



To enrich lives through effective and caring service



**MARINA DEL REY DESIGN CONTROL BOARD
AGENDA**

Wednesday, March 16, 2011, 12:30 p.m.

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

Burton W. Chace Park
Community Building
13650 Mindanao Way
Marina del Rey, CA 90292

1. **Call to Order, Action on Absences, Pledge of Allegiance, and Order of Agenda**
2. **Approval of the February 16, 2011 Minutes**
3. **Public Comment**
This is the opportunity for members of the public to address the Board on items that are not on the posted agenda, provided that the subject matter is within the jurisdiction of the Board. Speakers are reminded of the three-minute time limitation.
4. **Consent Agenda**
The Chair may entertain a motion by a Board member at the beginning of the meeting to approve certain non-controversial agenda items as consent agenda items unless held by a Board member or member(s) of the public for discussion or separate action.
5. **Old Business**
 - A. Parcel 125I – Marina City Club– Final Design consideration of Marina Walk renovation, signs, and Design Control Board review related thereto – DCB #10-016B
6. **New Business**
 - A. Design Control Board Review Process Discussion
 - B. Presentation of the Department of Beaches and Harbors Strategic Plan for 2011 to 2013
 - C. Follow-up Report on Status of Fisherman's Village - Parcel 56
7. **Staff Reports**
 - A. Temporary Permits Issued by the Department
 - B. Ongoing Activities Report
 - Board of Supervisors Actions on Items Relating to Marina del Rey
 - Regional Planning Commission's Calendar
 - Coastal Commission's Calendar
 - Local Coastal Program Periodic Review Update

- Small Craft Harbor Commission
- Marina Design Guidelines Update
- Redevelopment Project Status Report

C. Marina del Rey and Beach Special Events

8. **Adjournment**

PLEASE NOTE

1. ADA ACCOMODATIONS: If you require reasonable accommodations or auxiliary aids and services such as material in alternate format or a sign language interpreter, please contact the ADA (Americans with Disabilities Act) Coordinator at (310) 305-9590 (Voice) or (310) 821-1734 (TDD).
2. The Los Angeles County Board of Supervisors adopted Chapter 2.160 of the Los Angeles Code (Ord. 93-0031 ~ 2 (part), 1993, relating to lobbyists. Any person who seeks support or endorsement from the Design Control Board on any official action must certify that he/she is familiar with the requirements of this ordinance. A copy of the ordinance can be provided prior to the meeting and certification is to be made before or at the meeting.
3. All materials provided to the Design Control Board Members are available (beginning the Saturday prior to the meeting) for public review at the following Marina del Rey locations:

Department of Beaches and Harbors Website Address: <http://marinadelrey.lacounty.gov>

Department of Beaches and Harbors
Administration Building
13837 Fiji Way
Marina del Rey, CA 90292

MdR Visitors & Information Center
4701 Admiralty Way
Marina del Rey, CA 90292

Burton Chace Park Community Room
13650 Mindanao Way
Marina del Rey, CA 90292

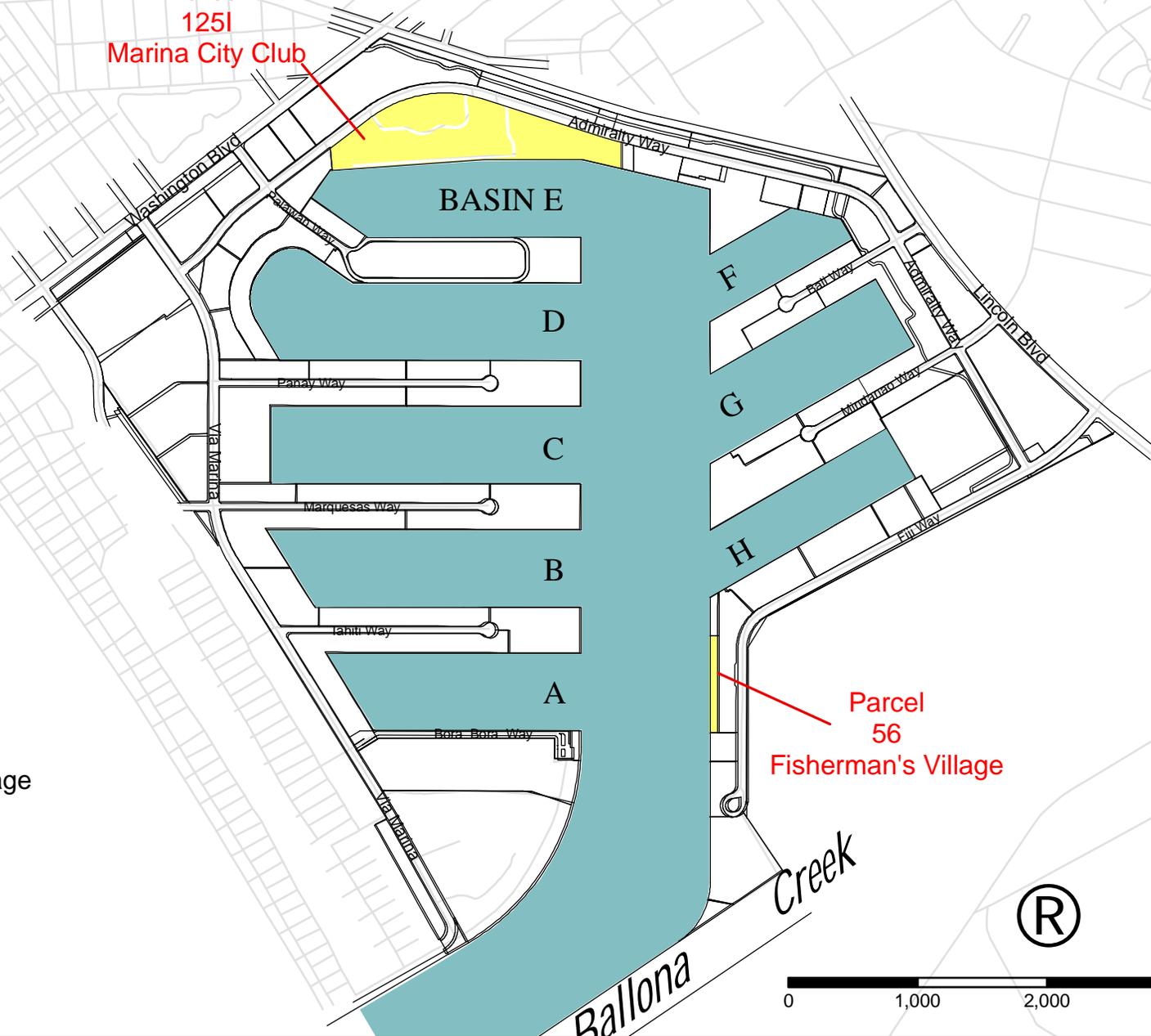
Lloyd Taber-Marina del Rey Library
4533 Admiralty Way
Marina del Rey, CA 90292



Locations of March 16, 2011 DCB Items



Parcel
125I
Marina City Club

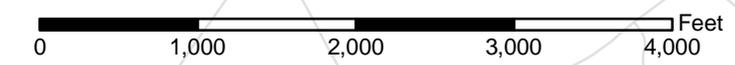


Old Business:

Parcel 125I
5A, Marina City Club

New Business:

Parcel 56
6C, Fisherman's Village





Marina del Rey Land Use Map



Marina del Rey Land Use

- Boat Storage
- Hotel
- Marine Commercial
- Office
- Open Space
- Parking
- Public Facility
- Residential
- Visitor-serving Commercial

DESIGN CONTROL BOARD MINUTES
February 16, 2011

Members Present: Peter Phinney, AIA, Chair (Fourth District); Helena Jubany, Vice Chair (First District); Tony Wong, P.E, Member (Fifth District)

Members Absent: Simon Pastucha, Member (Third District); David Abelar, Member (Second District)

Department Staff Present: Paul Wong Division Chief; Peter Dzewaltowski, Regional Planning Assistant; Moses Feliz, Temporary Secretary

County Staff Present: Michael Tripp, Department of Regional Planning

Guests Testifying: Roy Williams, Linear Architecture

1. Call to Order and Pledge of Allegiance

Mr. Phinney called the meeting to order.

Mr. Wong moved to excuse the absences of Mr. Pastucha and Mr. Abelar (Temporarily). Ms. Jubany seconded the motion, and it passed unanimously.

Mr. Tony Wong led the pledge of allegiance.

2. Approval of January 19, 2011 Minutes

Mr. Phinney asked the Board for comments and questions on the January 19th meeting minutes.

Ms. Jubany moved to approve the January 19 meeting minutes. The motion was seconded by Mr. Tony Wong, and the minutes were approved unanimously.

3. Public Comment

Mr. Phinney asked if any members of the public had any comments on any matters of interest to the Board and not on the agenda.

Seeing no members of the public wishing to speak, the public comment period was closed.

4. Consent Agenda

None

5. Old Business

None

6. New Business (12:37 PM)

Item 6A Parcel 50 - Marina Waterside Shopping Center - DCB # 11-002 - The Loft

Peter Dzewaltowski presented the staff report on the proposed façade renovation at The Loft.

Mr. Abelar joined the meeting during the staff presentation.

In response to a question from Mr. Abelar about the type of business operated by The Loft, Peter Dzewaltowski explained that it is a clothing retailer operated by Ann Taylor.

Roy Williams representing Linear Architecture summarized The Loft's plans and presented a sample board displaying materials and colors that would be used in the proposed awnings, canopies and signs.

Mr. Abelar asked if the color of the building façade would be changed. Roy Williams replied that the building colors would remain bisque cream color on the right side and white on the left side of the proposed storefront.

Roy Williams explained to Ms. Jubany that the canopy over the front entrance is metal and the same color as the two proposed awnings.

In response to a question from Mr. Phinney, Roy Williams confirmed that the canopy will be made from translucent material and will allow light to pass through.

Roy Williams clarified that the color of the proposed awnings and canopy would be as Medium Bronze when asked by Ms. Jubany.

Mr. Phinney asked if Board members have further questions before taking public comment, and there were none. The Public Comment period was opened and then closed. No members of the public requested to speak.

Peter Phinney asked if there were other questions from the Board, hearing none, he asked the Board for a motion.

Mr. Tony Wong motioned to approve the project as submitted. Seconded by Ms. Jubany, and the motion was approved unanimously.

7. Staff Reports

Paul Wong presented the staff reports.

Mr. Abelar asked if there was a summary of the slip sizes before and after the marina dock reconstruction projects. Paul Wong, replied that he did not have those details readily available, but mentioned a number of meetings with boaters from which the Department determined an appropriate mix of slips to accommodate larger boats and, at the same time, minimize any impact to loss in small boat slips.

In response to a question by Mr. Abelar about the date and time of the meetings, Paul Wong explained that the meetings were held at Santa Monica Windjammers Yacht Club and explained that Mr. Abelar may not have received notice if his boat were moored at Parcel 44 since only a portion of that parcel's anchorages will be incorporated in the future Anchorage 47 docks.

Paul Wong further explained to Mr. Abelar the process of coordinating a transition plan to maintain a supply of slips for boats 25-foot and under and 35-foot and under to limit the displacement of small boaters.

Mr. Phinney requested an agenda item for the March meeting to allow the Board to discuss comments from the Lessees' Association luncheon regarding the Board's design review process.

Mr. Phinney also requested that staff draft a letter to Mr. Pastucha explaining the Board's appreciation for his contributions and expressing concern about the number of absences over the past year.

Paul Wong responded to comments about the Chace Park parking lot and confusing parking regulations, explaining that he will provide parking placards to the Board so tickets are not issued during meeting hours.

Mr. Phinney asked if any members of the public wished to speak. Seeing none, the Public Comment period was closed.

8. Adjournment

Motion by Mr. Tony Wong to adjourn at 2:30 PM. Ms. Jubany seconded the motion and it was approved unanimously.

