterfront businesses to attract boating related events and maritime educational activities.
- I. Utilization of all Tidelands Trust lease sites for generation of Harbor Fund revenues.
- J. Facilitate long-term storage for commercial fishing products (cold storage facility).
- K. Develop a marine services facility (boat yard, etc.)
- L. Potential revenue from a regional off-shore wind farm.

Threats:

- A. Regional and/or national economic downturns.
- B. Not understanding who our Harbor visitors are, and not attracting the optimal market sectors.
- C. Entering into Tidelands Trust lease agreements that do not optimally contribute to the Harbor Fund.
- D. The Harbor and significant portions of the Bay being dependent upon continued dredging.
- E. CALPERS impacts.
- F. The General Fund extracting funds from the Harbor Fund.
- G. Political considerations.
- H. Potential community resistance to additional revenue activities.
- I. Losing sight of small-town Morro Bay, and becoming a Pismo Beach in a desire for revenue and profits.

**Council Goal No. 2 – Improve Public Infrastructure**

Strengths:

- A. The majority of Harbor related infrastructure exists.
- B. The City's knowledge of the history and needs of Harbor infrastructure.
- C. The ongoing capital needs projections for Harbor infrastructure as generated by the Harbor Department.

Weaknesses:

- A. A lack of programmed professional assessment of Harbor infrastructure physical conditions.
- B. A lack of dedicated funding for Harbor infrastructure maintenance, repair and replacement (the City's waterfront bathrooms being widely criticized, etc.).
- C. A lack of effective and consistent coordination between the Harbor Department and Public Works, as it relates to Harbor infrastructure maintenance, repair and replacement.
- D. Parking issues – a sufficiency of parking, and whether some parking should be paid or not paid.

Opportunities:

- A. Accurately and consistently identifying and defining Harbor related infrastructure needs and requirements.
- B. Establishing a defined process for City departments to execute Harbor related infrastructure projects.
- C. Establishing a City staff resource whose sole responsibility is to pursue public and private funding for Harbor infrastructure maintenance, repair and improvement – including rehabilitation of the Harbor Office.
- D. Developing a marine services facility (boat yard, etc.)

Threats:

- A. Aging useful life of Harbor infrastructure elements, as identified in the Harbor Department's capital projections.
- B. The inability to generate excess Tidelands Trust lands revenue for contribution to the Harbor accumulation fund.
- C. Lack of effective City action regarding infrastructure needs.
- D. A marine environment hostile to Harbor infrastructure.
- E. The inevitable silting of the Harbor and its navigation areas.

**Council Goal No. 3 – Complete Updates to City Land Use Plans and Zoning Policies, and Address Affordable Housing Issues**

Strengths:

- A. An engaged and passionate citizenry.
- B. The City's current commitment to updating the General Plan and Local Coastal Plan.

Weaknesses:

- A. Overly complicated City codes, requirements and regulations.
- B. Moving targets in terms of City development and construction – planning and guidelines being reactionary, rather than proactive.
- C. The high cost of construction as it relates to affordable housing.
- D. Lack of an effective eelgrass mitigation program.

Opportunities:

- A. Pursuing the betterment of an effective and relevant Working Waterfront through the GP/LCP update.
- B. Zoning and waterfront development guidelines being more flexible regarding alternative designs.
- C. Achieving Measure D clarity.
- D. The City committing to an effective eelgrass mitigation program.
- E. The City incentivizing affordable housing.
- F. Effectively channeling and utilizing the engaged and passionate citizenry.

Threats:

- A. Ineffective City bureaucracy.
- B. City inaction concerning the needs of the Harbor, and the opportunities it affords.

- C. Continued Measure D ambiguities.
- D. The lack of an effective City eelgrass mitigation program.

**Council Goal No. 4 – Improve Communication and Engagement with Community**

**Strengths:**

- A. An engaged and passionate citizenry.
- B. The Harbor Department’s practice of being open to public engagement.
- C. The Harbor Department staff’s knowledge of and experience with Harbor related matters and concerns.

**Weaknesses:**

- A. The City Council not focusing on Harbor related issues.
- B. A lack of effective City initiative in engaging waterfront leasees and businesses to improve the City’s understanding of the needs and concerns of those leasees and businesses.
- C. A disconnect between public expectations regarding the Harbor versus available revenues and funding.
- D. A lack of effective City initiative in engaging locals and visitors concerning their Harbor experiences, and their Harbor related needs and desires.

**Opportunities:**

- A. Train and actively utilize Harbor Patrol personnel as good will ambassadors for Morro Bay and for the Harbor.
- B. Utilizing social media and other electronic media as an effective tool in communicating with waterfront leasees and businesses.
- C. Utilizing social media and other electronic media as an effective tool in promoting the Harbor.
- D. Improving and enhancing Council’s utilization of the Harbor Advisory Board as a means to: provide public input regarding Harbor related matters; assess Harbor related environmental issues; serve as a sounding board relative to potential new Harbor initiatives and business ventures; annually review and report on the state of the Harbor.

**Threats:**

- A. Council, City staff and/or citizenry unwillingness to consider options, opinions and viewpoints as expressed by others, which effectively shuts down thoughtful engagement regarding the Harbor.
- B. A lack of meaningful City and public dialogue concerning what is working for the Harbor, and what is not.
- C. Harbor Patrol personnel not being recognized (as a resource) to serve as good will ambassadors for Morro Bay and the Harbor.