Respectfully Submitted,

Moses Feliz
Temporary Secretary for the Design Control Board



To enrich lives through effective and caring service

March 10, 2011



TO: Design Control Board
FROM: *Gary Jones*
for Santos H. Kreimann, Director

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

SUBJECT: ITEM 5A - PARCEL 125I - MARINA CITY CLUB - FINAL DESIGN CONSIDERATION OF MARINA WALK RENOVATION, SIGNS, AND DESIGN CONTROL BOARD REVIEW RELATED THERETO- DCB #10-016B

Item 5A on your agenda is a submittal from the lessee of Parcel 125I, Essex Property Trust (Applicant), for Final Design Review of proposed renovations to the 1,400-foot segment of the promenade (hereafter Marina Walk), fire access lane, and associated new signage adjoining the waterfront along the southerly boundary of Parcel 125I.

Background

The Marina City Club (MCC), a multi-unit residential project consisting of six 17-story crescent-shaped towers and one three-story apartment building, occupies most of Parcel 125I's landside. The 600 condominium units are owned by individual homeowners who are independent of Applicant, while the 101-unit Marina City Promenade Apartments and the marina are owned by Applicant.

The existing Marina Walk is generally 8 feet wide and a stretch of approximately 100 feet has only a three-foot width. Constraints, namely the location of buildings on the parcel and the need to provide a sense of security to the apartment renters and condominium owners, prevent widening the public waterfront to meet the 28-foot requirement for a combined Marina Walk and fire lane. During lease negotiations in 2004, the County was able to negotiate for a marina replacement project, as well as an option for the County to receive a dedicated 12-foot wide easement for a public Marina Walk along the entire MCC waterfront to improve the existing restricted access condition. Subsequently, Applicant has volunteered to include Marina Walk improvements concurrent with the reconstruction of its anchorage.

Conceptual Review Summary

In November 2010 when the project was before the Board for Conceptual Design Review, there were a number of recommended plan revisions and requests, and these are summarized as follows:

- a. Consider accents zones along the Marina Walk by creating landscape treatment and hardscape features to enlarge the seating areas, and enhance direct access to and from waterside amenities;
- b. Consider Marina Walk transitions where the walkway makes connections to adjacent properties;
- c. Consider a landscape architect in the selection of planting materials;
- d. Design gates such that users of the MarinaWalk would be directed towards the WaterBus stop(s) and that the boarding area(s) may be accessed by way of the Marina Walk;
- e. Improve visibility through the seawall fence at the seating areas; and
- f. Relocate and reconsider the design of the proposed shade structures to ensure they create adequate shade.

Final Review Plan Alterations

In response to the Board's comments, the Applicant has made a number of plan revisions described below:

Hardscape

The hardscape has been redesigned with new brick pavers, varying colors, textures, and patterns. Four colors are used in the hardscape of the Marina Walk, including Pale Blue, Natural Tan, Glacier White and Grey. The colors are used to distinguish arch and wave patterns which are trimmed with flush concrete curbing. At each of the access gates to the Marina Walk (along both the dock gangways and the fence/fire lane), Autumn Gold semicircles of stamped concrete delineate access ways to the Marina City Club. The entire fire lane is proposed to be surfaced with Black Hills-colored cobble stone.

Marina Walk Transitions

Each end of the Marina Walk warrants location-specific transitions. On the western end near FantaSea Yachts, the Marina Walk narrows to about ten feet wide where it transitions to Parcel 33, one of the remaining unimproved walkways finished with bituminous asphalt. The Applicant proposes that at the time the Parcel 33 Marina Walk is renovated, it should provide a transition that integrates with the Marina City Club improvements.

On the eastern end, the Marina Walk is widened from 12 feet to about 20 feet in order to provide a gradual flaring of the walkway to better match the wider Ritz Carlton Hotel Marina Walk. A landscape strip has been added between the fire access lane fence and the Marina Walk. This area is filled with Senecio Mandraliscae and Purpurea groundcover, and various plantings of Bronze Bay, Blue Bungle, Bird of Paradise, Santolina

Chamaeryparissus, and Star Jasmine sited to climb the fence. To further integrate the two walkways, the Applicant is proposing to extend the colored wave and arch patterns into the neighboring Marina Walk, and continue the semicircle entrance/exit patterns for all of the gates along the Ritz Carlton Hotel frontage.

To accommodate the flaring of the Marina Walk, the landscape strip immediately adjacent to the building has been reduced in width and redesigned. Some of the initially-proposed planting such as day lily, Bouganvilla, and red Bunny Tails remain and are supplemented with Euphorbia Charcaias Wulfenii, Rosemary, and Jerusalem Sage arranged in a symmetrical pattern.

Seating Areas and Entrances

There are seven seating areas proposed. A seating area originally proposed near the western end of the parcel was removed. The Applicant is proposing to remove the blade-shaped shade features that were initially proposed at each of the new seating benches. Since the conceptual review presentation, the Applicant considered four alternative shade features, and found that none would provide sufficient shade without blocking views of the harbor.

The seating areas will remain located near the seawall, together with a trash receptacle and redesigned landscaping, including new tiered plantings of Silvery Sunproof, Irene Doyle, Agapanthus Africanus while retaining the Red Bunny Tails which were included in the initial plan. The surface treatment has been revised to include larger, 12"x12" square-shaped charcoal pavers with Dymondia Margaretae or "Silver Carpet" groundcover interspersed between the paving units. A "notching" effect has also been included within the hardscape between the two benches in order to tie-together the surface from the Marina Walk and the seating area and provide a suitable location for parking a wheelchair.

Fencing, Gates, Signs and Lighting

There are no proposed changes with fences, gates, signs or lighting.

STAFF REVIEW

Staff finds the proposed Final Design application consistent with the Marina Walk design guidelines and recommends APPROVAL of DCB #10-016B, per Section 22.46.1110.D.2 of Title 22.

SHK:pjd



To enrich lives through effective and caring service

March 10, 2011



TO: Design Control Board
FROM: *Gary Jones*
for Santos H. Kreimann, Director

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

SUBJECT: ITEM 6A – DESIGN CONTROL BOARD REVIEW PROCESS DISCUSSION

Item 6A on your agenda is a discussion about potential improvements to the current Marina del Rey Small Craft Harbor Design Control Board review and recommendation processes. Several current processes are described below to help facilitate a pointed discussion on possible improvements and how the process may be streamlined to further effect the Marina's overall urban design program.

Process Background

The Design Control Board is governed by Los Angeles County Code Title 22.46.1060 to review architectural designs and site plans within Marina del Rey. It is the duty of the Board to review development proposals, including renovations, for consistency with the Specifications and Minimum Standards of Architectural Treatment and Construction, the Design Control Board Statement of Aims and Policies (with exception of project design elements), and the Revised Permanent Sign Controls and Regulations. The Board has also customarily used The Marina Walk Design Guidelines when considering promenade alterations.

The existing design review process is intended to facilitate and establish an urban design concept and to ensure compatibility between all design elements. There are limited exceptions to the types of exterior modifications that would be reviewed by the Board, including small informational/directional signs like preferential parking signs, temporary banners or "for lease" signs, and other minor projects, such as utility work and road signage. The exceptional cases are handled through ministerial approvals by Department staff and are usually reported to the Board at the monthly meetings by means of the Ongoing Activities Report.

The Board's decisions are recommendations to the Department of Regional Planning and/or Hearing Officer, in the form of an "Approval in Concept," project conditions, or denial for their consideration when evaluating project consistency with the Local Coastal Program and Los Angeles County Title 22 during the permitting process.

Process In-Practice

Development reviewed by the Board is considered in one of three project review processes listed below.

1. **Authorizations** – Provides authorization of minor exterior alterations and allows work on a Marina del Rey project which itself does not require further regulatory review (e.g. exterior paint color on buildings).

Process: The Board reviews the proposal and either provides an “Approval in Concept” or suggests conditions. This type of proposal is a strong candidate for the Consent Agenda.

2. **Approval of Development Proposals** – Signs are the most common type of development within this review process which essentially allows design review prior to projects proceeding directly to the Department of Public Works, Division of Building and Safety or Department of Regional Planning for permitting and approvals (e.g. exterior modification of an existing building with no change or intensity or use, signage, and awnings).

Process: Typically requires one Board meeting. At times, applicants are required to return to the Board with plan alterations or additional material samples. Frequently Board recommendations include minor plan changes which are approved by staff prior to “Approval in Concept” and subsequent submission to the permitting authority.

3. **Conceptual & Final Approval of Redevelopment** – A two-step process which provides an opportunity for an initial project review, followed by a final review once the Regional Planning Commission, Board of Supervisors, California Coastal Commission and/or other agencies have issued permits.

Process: For larger, more complex projects, the Board conducts Conceptual and Final Reviews concurrently with the coastal development permit process. The conceptual review phase analyzes the architectural design and site planning of the proposed development. Board recommendations are then submitted to the regional planning commission or hearing officer for consideration in the coastal development permit process. The Board’s Final Review of architectural design is based on the development approved by the regional planning commission and/or hearing officer, post Coastal Development Permit.



To enrich lives through effective and caring service

March 10, 2011



TO: Design Control Board
FROM: *Gary Jones*
for Santos H. Kreimann, Director

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

SUBJECT: **ITEM 6B – PRESENTATION OF THE DEPARTMENT OF BEACHES AND HARBORS STRATEGIC PLAN FOR 2011-2013.**

Item 6B is a presentation of the Department's recently released Strategic Plan. It includes the Department's Vision, Mission Statements, and four major Goals. The Department's Vision statement is:

To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations.

The Department's Mission Statement is:

Caring for your coast in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities.

The four major goals are as follows:

- Goal 1: Service Excellence** – Delivering service excellence to both beach and Marina del Rey (MdR) users that enhances their access to and use of the coastline for boating and other recreational purposes;
- Goal 2: Economic Growth** – Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region;
- Goal 3: Environmental Stewardship** – Protecting the beach and marina environment for the benefit of current and future generations;
- Goal 4: Internal Effectiveness** – Improving the operations, policies, and workforce of the Department for increased effectiveness.

SHK:mk

Attachment (1)

LOS ANGELES COUNTY



Department of
**Beaches &
Harbors**

County of Los Angeles
Department of Beaches and Harbors
Strategic Plan 2011-2013

February 2011

County of Los Angeles

Department of Beaches and Harbors

Strategic Plan 2011-2013

Table of Contents

Message from the Director 1

Strategic Plan Executive Summary..... 1

Chapter 1: Background 5

Chapter 2: Strategic Planning Process.....7

Chapter 3: Vision, Mission, and Values 8

Chapter 4: Strategic Goals and Action Plans 9

 Goal 1: Service Excellence..... 9

 Goal 2: Economic Growth..... 20

 Goal 3: Environmental Stewardship..... 28

 Goal 4: Internal Effectiveness..... 32

Appendices

Glossary of Abbreviations and Terms.....45

Organizational Chart.....46

2009-10 Beaches and Harbors Accomplishments.....47

Message from the Director

Dear Reader:

I am pleased to present the Department of Beaches and Harbors' 2011-2013 Strategic Plan, which reflects valuable input received over the past few years from members of the public and business community, the Board of Supervisors and other County agencies. Also, I would like to thank everyone on my staff who collectively invested countless hours of reflection, study and discussion to develop this Plan. It will be a guiding document that serves as a road map in transforming our Department and its operations for the benefit of our residents and beach-going public.

This plan provides a clear depiction of our Vision, Mission, Values and Action Plans that we intend to pursue and implement over the next three years in *Caring for Your Coast*. More specifically, it has been developed to refocus our collective energies to: 1) achieve a higher level of service excellence for the benefit of our stakeholders; 2) promote economic growth and enhance the quality of life of our residents; 3) increase public access and expand recreational opportunities along our coastline; and 4) protect the beach and marine environment that is entrusted into our care.

By publishing our Plan, we seek to increase communication with all those who have an interest in how we manage some of the most beautiful coastline and certainly one of the most visited areas in the world. It is a living document that will continually change and grow in the years to come depending on the challenges and opportunities that may arise. As a result, we welcome your continued input on this Plan.

We look forward to partnering with all of our stakeholders, as we carry out our vision to be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations.

Best regards,

SANTOS H. KREIMANN
Director of Beaches and Harbors

County of Los Angeles

Department of Beaches and Harbors

Strategic Plan 2011-2013

Strategic Plan Executive Summary

Our Vision

To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations

Our Mission

Caring for Your Coast in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities

Our Stakeholders

The Los Angeles County Department of Beaches and Harbors (DBH or Department) has many stakeholders and populations who care about and benefit from the beaches owned or operated by Los Angeles County (Beaches) and Marina del Rey (MdR or Marina). These populations (defined as Stakeholders) include County visitors and beach users of all economic levels and ages, beach area residents and their local governments, MdR boaters and residents, MdR lessees, domestic and international tourists, businesses, environmental groups, regulatory authorities such as the Coastal Commission, elected officials, nonprofit organizations, commissions, other County departments such as the Department of Regional Planning (DRP) and the Board of Supervisors (BOS). Even individuals who do not visit the coastline benefit from the economic activity that results from the Beaches and MdR.

Our Goals

- **Goal 1 - Service Excellence.** Delivering service excellence to both beach and MdR users that enhances their access to and use of the coastline for boating and other recreational purposes.
- **Goal 2 - Economic Growth.** Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region.
- **Goal 3 - Environmental Stewardship.** Protecting the beach and marina environment for the benefit of current and future generations.
- **Goal 4 - Internal Effectiveness.** Improving our operations, our policies, and our workforce and its culture to make us more effective in *Caring for your Coast*.

The order of the four goals does not reflect the relative importance of any of them – they are all important for DBH’s success in both the near and longer term.

Our Strategies

The focus of this Strategic Plan is to develop strategies to balance the first three goals. All of these strategies will be more easily achieved with improvements in DBH's operations and work culture, such as those outlined in **Goal 4 - Internal Effectiveness**.

Strategies for Goal 1: Service Excellence

Strategy 1.1: Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

Strategy 1.1A: Improve parking operations and investigate means to increase ease of access to Beaches

Strategy 1.1B: Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities, and plan communications strategies to reach the markets

Strategy 1.1C: Investigate opportunities to lengthen the season for active use of the Beaches

Strategy 1.1D: Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

Strategy 1.2: Act upon broad-based input from M&R stakeholders to improve customer satisfaction

Strategy 1.3: Implement a Lead Department model to improve coordination of public services provided to M&R harbor stakeholders

Strategy 1.4: Promote increased recreational boating in Marina del Rey

Strategies for Goal 2: Economic Growth

Strategy 2.1: Assist in developing the future direction of M&R

Strategy 2.1A: Provide input as a stakeholder for the third generation redevelopment of M&R

Strategy 2.1B: Procedurally assist DRP in its visioning process for the future direction of M&R

Strategy 2.2: Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

Strategy 2.4: Evaluate means of increasing revenues from M&R leases

Strategy 2.5: Develop new arrangements that provide revenue to support DBH operations

Strategies for Goal 3: Environmental Stewardship

Strategy 3.1: Define the Department's official position regarding its beach and marina environmental role

Strategy 3.2: Develop environmental policies and procedures consistent with DBH's environmental position (defined in Strategy 3.1)

Strategy 3.3: Implement the environmental policies and procedures

Strategies for Goal 4: Internal Effectiveness

Strategy 4.1: Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

Strategy 4.1A: Improve processes and systems

Strategy 4.1B: Manage risk

Strategy 4.1C: Provide expanded training and staff development

Strategy 4.1D: Promote efficiency efforts

Strategy 4.2: Update policies and codes for beach and harbor use

Strategy 4.2A: Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

Strategy 4.2B: Develop a new process for selecting youth camps to operate on DBH Beaches

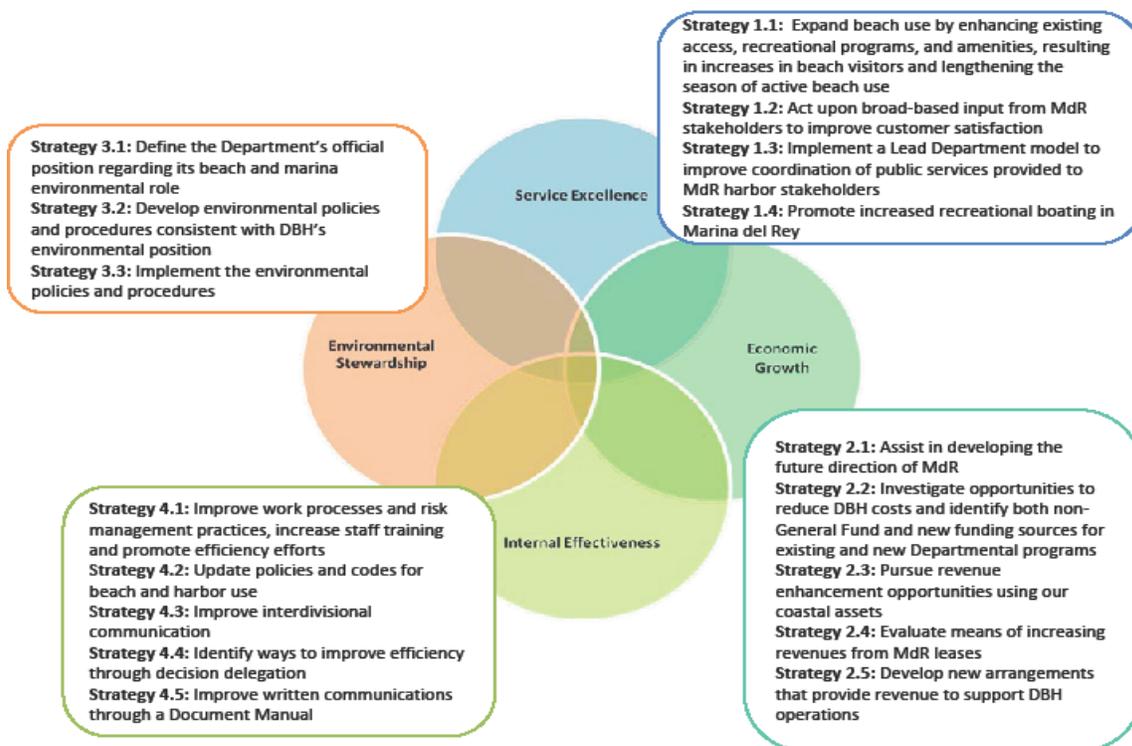
Strategy 4.3: Improve interdivisional communication

Strategy 4.3A: Create and maintain a notification process for events and activities

Strategy 4.3B: Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

Strategy 4.4: Identify ways to improve efficiency through decision delegation

Strategy 4.5: Improve written communications through a Document Manual



Our Values

We plan to achieve these goals by improving the way we do our work – the way we work with each other and others outside of our Department. We plan on continuing to change our work culture based on our shared beliefs. Our core values will shape the attitudes we hold as we accomplish our goals. We will also perform all of this work with integrity – We will act consistent with our values and uphold the highest ethical standards.

Because our Department is dedicated to *Caring for Your Coast*, we have appropriately summarized our values to emphasize C.O.A.S.T.:

Collaboration

Open to possibilities

Action-oriented

Sustainability

Transparency

Chapter 1: Background

The County of Los Angeles, with a population of more than 10 million people, has more residents than any other county in the nation. Within its boundaries are 88 cities. The County is rich in cultural diversity and home to world-renowned museums, theaters, the motion picture industry, major universities, and numerous fine restaurants. In addition, the County has mountains, deserts, and the beautiful Pacific Ocean, along with some of the world's finest urban seaside, beach, and recreational attractions.

Department of Beaches and Harbors

The County of Los Angeles government has 39 major administrative units or departments that serve the needs of the County's diverse population. DBH specifically provides management of both MdR and County-owned or operated beaches (Beaches). DBH's role is to enhance public access and enjoyment while raising County revenue through professional and accountable asset management. This role includes Marina lease administration and leasehold redevelopment; beach concession, parking and use permit administration; beach and Marina maintenance (refuse removal, restroom cleaning, grounds maintenance, and facility repairs); Marina leasehold and beach facilities maintenance inspections; planning and implementation of MdR and beach capital improvement and infrastructure programs; marketing and management of promotional campaigns; promoting recreational boating; and offering programs for children including the Day in the Marina and the Water Awareness, Training, Education, and Recreation (W.A.T.E.R.) programs.

Marina del Rey

MdR, located between Long Beach and Ventura, is the largest man-made small craft harbor in the United States and is home to over 4,700 boat slips. It has become a model for other urban marinas



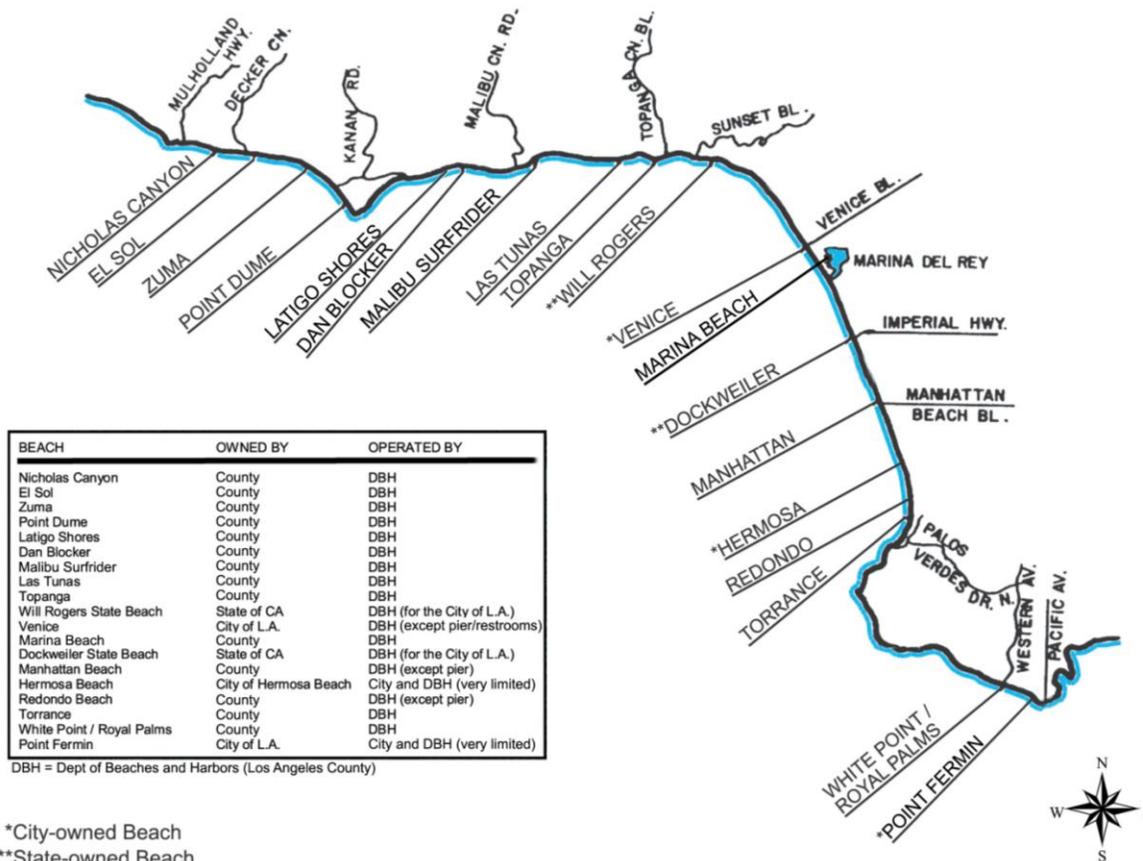
throughout the world. The Marina should not be thought of as a finished product, but rather constantly evolving, with an inherent capacity to accept change. Currently, the County continues to strive for an optimum balance between public and private interests. The Marina provides many different functions and activities that support both the recreational and economic needs of the greater Los Angeles metropolitan area.

Los Angeles County Beaches

The beaches owned or operated by Los Angeles County through our Department are some of the most recognizable and most popular coastal areas in the world. Each year, these Los Angeles County beaches attract more than 50 million visitors, both tourists and locals alike. More than 25 miles of scenic sandy Beaches and an abundance of ocean activities keep visitors entertained and coming back year after year.

Our Beaches stretch from Nicholas Canyon in Malibu to Point Fermin in San Pedro. They include facilities, such as parking lots, restrooms, showers, concession stands, fire pits, volleyball areas, picnic areas, the Marvin Braude Bike Trail, and the only “on the beach” recreational vehicle park in Los Angeles County. All these Beaches are patrolled by local law enforcement agencies, with County Lifeguards ensuring the safety of all beachgoers through as needed emergency medical treatment and lifesaving water rescues. Our Beaches are full of history and culture and are as plentiful and diverse as the County itself.

BEACHES OWNED OR OPERATED BY LOS ANGELES COUNTY



Chapter 2: Strategic Planning Process

In 1999, the County of Los Angeles adopted a Strategic Plan and has modified and updated that plan several times in the intervening decade. The County of Los Angeles Strategic Plan includes a Mission Statement, Goals, Strategies, and Objectives that all form the framework for County department strategic plans. Each department is required to develop a strategic plan consistent with the County-wide initiative.

Relationship to County Strategic Plan

There are five Strategic Goals identified in the County of Los Angeles Strategic Plan:

- Operational Effectiveness
- Children, Family and Adult Well-Being
- Community and Municipal Services
- Health and Mental Health
- Public Safety

The County of Los Angeles Strategic Plan and the Mission, Values, and Goals identified in that plan have served as a guide for the development of this DBH Strategic Plan 2011-2013.

*Our strategic goals are most closely linked to the **County's Operational Effectiveness and Community and Municipal Services Goals**. In addition, DBH has a unique position in the County, as the only County department that operates at a surplus. In this way, **DBH's reinvestment in the County supports all five of the County's Strategic Goals**.*

DBH Strategic Planning Retreat

On May 18, 2010, DBH leaders – managers and supervisors, Division Chiefs, Deputy Director, Chief Deputy Director, and the Department Director – met at the Dockweiler Youth Center to discuss DBH's **Strengths, Weaknesses, Opportunities, and Threats (SWOT)**; mission, vision, and values; and strategic priorities. The Strategic Planning Retreat provided the opportunity for the participants to communicate openly across Division lines and develop a strategic direction.

Strategic Planning Work Groups

Strategic Planning Work Groups were formed to develop Action Plans to accomplish objectives for each of the four unique Strategic Goals specific to DBH identified and agreed on at the Strategic Planning Retreat.



Chapter 3: Vision, Mission, and Values

The successful implementation of our Strategic Plan will require every employee to understand and focus on achieving our organization's mission, vision, goals and objectives. It will also require each employee to embrace the values that are held in high esteem by our Department.

Therefore, as an organization, we will be consistent in our purpose and direction, we will remain flexible and open to suggestions, and we will reflect our shared values in our everyday actions and words. Above all, we will work collaboratively and move together to achieve our shared vision of being responsible and proactive stewards of world-renowned public urban beaches and Marina del Rey harbor.

Our Vision

To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations

Our Mission

Caring for Your Coast in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities

Our Values

DBH has identified five values that not only reflect the County values, but also speak specifically to our unique operations and responsibilities in *Caring for Your Coast*. These values include **Collaboration**, **Open to Possibilities**, **Action-orientated**, **Sustainability**, and **Transparency**. These values align with our Strategic Plan Goals and are demonstrated in how we conduct ourselves both internally within DBH and externally towards our Stakeholders. Our values are:

Caring for Your...

- C** **Collaboration** – We believe in cooperation, consensus building, and coordinated teamwork for the benefit of the County's coastal resources. We accomplish this through improved internal Department communication within and across Divisions and with our external stakeholders.
- O** **Open to Possibilities** – We embrace innovation and welcome differences of opinion and individual initiative. We exhibit this value by being responsive to stakeholder needs, encouraging ingenuity, and adopting new technologies to streamline our business operations.
- A** **Action-oriented** – We believe that action is preferable to inaction. We uphold a high standard of excellence through prompt and efficient execution of our work, both routine and specialized.
- S** **Sustainability** – We manage the County's valuable coastal assets to generate revenue to reinvest for the benefit of the County's more than 10 million residents, provide safe use and open access for our visitors, and preserve these resources for generations to come.
- T** **Transparency** – We believe in open, honest communications and operations and take full responsibility for our decisions, behaviors, and actions every day, all day.

Chapter 4: Strategic Goals and Action Plans

The focus of this Strategic Plan is to develop strategies to balance:

- **Goal 1: Service Excellence** – Delivering service excellence to both beach and MdR users that enhances their access to and use of the coastline for boating and other recreational purposes
- **Goal 2: Economic Growth** – Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region
- **Goal 3: Environmental Stewardship** – Protecting the beach and marina environment for the benefit of current and future generations

All of these strategies will be more easily achieved with improvements in DBH's operations and work culture, such as those outlined in **Goal 4: Internal Effectiveness**.

The order of the four goals does not reflect the relative importance of any of them – they are all important for DBH's success in both the near and longer term.

Goal 1: Service Excellence



DBH's responsibility to its Stakeholders to maintain MdR and the Beaches as both attractive and accessible resources is as important as the Department's responsibility for revenue generation. Our Stakeholders include County visitors and beach users of all economic levels and ages, beach area residents and their local governments, MdR boaters and residents, MdR lessees, domestic and international tourists, businesses, environmental groups, regulatory authorities such as the Coastal Commission, elected officials, nonprofit organizations, commissions, other County departments and the Board of Supervisors (BOS). We seek to support the

health and safety of all those who enjoy our facilities, our Beaches and our harbor.

We have identified four strategic areas to focus on during the next three years.

Strategies

Strategy 1.1: Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

Strategy 1.1A: Improve parking operations and investigate means to increase ease of access to Beaches

Strategy 1.1B: Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities and plan communications strategies to reach the markets

Strategy 1.1C: Investigate opportunities to lengthen the season for active use of the Beaches

Strategy 1.1D: Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

Strategy 1.2: Act upon broad-based input from MdR stakeholders to improve customer satisfaction

Strategy 1.3: Implement a Lead Department model to improve coordination of public services provided to MdR harbor stakeholders

Strategy 1.4: Promote increased recreational boating in Marina del Rey

Action Plans

Beach Access and Recreation

Strategy 1.1: Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

Within our Stakeholder base, we can both increase the number of beach visitors and enhance their enjoyment of the public coastline.

Access is a priority. This involves updating our pay and display parking equipment, examining how we can improve traffic flow in our parking lots, and encouraging increased public transit opportunities and other transportation options that reduce vehicle use. Access also involves making the Beaches accessible to potential underserved or unserved populations, such as perhaps inner-city families and people with disabilities. DBH's W.A.T.E.R. program is one way that the Department helps young people – who normally would not have such an opportunity – to enjoy the beach.

We will also survey our beach visitors to better understand what they would like to do at the beach and encourage new and additional recreational activities that bring visitors throughout the year.

Finally, to prepare for and give direction to expanded beach use, we will develop Beach Profiles for each beach and an overall Beach Management Blueprint.

1.1A -- Public Access and Parking Operations

Those who drive to our Beaches daily use our pay and display parking machines and then navigate through our parking lots to enjoy a day at the beach. To improve our visitors' experience, we will update this equipment and improve how vehicles enter, travel through and then exit these lots. In addition, what else can be done to encourage ease of access to the Beaches? Various options will be explored and then advocated to other agencies.

Strategy 1.1A: Improve parking operations and investigate means to increase ease of access to Beaches

Outcomes:

- *By December 2012, install new revenue collection technology at County beach and MdR parking lots*
- *By March 2013, develop a plan for improving parking lot operations, to include reducing parking lot congestion and delays*
- *By April 2013, recommend new or enhanced access options and begin advocating for changes*

Objective	Lead	Support	Timeframe
Replace beach and MdR parking lot revenue collection technology			
Objective 1.1A.1: Determine the funding approach to purchase or lease new revenue collection technology, whether through one-time County funding or lease financing	Administrative Services Division (ASD)	Executive Office	January 1, 2011 to May 31, 2011

Objective	Lead	Support	Timeframe
Objective 1.1A.2: Develop the specifications for the technology and solicit bids	ASD	Facilities and Property Maintenance Division (FPMD)	June 1, 2011 to December 31, 2011
Objective 1.1A.3: Select the technology provider, install the new technology, and inform the public	ASD	Community and Marketing Services Division (CMSD) FPMD	January 1, 2012 to December 31, 2012
<i>Reduce parking lot congestions and delays</i>			
Objective 1.1A.4: Analyze peak hour parking lot demand on average summer weekend, identifying current issues or problems with: <ul style="list-style-type: none"> • Safety • Queuing and delays • Space availability 	ASD	Planning Division (PLN) Local police/ sheriff	April 1, 2012 to September 30, 2012
Objective 1.1A.5: Recommend solutions, including operational (staffing, intersection controls, etc.) and major maintenance/capital projects (re-stripping, additional exits or entrances and signage)	ASD	FPMD PLN	October 1, 2012 to December 31, 2012
Objective 1.1A.6: Prioritize recommended solutions and schedule for implementation	ASD	FPMD PLN	January 1, 2013 to March 31, 2013
Objective 1.1A.7: Implement improvements to parking lots	ASD	FPMD PLN	Per schedule
<i>Improved beach access</i>			
Objective 1.1A.8: Catalog current methods (vehicles, pedestrian, bicycle, public transit, and water-based) for beach access by facility, including seasonal, origin/destination and time of day differences, and analyze how stakeholders both currently and actually want to access the beach	PLN	ASD CMSD FPMD	April 1, 2012 to November 30, 2012

Objective	Lead	Support	Timeframe
<p>Objective 1.1A.9: Solicit current intentions or plans from other agencies that may result in increased access (e.g., transportation options, parking areas near Beaches and water-based transportation)</p>	<p>PLN</p>	<p>Public Works (DPW) Transportation Task Forces Transit Agencies</p>	<p>December 1, 2012 to March 31, 2013</p>
<p>Objective 1.1A.10: Recommend new and/or enhanced access choices and propose how they could be implemented; advocate for choices with appropriate agencies</p>	<p>PLN</p>	<p>Asset Management Division (AMD) ASD CMSD FPMD</p>	<p>April 1, 2013 Options to have deadlines Ongoing advocacy</p>

1.1B -- Market Analysis of Beach Stakeholders

As mentioned earlier, our Stakeholders include a variety of persons that enjoy our Beaches, the demographics of which vary by age, geography and interests, to name a few. It is important to study why beach users prefer one area over another and what additional services those visitors are seeking in particular areas. Then, we can prioritize and appropriately locate new beach recreational programs, facilities, and amenities. We must remember to be expansive in how we communicate our new offerings to the different populations.

Strategy 1.1B: Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities, and plan communications strategies to reach the markets

Outcomes:

- *By January 2013, complete segmentation analysis of beach-users*
- *By December 2013, identify and prioritize recommendations to provide additional programs, facilities, and amenities to serve stakeholders (Note: to be coordinated with Strategy 2.3)*

Objective	Lead	Support	Timeframe
Objective 1.1B.1: Identify beach users, such as (1) residents, (2) seniors, (3) international visitors, and (4) athletes and recreational users, and examine usage patterns at various locations	CMSD	AMD FPMD PLN	January 1, 2012 to December 31, 2012
Objective 1.1B.2: Investigate what programs, facilities, and/or amenities would bring existing users identified above on a more frequent basis and start bringing non-users to the beach	CMSD	AMD FPMD PLN	January 1, 2013 to September 30, 2013
Objective 1.1B.3: Identify and prioritize recommendations to provide additional programs, facilities and/or amenities supported by current and future beach users	AMD	CMSD FPMD PLN	October 1, 2013 to December 31, 2013
Objective 1.1B.4: Coordinate implementation of approved priorities, develop communications strategies, and initiate potential agreements for the new services (see Strategy 2.3)	AMD	CMSD FPMD PLN	Post 2013

1.1C -- Extended Active Season for the Beaches

Traditionally, our Beaches are heavily used by residents and visitors alike from Memorial Day to Labor Day. During the off season, these Beaches (with their parking lots and concessions) are not used to their capacity and have opportunity for greater use in our year-round temperate climate.

Strategy 1.1C: Investigate opportunities to lengthen the season for active use of the Beaches

Outcome:

- **By March 2012, implement at least two additional beach programs**

Objective	Lead	Support	Timeframe
Objective 1.1C.1: Perform an analysis to identify beaches most appropriate to host the events in 1.1C.2, considering weather and “winterization” issues	CSMD	ASD FPMD Coastal Cities	January 1, 2012 to February 28, 2013
Objective 1.1C.2: Implement programs, in partnership when possible with coastal cities, that encourage expanded use of the beach, especially during holiday periods such as Spring Break. Possibilities include: <ul style="list-style-type: none"> • Movies on the Beach • Sandcastle competition • Waterside shuttle services • Landside shuttle services • Tournament sports <ul style="list-style-type: none"> □ Soccer □ Paddleball □ Beach tennis □ Basketball □ Over the line 	CSMD	AMD FPMD Coastal Cities	March 1, 2012 to December 31, 2013
Objective 1.1C.3: Measure attendance at beach-site programs to assess effectiveness; develop recommendations for ongoing implementation of most successful initiatives	CSMD	FPMD	March 1, 2012 to December 31, 2013

1.1D -- Beach Profiles and a Beach Management Blueprint

The Department operates beaches from Nicholas Canyon in a secluded portion of Northern Malibu to White Point / Royal Palms in San Pedro, next to the bustling ports of Los Angeles and Long Beach. Our Beaches cover diverse environments with users from many walks of life. This Strategy seeks to match appropriate uses for each beach with its particular users and unique environment. Our aim is to enhance public use and introduce new visitor-serving development opportunities at each beach, while also planning for improved access (see Strategy 1.1A) and the repair/replacement of beach infrastructure.

Strategy 1.1D: Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

Outcomes:

- *By July 2012, develop Beach Profiles*
- *By December 2013, substantially develop an overall Beach Management Blueprint incorporating the Beach Profiles*

Objective	Lead	Support	Timeframe
Objective 1.1D.1: Establish a work group to develop the outlines and content of Beach Profiles, while working in coordination with Strategies 1.1A-1.1C	PLN	AMD CMSD FPMD	September 1, 2011 to November 30, 2011
Objective 1.1D.2: Develop draft Beach Profiles with assistance from consultants and other County agencies, to include (1) beach users, existing services and amenities, (2) useful life of beach facilities and when they should be replaced, (3) environmental and physical attributes, (4) any legal restrictions or easements that effect property use, and (5) existing access and revenue generation	PLN	Work Group ASD DPW Department of Regional Planning (DRP)	December 1, 2011 to July 30, 2012
Objective 1.1D.3: Executive Office review of the draft Beach Profiles	Executive Office	Work Group	August 1, 2012 to September 30, 2012
Objective 1.1D.4: Develop a Beach Management Blueprint (using information from Strategy 1.1B) that lays out recommended future directions	PLN	Work Group DPW	October 1, 2012 to October 31, 2013
Objective 1.1D.5: Executive Office review of the draft Blueprint	Executive Office	PLN	November 1, 2013 to December 31, 2013
Objective 1.1D.6: Complete the Blueprint and distribute copies to County agencies (e.g., Board of Supervisors, Chief Executive Office, and DPW)	PLN	Work Group	Post 2013
Objective 1.1D.7: Assign responsibilities for implementation of the Blueprint	Executive Office	Work Group	Post 2013

MdR Customer Satisfaction

Strategy 1.2: Act upon broad-based input from MdR stakeholders to improve customer satisfaction

Stakeholder communities in MdR share their opinions on the operation and redevelopment of MdR. DBH will continue to reach out to them through forums that will keep them informed of DBH's activities, events and initiatives. This effort will work in tandem with DBH's effort to implement a Lead Department model for this area (see Strategy 1.3) whereby DBH coordinates County services for MdR stakeholders. The Department is seeking to increase the number of stakeholders in MdR that actively engage with it on issues of importance to the area.

Strategy 1.2: Act upon broad-based input from MdR stakeholders to improve customer satisfaction

Outcome:

- *By April 2012, increase the number and variety of MdR stakeholders communicating with the Department*

Objective	Lead	Support	Timeframe
Objective 1.2.1: Establish a work group to monitor the effectiveness of DBH's efforts to engage new MdR stakeholders through its current efforts and as necessary implement a broader outreach program (using elements such as the internet, print media, County outreach media, public signage and social media)	CMUSD	ASD PLN CVB LAX Coastal Area Chamber of Commerce (LAX)	March 1, 2011 to April 30, 2011
Objective 1.2.2: Study and recommend which approaches to include, improve or eliminate	Work Group	CMUSD	May 1, 2011 to December 31, 2011
Objective 1.2.3: Develop and implement outreach plan including new approaches	Work Group	CMUSD	January 1, 2012 to March 31, 2012
Objective 1.2.4: Assess results	Work Group	ASD PLN	April 1, 2012 and then annually

Integrated Municipal Services for Marina del Rey

Strategy 1.3: Implement a Lead Department model to improve coordination of public services provided to Mdr harbor stakeholders

With various stakeholders in its boundaries, Mdr has a community that requires the delivery of integrated municipal services. Adding to the complexity is the involvement of other stakeholders who live outside of the area. Boaters using our facilities may reside throughout Los Angeles County or in neighboring communities. Other external stakeholders include regulatory and public safety agencies.

In 2001, the Chief Executive Office (CEO), Office of Unincorporated Area Services developed and the Board of Supervisors approved a Strategic Plan focused on improved delivery of municipal services. Several models were developed for unincorporated areas, one of which is the Lead Department model. This approach is particularly well suited for Mdr, because DBH is for many people the access point to reach County services in this area.

The purpose of the Lead Department model is to deliver seamless services to the public as “one County” using available resources. It also seeks to improve collaboration across functional and jurisdictional boundaries. In addition, a Lead Department model will aid in achieving some of the goals in this Strategic Plan as they relate specifically to Mdr.

Strategy 1.3: Implement a Lead Department model to improve coordination of public services provided to Mdr harbor stakeholders

Outcome:

- **By September 2011, develop and submit to the CEO an MOU to implement a Lead Department model for the unincorporated area of Mdr**

Objective	Lead	Support	Timeframe
Objective 1.3.1: In cooperation with the CEO and other County departments, develop a Memorandum of Understanding (MOU) identifying DBH as the Lead Department and the levels of service provided by all departments for Mdr	Executive Office	All DBH Divisions CEO Sheriff Fire/Lifeguards DPW DRP Public Library	January 1, 2011 to June 30, 2011
Objective 1.3.2: Complete the MOU and begin implementation of the Lead Department model	Executive Office	All DBH Divisions CEO	July 1, 2011 to September 30, 2011
Objective 1.3.3: Evaluate the results of the Lead Department model and continue to refine and improve as needed the cooperative delivery of County services	Executive Office	All DBH Divisions CEO	By December 2012

Marina del Rey Recreational Boating

Strategy 1.4: Promote increased recreational boating in Marina del Rey



Marina del Rey is the largest man-made small craft harbor in the United States. As such, it is a magnet for recreational craft throughout Southern California and hosts both national and international boaters. The Department is responsible for managing various publicly-operated areas in Marina del Rey that serve the boating community and also oversees the leases of private anchorages in Marina del Rey that offer thousands of wet slips and dry storage spaces, as well as numerous businesses that provide services for

boaters. For years, DBH through its W.A.T.E.R. program has provided low-cost sailing lessons and boating activities for youth.

The Department works with recreational boaters who use vessels of all types and sizes, such as sailboats, powerboats, kayaks and sculls. We assist groups that actively support water-based activities, such as yacht clubs, rowing clubs, university rowing programs, kayaking organizations and aquatic centers. The Department is committed to advancing recreational boating activities and actively preserving, promoting and increasing recreational boating opportunities. We will accomplish this goal through the creation of a section dedicated to liaison with recreational boaters and staying familiar with the interests of this community. We will continue to negotiate with developers to provide financial support and additional opportunities for public boating activities. In addition, we have been researching the best way to renovate and replace very outdated marinas and dock systems that are long past their useful life and to recommend the best mix of future replacement slips and land-based boating storage facilities. Toward that end, we are completing a coastal development permit application that will provide updated marinas, docks and boating facilities that will position Mdr to best meet the future needs of the boating community over the next 40 years.

Strategy 1.4: Promote increased recreational boating in Marina del Rey

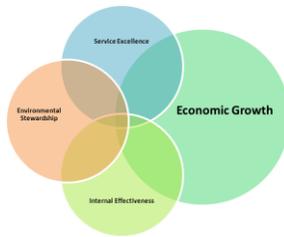
Outcomes:

- *By June 2011, secure a Master Waterside development permit (Waterside CDP) for the renovation of public and privately operated marinas*
- *By December 2011, establish a DBH section to communicate and collaborate with the boating communities in Marina del Rey and throughout Southern California*

Objective	Lead	Support	Timeframe
Renovate public and private marinas/docks			
Objective 1.4.1: Submit the Waterside CDP application to the California Coastal Commission (CCC)	PLN	AMD CMSD	March 2011

Objective	Lead	Support	Timeframe
Objective 1.4.2: Assist the CCC as necessary in its review of the CDP application and to secure a favorable CCC staff report and ultimate CCC approval	PLN	AMD CMSD	March 1, 2011 to June 30, 2011
Objective 1.4.3: Construct the approved renovations to the DBH-operated marinas	AMD	PLN CMSD	July 2011 and ongoing
<i>DBH section to work with the boating community</i>			
<p>Objective 1.4.4: Secure the necessary approvals to establish and staff a new section that will assist DBH as follows in promoting recreational boating in all areas of Mdr:</p> <ol style="list-style-type: none"> 1. Keep County staff and the boating community mutually informed of each other's goals/needs 2. Interface with public safety agencies (e.g., the Harbor Patrol) 3. Assist in establishing, refining and commenting on policies/practices that relate to marinas and docks 4. Recommend new programs and enhance existing efforts that promote recreational boating 5. Track boating related practices and help compile statistics on boater uses 6. Handle or advise on boater-related inquiries and questions posed to DBH 7. Promote additional docking areas for smaller charter operations, dinghy docks at leaseholds and larger Mdr yacht use 8. Expand "dock and dine" opportunities 9. Partner public and private junior sailing programs 10. Manage all County-operated marinas and dry storage facilities 	AMD	ASD PLN CMSD	February 1, 2011 to June 30, 2011
Objective 1.4.5: Establish new section with appropriate staff and office space	AMD	ASD PLN CMSD	July 1, 2011 to December 31, 2011

Goal 2: Economic Growth



Revenues from MdR leases are used to fund DBH's beach and marina operations, with the excess used for other Countywide public benefit programs, such as public health and health services, public safety, and libraries. MdR is, therefore, an especially important revenue-generating property for the County. Thus, management of the County's valuable coastal assets includes as an important goal generating revenue for the benefit of the County's more than 10 million residents and preserving the harbor's viability for future generations.

While DBH revenues have always been important, the current State fiscal crisis highlights the need for the County to maximize opportunities to generate revenues independent of State sources.

The current schedule for MdR lease expirations provides an opportunity to shape MdR over the next several decades. It will be critical to consider the degree to which net revenue generation for the County should influence the shape of MdR. In addition, DBH will be exploring how to optimize revenues from beach properties.

Finally, managing assets using different approaches than are currently in place could require additional DBH resources. Accordingly, we will pursue ways to cover both these additional and our ongoing operational costs by keeping, at minimum, a portion of all additional revenues raised at the Beaches or in MdR. This strategy will be combined with cost reductions through increased efficiencies (Strategies 2.2 and 4.1d). While net revenue generation will have the greatest impact on County revenues, managing costs is also a responsibility that DBH takes seriously.

Strategies

Strategy 2.1: Assist in developing the future direction of MdR

Strategy 2.1A: Provide input as a stakeholder for the third generation redevelopment of MdR

Strategy 2.1B: Procedurally assist DRP in its visioning process for the future direction of MdR

Strategy 2.2: Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

Strategy 2.4: Evaluate means of increasing revenues from MdR leases

Strategy 2.5: Develop new arrangements that provide revenue to support DBH operations



Action Plans

Marina del Rey Future Directions

Strategy 2.1: Assist in developing the future direction of MdR

The next decade provides a unique opportunity to shape the third generation of MdR. There are important questions that will be addressed as the County through the leadership of DRP moves forward in developing this vision:

- How can efforts to enhance the Marina's importance as an international destination be balanced with its emphasis on serving as a regional location where persons live and recreate?
- How does the County preserve and enhance the boating experience in MdR?
- How should the County balance recreational uses with generating revenues?
- How can the Marina remain both physically and economically viable into the future?

2.1A - Unique Input for Third Generation Vision

As the hands-on manager of Marina del Rey, DBH can provide some answers to the questions posed above. It has historical and operational perspectives that position it to make a unique contribution to the County's process for soliciting future plans for MdR.

Strategy 2.1A: Provide input as a stakeholder for the third generation redevelopment of MdR

Outcome:

- **By October 2012, provide recommendations to DRP for the third generation MdR redevelopment Visioning Process**

Objective	Lead	Support	Timeframe
Objective 2.1A.1: Evaluate zoning, land use, entitlements, lease terms, existing improvements, etc., to identify options and constraints for MdR parcels with lease terminations after 2020	PLN	FPMD AMD	July 1, 2011 to August 31, 2011
Objective 2.1A.2: Develop recommendations for land and waterside MdR redevelopment, taking into account financial implications	PLN	CMSD FPMD AMD	September 1, 2011 to February 29, 2012
Objective 2.1A.3: Secure Executive Office approval of visioning recommendations, updating and finalizing them based upon input received, and transmit to DRP	PLN	CMSD FPMD AMD	March 1, 2012 to September 30, 2012

2.1 B – 3rd Generation Visioning Process

While DBH provides its own vision for the Marina’s future direction, it will also assist DRP in that department’s efforts to achieve consensus on the overall direction of Mdr’s comprehensive, third generation redevelopment strategy.

Strategy 2.1B: Procedurally assist DRP in its visioning process for the future direction of Mdr			
Outcome:			
<ul style="list-style-type: none"> By December 2013, assist DRP as the lead agency in substantially completing its visioning process for the future Marina del Rey 			
Objective	Lead	Support	Timeframe
Objective 2.1B.1: Provide to DRP information developed in Objective 2.1A.1	PLN	AMD	August 2011
Objective 2.1B.2: Assist when requested in DRP’s independent process of evaluating land use, constraints and opportunities for potentially available parcels	PLN	AMD DPW	2 months
Objective 2.1B.3: Assist when requested in gathering data on traffic, infrastructure, and market conditions	PLN	AMD DPW	4 months
Objective 2.1B.4: Assist when requested in coordinating outreach and securing community and stakeholder input during the visioning process	CMSD	AMD PLN	4 months
Objective 2.1B.5: Assist when requested in developing alternatives for the future Mdr	PLN	CMSD FPMD AMD	5 months
Objective 2.1B.6: Assist when requested in coordinating outreach and securing community and stakeholder input on the alternatives developed for the future Mdr	CMSD	AMD PLN	2 months
Objective 2.1B.7: Assist when requested in County process to approve/adopt Local Coastal Program (LCP) amendments	PLN	AMD	9 months
Objective 2.1B.8: Assist when requested in Coastal Commission process to certify LCP amendments	PLN	AMD	11 months

Cost Reduction and New Funding Sources

Strategy 2.2: Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

As a responsible member of the County family, DBH will pursue opportunities to secure funding for Departmental programs from non-General Fund sources. Simultaneously, we will also pursue ways to reduce Departmental costs. Through such cost savings and other funding sources, DBH can reduce its reliance on the General Fund.

Among the items to be considered are cost saving ideas, such as loss prevention strategies, risk management and accident prevention approaches, safety ideas, and reductions in Workers' Compensation claims and costs. DBH will also investigate grant-funding opportunities, productivity and information technology potential, loans and grants, efficiency and conservation ideas, cost sharing, match funding, and "seed" money possibilities, which will allow the Department to reduce its dependence on the County's General Fund and capital project budget.

Strategy 2.2: Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

Outcomes:

- *By September 2011, each work group will develop a list of recommendations and present them to the Executive Office*
- *By December 2011, inform and meet with CEO, Chief Information Office (CIO), and other relevant Departments and agencies*

Objective	Lead	Support	Timeframe
<p>Objective 2.2.1: Establish work groups to investigate, develop, and pursue ways to reduce costs or develop alternate funding opportunities. Hold initial meetings and develop schedule, guidelines, and approach. Consider setting up work groups on:</p> <ul style="list-style-type: none"> • Risk management/accident prevention, and Workers' Compensation • Resource conservation • Grants • Productivity and Efficiencies • Information technology efforts • Cost sharing/match funding 	ASD	All DBH Divisions	March 1, 2011 to April 30, 2011
<p>Objective 2.2.2: Conduct work group research and develop prioritized list of ideas to pursue based on criteria established by the work groups</p>	Work Groups	ASD	May 1, 2011 to August 31, 2011

Objective	Lead	Support	Timeframe
Objective 2.2.3: Present prioritized list to Executive Office, which then chooses ideas to pursue and strategies to implement; prep presentation/submission materials and meet with CEO, CIO, and other relevant staff and agencies to present ideas	Executive Office	Work Groups ASD	September 1, 2011 to December 31, 2011
Objective 2.2.4: Implement approved cost-reduction and alternate funding changes/proposals	Work Groups	ASD	January 2012 and ongoing
Objective 2.2.5: Perform needed follow-up work; incorporate into 2012-13 Budget Request and/or take other necessary actions to secure funding and pursue savings and, as opportunities arise, secure new non-General Fund revenue	Work Groups	ASD	January 2012 and ongoing
Objective 2.2.6: Evaluate and document the results from exploring and putting forth ideas, to develop a list of lessons learned to assist in future efforts	Work Groups	ASD	February 2012

Revenue Generation

Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

Consistent with existing laws and regulations, we will seek to provide a wide variety of refreshment and recreational options, which will also serve as revenue enhancement opportunities. During the Strategic Planning effort, entrepreneurial suggestions were proposed for augmenting DBH revenues not only on the Beaches, but also in MdR. It is important to explore all ideas and to seek new revenue sources that support our main mission of maintaining the Beaches and MdR public areas. To this end, we will also consider lengthening license terms to attract a greater variety of and magnitude of investment by concessionaires.

Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

Outcomes:

- *By June 2013, develop a plan to increase annual revenues from beach concessions and other revenue sources over a ten-year period*
- *By December 2013, substantially develop up to three additional contracts for beach concessions*

Objective	Lead	Support	Timeframe
Objective 2.3.1: Establish an exploratory work group to oversee investigations of revenue potential at Beaches, including DBH staff entrepreneurial ideas; evaluate need for consultant resources to complete this effort	AMD	All DBH Divisions	January 1, 2012 to February 29, 2012
Objective 2.3.2: Coordinate visioning exercise, including Board of Supervisors, DBH staff, neighboring communities, concessionaires, and patron input to generate discussion on appropriate direction	Exploratory Work Group	CMSD AMD Executive Office	March 1, 2012 to July 30, 2012
Objective 2.3.3: Survey beach properties to identify potential locations for additional concessions for uses such as dining and recreation	Exploratory Work Group	AMD PLN	August 1, 2012 to January 31, 2013
Objective 2.3.4: Review data gathered from the visioning exercise and customer segmentation analysis (Strategy 1.1B) to develop recommendations to solicit up to three new concessions	Exploratory Work Group	PLN CMSD	February 1, 2013 to June 30, 2013
Objective 2.3.5: Secure approval for new concession solicitations	Executive Office	Exploratory Work Group	July 2013
Objective 2.3.6: Prepare and issue solicitations	AMD or CMSD	CMSD AMD	August 1, 2013 to December 31, 2013

Alternative MdR Parcel Lease Models

Strategy 2.4: Evaluate means of increasing revenues from MdR leases

For leases expiring over the next 15 years, several strategies can be considered that could reap greater revenues than the current model of ground leasing. Examples include:

- Changing the methodology for revenue generation to percentage of land value in lieu of percentage rent from subleases
- Eliminating leaseholds and operating MdR properties through management contracts
- Leasing land and facility as a concessionaire model
- Early buy-back of existing leases to facilitate development

Initial analyses of many parcels indicate that the County could reap significant annual financial benefits by adopting the owner/contractor-run model for those parcels. While there may be significant legal, operational, and political issues to be addressed, the potential revenue opportunities indicate that investigating alternate models deserve attention. Decisions need to be made soon so that current lessees can make business decisions regarding investment in current facilities.



Strategy 2.4: Evaluate means of increasing revenues from MdR leases

Outcome:

- *By June 2012, develop new Marina asset management strategy*

Objective	Lead	Support	Timeframe
Objective 2.4.1: Conduct a feasibility analysis, considering legal, economic, political, and operational factors, of the options available for parcel leases that expire through 2027	AMD	PLN Consultants County Counsel Board Deputies CEO	January 1, 2011 to May 31, 2011
Objective 2.4.2: Review current Marina asset management strategy, and develop and secure Board approval of new strategy to govern future decision-making as regards MdR	AMD	All DBH Divisions Consultants Board Deputies CEO	June 1, 2011 to May 31, 2012
Objective 2.4.3: Revise as necessary related policies and procedures	AMD	PLN	June 1, 2012 to October 31, 2012

New Funding Arrangements

Strategy 2.5: Develop new arrangements that provide revenue to support DBH operations

Generating additional net revenue to the County may require an augmentation of staff or capital resources. To act upon Strategies 2.2 through 2.4, we will reach agreement on arrangements that capture additional revenue to support or grow all DBH operations on the Beaches and in MdR. For our efforts related to Strategies 2.2 and 2.3, we will seek to use all of that revenue for our Department. Concerning Strategy 2.4, we will seek a portion of revenue increases.

Some proposed new arrangements include (1) securing incremental revenues from Utility User taxes, (2) establishing an Accumulative Capital Outlay (ACO) fund or other funding model to support ongoing maintenance/upgrades for beach facilities (such as parking lots and restrooms) and (3) obtaining a portion of Transient Occupancy taxes from MdR hotels.

Obtaining new revenues that are directly reinvested back into DBH operations will become a powerful incentive for DBH staff to implement even more revenue-generating programs in the future, which may require additional staff work above and beyond the normal workload. However, we believe our employees can positively rise to the economic challenges of our time with the hope and expectation that new revenue arrangements will support all of our public services and enhance the Beach and Marina experience for our Stakeholders.

Strategy 2.5: Develop new arrangements that provide revenue to support DBH operations

Outcome:

- *By December 2011, obtain approval for one new revenue arrangement*

Objective	Lead	Support	Timeframe
Objective 2.5.1: Research and propose one specific revenue generating arrangement to the CEO	Executive Office	ASD	July 1, 2011 to October 31, 2011
Objective 2.5.2: Secure agreement from the CEO to implement the proposed revenue generating arrangement	Executive Office	ASD	November 1, 2011 to December 31, 2011
Objective 2.5.3: Implement the new revenue generating arrangement in next fiscal year's budget submission	Executive Office	ASD	January 2012 and ongoing
Objective 2.5.4: Research, develop, and submit one future arrangement every year under the same time frames as 2.5.1 through 2.5.3	Executive Office	ASD	July 2012 and then annually

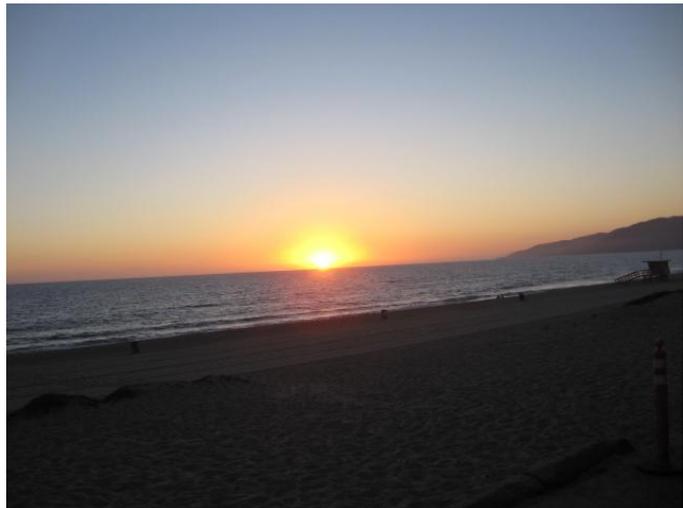
Goal 3: Environmental Stewardship



DBH manages important natural resources in Los Angeles County and recognizes the importance of environmental awareness and being an environmental steward. We safeguard our diverse coastal resources located primarily in a densely-populated urban setting while meeting the varied interests and recreational needs of our Stakeholders. We are currently implementing a variety of environmental initiatives. Nevertheless, the Department will benefit from formal guidelines that inform and coordinate our efforts to balance environmental initiatives with the tremendous demand for recreational access in our metropolitan area.

Strategies

Reflecting a desire to further cultivate collaborative relationships with regulatory and other agencies and to continue as a good environmental neighbor, DBH has taken on the goal of Environmental Stewardship. The strategies discussed here are intended to define and lay a strong foundation for a well-managed environmental program. There are three strategies identified to build the Department's environmental program.



Strategy 3.1: Define the Department's official position regarding its beach and marina environmental role

Strategy 3.2: Develop environmental policies and procedures consistent with DBH's environmental position (defined by Strategy 3.1)

Strategy 3.3: Implement the environmental policies and procedures



Action Plans

DBH Environmental Role

Strategy 3.1: Define the Department's official position regarding its beach and marina environmental role

DBH needs to clearly define what being an environmental steward means operationally for the Department. Employees within DBH, through participation on an Environmental Task Force, will formalize a recommendation to the Director on DBH's role and responsibilities as an environmental steward of County operated Beaches and Mdr.

Strategy 3.1: Define the Department's official position regarding its beach and marina environmental role

Outcome:

- *By March 2012, define DBH's official environmental position*

Objective	Lead	Support	Timeframe
Objective 3.1.1: Create a cross-Divisional Environmental Task Force comprised of at least one member of each Division	PLN	All DBH Divisions	March 2011
Objective 3.1.2: Compile, review, and evaluate current relevant practices and policies	Environmental Task Force	All DBH Divisions	March 1, 2011 to April 30, 2011
Objective 3.1.3: Engage external stakeholders in discussions of balancing environmental objectives with operating coastal areas that provide urban recreational access	Environmental Task Force	Environmental Groups Regulatory Agencies Recreational Groups Coastal Cities Government Agencies Other Groups TBD	May 1, 2011 to December 31, 2011
Objective 3.1.4: Define DBH's environmental position and determine next steps (e.g., additional efforts, policies, and procedures, etc.)	Environmental Task Force	All DBH Divisions	January 1, 2012 to March 31, 2012

Environmental Policies and Procedures

Strategy 3.2: Develop environmental policies and procedures consistent with DBH’s environmental position (defined by Strategy 3.1)

Identifying Environmental Stewardship as a priority in the DBH Strategic Plan affords the Department the opportunity to strengthen its environmental program and to build in all of the steps and milestones necessary to ensure that it is well-organized, managed, and implemented. Once DBH’s environmental stance is confirmed, DBH will need to (1) decide if it is necessary to develop new or revise existing policies and practices, and (2) consider how to fund and implement various environment-focused initiatives, including considering grant funding opportunities, rebate programs, public-private partnerships, and the development of volunteer programs to assist with the implementation of environmental efforts.

Strategy 3.2: Develop environmental policies and procedures consistent with DBH’s environmental position (defined by Strategy 3.1)

Outcomes:

- *By January 2012, complete a schedule for the development of environmental procedures*
- *By August 2012, develop initial priority environmental policies and procedures*

Objective	Lead	Support	Timeframe
<p>Objective 3.2.1: Explore processes, practices, and activities where environmental policies and procedures are needed. Examples of areas to explore include:</p> <ul style="list-style-type: none"> • Maintenance of DBH facilities and equipment • Acquisition of equipment/other items that use alternate power (e.g., solar) • Drought tolerant landscaping • Regional transit issues to improve access to/within MDR and County Beaches (e.g., walk/bike/transit) • Recycling program • Power equipment 	Environmental Task Force	FPMD PLN	May 1, 2011 to December 31, 2011
<p>Objective 3.2.2: Establish a priority order of processes, practices, and activities for which to develop policies and procedures</p>	Environmental Task Force	Same as above	December 1, 2011 to January 31, 2012
<p>Objective 3.2.3: Develop initial priority environmental policies and procedures</p>	Environmental Task Force	All DBH Divisions	February 1, 2012 to August 31, 2012

DBH Environmental Program Implementation

Strategy 3.3: Implement the environmental policies and procedures

In addition to implementing the environmental policies and procedures, DBH will need to develop and implement training, internal communication, and external marketing strategies to support them.

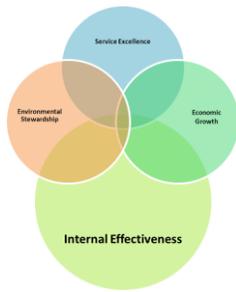
Strategy 3.3: Implement the environmental policies and procedures

Outcome:

- **By April 2013, complete the development of the DBH environmental program**

Objective	Lead	Support	Timeframe
Objective 3.3.1: Develop and implement an internal training program to improve knowledge and the application of the environmental policies and procedures	Environmental Task Force	Depends on selected efforts	September 1, 2012 to December 31, 2012
Objective 3.3.2: Develop and implement a plan to publicly communicate the environmental management efforts and brand DBH as an environmental steward. This plan may include: <ul style="list-style-type: none"> • Dedicating a portion of the website to environmental priorities • Using social media to communicate 	CMSD	Depends on selected efforts	September 1, 2012 to December 31, 2012
Objective 3.3.3: Implement the environmental policies and procedures developed in 3.2.3	Responsible Divisions	Environmental Task Force	January 1, 2013 to April 30, 2013
Objective 3.3.4: Continue to develop additional environmental policies and procedures	Responsible Divisions	Environmental Task Force	May 2013 and ongoing
Objective 3.3.5: Study opportunities to further modernize our power equipment and vehicle fleet through, for example, a scheduled replacement cycle to reduce its carbon footprint and improve our beach and Marina operations	FPMD	ASD	April 2013 and ongoing

Goal 4: Internal Effectiveness



Within our Department, DBH requires ongoing change at two levels: operational improvements and work culture.

There are always opportunities to improve our performance. From areas we have identified to increase efficiency and improve the ability of the Department to reach the strategic goals outlined in the preceding sections, we choose to focus on improving our processes, enhancing interdivisional communication, and delegating decision-making, as well as planning and implementing low-cost training initiatives that ultimately support our internal improvements.

To move forward and address the goals in this Strategic Plan, the work culture must sustain those traits that have earned our Los Angeles Beaches and M&R their world renowned reputation. Upholding this reputation will need improved communications and increased focus on collaboration both within DBH and with our Stakeholders. The change cannot be partial – it must start at the executive level and permeate all ranks.



Strategies

Strategy 4.1: Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

Strategy 4.1A: Improve processes and systems

Strategy 4.1B: Manage risk

Strategy 4.1C: Provide expanded training and staff development

Strategy 4.1D: Promote efficiency efforts

Strategy 4.2: Update policies and codes for beach and harbor use

Strategy 4.2A: Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

Strategy 4.2B: Develop a new process for selecting youth camps to operate on DBH Beaches

Strategy 4.3: Improve interdivisional communication

Strategy 4.3A: Create and maintain a notification process for events and activities

Strategy 4.3B: Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

Strategy 4.4: Identify ways to improve efficiency through decision delegation

Strategy 4.5: Improve written communications through a Document Manual

Action Plans

Broad Based Staff Improvements

Strategy 4.1: Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

This strategy sets forth a number of efforts to improve our internal operations, emphasize safety, develop an increasingly talented workforce, and pursue efficiencies.

4.1A -- Process and Systems Improvements

DBH will improve its operations by analyzing, documenting, streamlining, and training personnel about key Departmental processes and procedures. Process improvement is a continuous endeavor of review, refinement, and enhancements. Some process improvements can best be accomplished through information technology (IT) system enhancements; other process improvements entail streamlining procedures, consolidating forms, delegating authority, and other less technological solutions.

There are several candidates for a process improvement effort within DBH. Some areas for DBH to focus on initially are (1) permits issued by DBH and how they are processed (e.g., Right of Entry and Beach Use), and (2) integration of asset management and financial reporting.

Strategy 4.1A: Improve processes and systems

Outcomes:

- *By July 2012, integrate the asset management and financial reporting systems*
- *By September 2012, complete evaluation of processes within one Division to document and make recommendations for streamlining that Division's internal processes*
- *By June 2013, complete process evaluation for three separate DBH permit processes*
- *By December 2013, complete evaluation of one additional Division*

Objective	Lead	Support	Timeframe
Process improvement in DBH Divisions			
Objective 4.1A.1: Select a DBH Division for examination of its work processes and identification of areas to review, enhance, and improve	ASD	None	September 2011
Objective 4.1A.2: Evaluate processes to include: <ul style="list-style-type: none"> • Process description • Process flow charting • Forms design (as needed) • Participation analysis • Documentation of changes 	ASD	Selected DBH Division	October 1, 2011 to August 31, 2012

Objective	Lead	Support	Timeframe
Objective 4.1A.3: Recommend to the Executive Office changes to each selected process	ASD	Selected DBH Division	September 2012
Objective 4.1A.4: Document and implement changes; coordinate with other DBH Divisions as needed to change other impacted processes	ASD	Selected DBH Division	October 1, 2012 to November 30, 2012
Objective 4.1A.5: Evaluate results and recommend additional changes as necessary	ASD	Selected DBH Division	By October 2013
Objective 4.1A.6: Select another DBH Division for work process improvements	ASD	Selected DBH Division	December 2012
Objective 4.1A.7: Repeat steps 2 through 5 above for this second Division and complete the evaluation	ASD	Selected DBH Division	December 1, 2012 to December 31, 2013
<i>Asset management and financial systems</i>			
Objective 4.1A.8: Develop requirements for new software to automate and integrate both existing asset management and financial reporting systems	AMD	ASD	September 1, 2010 to January 31, 2011
Objective 4.1A.9: Solicit, select and issue purchase order for contractor to develop the new system	ASD	AMD	February 1, 2011 to May 31, 2011
Objective 4.1A.10: Develop and implement the new software to integrate both asset management and related financial systems	AMD	ASD	June 1, 2011 to June 30, 2012
<i>Permitting processes initiated and controlled by DBH</i>			
Objective 4.1A.11: Establish a process evaluation team to review the Right of Entry permit process	AMD	All DBH Divisions	March 2011
Objective 4.1A.12: Identify key issues or problems with current processes (e.g., speed of Division responses)	AMD	Process Evaluation Team	April 1, 2011 to May 31, 2011
Objective 4.1A.13: Develop potential solutions	AMD	Process Evaluation Team	June 1, 2011 to August 31, 2011

Objective	Lead	Support	Timeframe
Objective 4.1A.14: Assess advantages and disadvantages of alternate solutions	AMD	Process Evaluation Team	September 2011
Objective 4.1A.15: Develop recommendations for changes	AMD	Process Evaluation Team	October 2011
Objective 4.1A.16: Implement solutions	AMD	Process Evaluation Team	November 2011
Objective 4.1A.17: Evaluate results, determining whether additional changes need to be considered	AMD	Process Evaluation Team	December 1, 2011 to February 29, 2012
Objective 4.1A.18: Establish a process evaluation team to examine the Beach Use permit process	CMSD	Process Evaluation Team	December 2011
Objective 4.1A.19: Repeating the tasks laid out in steps 12 through 16 above, complete evaluation of the Beach Use permit process	CMSD	Process Evaluation Team	January 1, 2012 to May 31, 2012
Objective 4.1A.20: Evaluate results, determining whether additional changes need to be considered	CMSD	Process Evaluation Team	June 1, 2012 to October 31, 2012
Objective 4.1A.21: Identify a process evaluation team to examine processes that involve planning and development approvals (e.g., Design Control Board submissions)	PLN	Process Evaluation Team	October 2012
Objective 4.1A.22: Repeating the tasks laid out in steps 12 through 16 above, complete evaluation of the planning and development permission process	PLN	Process Evaluation Team	November 1, 2012 to June 30, 2013
Objective 4.1A.23: Evaluate results, determining whether additional changes need to be considered	PLN	Process Evaluation Team	July 1, 2013 to September 30, 2013

4.1B -- Risk Management

DBH's risk management costs are linked to occupational injuries, employee accidents, various types of liability claims and periodic lawsuits. With more careful management of these possible liabilities, DBH can mitigate risks and reduce unnecessary costs.

Strategy 4.1B: Manage risk			
Outcome:			
<ul style="list-style-type: none"> By July 2011, reduce DBH risk management costs by 3% 			
Objective	Lead	Support	Timeframe
Objective 4.1B.1: Through our annual Risk Exposure Cost Avoidance Plan (RECAP), identify risk management priorities and develop policies and procedures to reduce risk management costs by 3%	ASD	Executive Assistant	July 2011
Objective 4.1B.2: Train DBH staff on the policies and procedures identified in the above objective	ASD	Executive Assistant	July 1, 2011 to December 31, 2011
Objective 4.1B.3: Develop new annual RECAP for improved risk management	ASD	Executive Assistant	Annually thereafter

4.1C -- Training and Staff Development

Our staff members are our most important assets for accomplishing our work and serving our Stakeholders. All staff members need to improve their existing skill sets and develop new skill sets – both behavioral and technical – to fully implement this Strategic Plan. This warrants specialized training and development.

Strategy 4.1C: Provide expanded training and staff development

Outcomes:

- **On an ongoing basis, improve DBH workforce and enhance career growth opportunities**

Objective	Lead	Support	Timeframe
Objective 4.1C.1: Identify employee skills in each Division that need to be augmented to enhance employees' ability to perform their jobs; plan training through events, such as Department-wide events, and on topics, such as managerial and writing skills	Section Managers	ASD	March 1, 2011 to December 31, 2011
Objective 4.1C.2: Discuss succession planning and promote future career growth by creating/using Individual Development Plans	Division Managers	ASD	July 1, 2011 to December 31, 2011
Objective 4.1C.3: Strengthen our property management and planning expertise and functions through targeted training	AMD PLN	ASD	October 1, 2011 to May 31, 2012
Objective 4.1C.4: Study what FPMD staff could be cross trained for functions that reduce DBH use of an external workforce	FPMD	ASD	December 1, 2011 to May 31, 2012
Objective 4.1C.5: Develop and implement a training plan to impart nautical skills/knowledge to DBH staff working with docks and vessel storage areas	New Boating Section	All Divisions	January 1, 2012 to June 30, 2012
Objective 4.1C.6: Develop a mentoring program to include staff observing their supervising managers' regular duties	ASD	All DBH Divisions	Annual
Objective 4.1C.7: Annually consider funding applications for the Joint Labor Management Committee that support training initiatives	ASD	All DBH Divisions	Annual
Objective 4.1C.8: Arrange employee visits to other Divisions for introductions to different operations	ASD	All DBH Divisions	Annual

4.1D -- Department-wide Efficiency Efforts

With County government facing challenging fiscal times, DBH will continue to do its part to conserve valuable County monies by seeking out new and innovative ways to deliver its services in a more cost effective and efficient manner. A number of other efforts in this DBH Strategic Plan are expected to create new efficiencies that will be shared with County government efficiency coordinators.

Strategy 4.1D: Promote efficiency efforts

Outcome:

- **By September 2011, implement three new efficiency efforts**

Objective	Lead	Support	Timeframe
Objective 4.1D.1: Through our involvement with the Countywide network of efficiency coordinators, canvas other departments to examine potential efficiency efforts, while examining our operations to identify new ways to deliver services more efficiently (e.g., eliminating unnecessary travel time or unnecessary tasks)	Executive Assistant	All DBH Divisions	March 1, 2011 to August 31, 2011 and annually thereafter
Objective 4.1D.2: Implement three new efficiency efforts for DBH operations	Executive Assistant	All DBH Divisions	September 2011 and annually thereafter, as feasible
Objective 4.1D.3: Assess efficiencies after implementation and use that assessment to make any necessary improvements	Executive Assistant	All DBH Divisions	6 months after each efficiency is implemented

Policies and Codes for Beach and Harbor Use

Strategy 4.2: Update policies and codes for beach and harbor use

The Beaches and Marina del Rey harbor are extensively used by millions of people every year for a wide variety of activities. The County of Los Angeles has adopted various ordinances governing the diverse uses of these areas and the Department, in support of those provisions, also puts forth various policies to guide public use. DBH will be working to update the various rules and policies detailed in this strategy to help the County improve its own internal efficiency in managing these resources for the public good and to encourage greater use, in a safe and equitable manner, by all DBH Stakeholders.

4.2A -- County Code and Beach Use Permit Policy Updates

The County's Beach and Harbor ordinances will be updated to reflect current circumstances and meet the challenges faced today by the County in managing these large areas. In addition, the DBH Beach Use Permit Policy is an important set of guidelines that govern how businesses and groups of all sizes can use our properties for their own events. This Policy was last updated in 1984 and needs revisions as well.

Strategy 4.2A: Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

Outcome:

- **By May 2011, obtain Board of Supervisors' approval of revisions to the Beach and Harbor Ordinances and the updated DBH Beach Use Permit Policy**

Objective	Lead	Support	Timeframe
Objective 4.2A.1: Complete the draft revised Ordinance provisions	Chief Deputy	All DBH Divisions Lifeguards Sheriff	February 2011
Objective 4.2A.2: Complete the draft revised Beach Use Permit Policy	CMSD	FPMD	February 2011
Objective 4.2A.3: Obtain BOS approval for the revised Ordinance provisions	County Counsel	Chief Deputy	May 2011
Objective 4.2A.4: Obtain BOS approval for the revised Beach Use Permit Policy	CMSD	FPMD	May 2011

4.2B -- Youth Camps on DBH Beaches

For many years, various individuals, businesses and organizations have sought permission from the County to operate youth camps on the Beaches. These camps often teach ocean-related safety and recreational skills. The Department will reexamine its process for granting permission to operate such camps on the Beaches and publish new guidelines that include a competitive selection process and minimum camp standards. These new guidelines will commence with the 2012 summer season.

Strategy 4.2B: Develop a new process for selecting youth camps to operate on DBH Beaches

Outcome:

- *By December 2011, solicit new beach youth camp providers for the 2012 summer season*

Objective	Lead	Support	Timeframe
Objective 4.2B.1: Solicit comments from current and potential beach youth camp providers on the new DBH process for selecting such providers	CMSD	ASD FPMD Lifeguards	April 1, 2011 to June 30, 2011
Objective 4.2B.2: Submit draft to Executive Office	CMSD	Same as above	July 2011
Objective 4.2B.3: Solicit new beach youth camp providers for the 2012 summer season	CMSD	Same as above	August 1, 2011 to December 31, 2011

Internal Communications

Strategy 4.3: Improve interdivisional communication

This strategy aims to continually improve staff coordination in carrying out Department responsibilities and eliminating the periodic silo effect of DBH Divisions making decisions without adequately communicating with one another.

4.3A -- DBH Events and Activities Calendar

Staff has identified a need for an internal Department Events and Activities Calendar to simplify communications about approved facility events. One way DBH staff will use this calendar is to verify that activities they come across in DBH-operated areas have received proper authorization. Among the items to be included, in addition to the date and time, are (1) type of event and its anticipated size, (2) facility location and sponsoring group, and (3) departmental and event contact.

Strategy 4.3A: Create and maintain a notification process for events and activities

Outcome:

- *By September 2012, develop and implement an internal DBH Events and Activities Calendar*

Objective	Lead	Support	Timeframe
<p>Objective 4.3A.1: Select the appropriate tool to implement the DBH Events and Activities Calendar, and identify capabilities needed for maximum performance, including:</p> <ul style="list-style-type: none"> • Security and access controls • Types of events to track • Reminders • Central versus limited accessibility 	ASD	All DBH Divisions	October 1, 2011 to December 31, 2011
<p>Objective 4.3A.2: Develop the information criteria, including (1) the ability to isolate (filter) events to limit data appearing on a single date, and (2) group calendars that can link to a consolidated calendar</p>	ASD	All DBH Divisions	January 1, 2012 to March 31, 2012
<p>Objective 4.3A.3: Create the DBH Events and Activities Calendar</p>	ASD	All DBH Divisions	January 1, 2012 to April 30, 2012
<p>Objective 4.3A.4: Provide necessary training</p>	ASD	All DBH Divisions	May 1, 2012 to June 30, 2012
<p>Objective 4.3A.5: Implement the DBH Events and Activities Calendar</p>	ASD	All DBH Divisions	July 1, 2012 to September 30, 2012
<p>Objective 4.3A.6: Establish a means for staff to request enhancements and provide feedback on the performance and usefulness of the system</p>	ASD	All DBH Divisions	Ongoing once implemented

4.3B -- Peer-to-Peer Meetings

Typically, Departmental staff is expected to follow the “Chain of Command” in inter-divisional communications associated with non-routine requests. While there are many advantages to this communications approach, peer-to-peer meetings among staff from different Divisions can:

- Increase understanding of the priorities and issues of other Divisions
- Provide a forum to resolve issues and make decisions
- Increase coordination across Divisions and reduce conflict caused by disagreements
- Improve the ability to respond quickly to unanticipated events
- Expedite management of routine items
- Improve morale and reduce stress

We will start with meetings organized around major events, to assure that this effort can produce immediate and recognizable results.

Strategy 4.3B: Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

Outcome:

- *By October 2011, complete evaluation of the effectiveness of the team in improving Departmental coordination of major events*

Objective	Lead	Support	Timeframe
Objective 4.3B.1: Choose an event involving multiple DBH Divisions and establish an evaluation team from all DBH Divisions to examine how to better coordinate inter-divisional logistics for that event	CMSD	All DBH Divisions	March 2011
Objective 4.3B.2: Hold regular meetings of mid-management to coordinate Departmental organization of the chosen event; develop templates or checklists that can be used for similar events (e.g., Summer Concerts, Manhattan Beach Open, SURF Festival, filming, MdR Holiday Boat Parade, or other large scale events)	Evaluation Team	CMSD FPMD	April 1, 2011 to September 30, 2011
Objective 4.3B.3: Evaluate the effectiveness of the team, considering (1) what worked, (2) if such evaluations should continue, (3) what criteria can be used for future team meetings, and (4) what steps, processes and timelines can improve communications between staff	Evaluation Team	CMSD	October 2011
Objective 4.3B.4: Determine the next event for review (lead Division may change) and repeat 4.3B.1 through 4.3B.3	CMSD	Evaluation Team	November 2011 and ongoing

Delegation of Authority

Strategy 4.4: Identify ways to improve efficiency through decision delegation

One best practice in many organizations calls for placing decision-making authority close to the “client” or customers. Executive staff believes that DBH Divisions need to identify specific areas to place decision-making lower in the organization. This will speed up decision-making and improve our efficiency. We plan to assess the risks and benefits of such delegation, set up standards and conditions for such delegation, and, where necessary, train staff to handle the responsibility of making such decisions.

Strategy 4.4: Identify ways to improve efficiency through decision-delegation

Outcome:

- **By May 2011, implement new delegation of authority practices in every DBH Division**

Objective	Lead	Support	Timeframe
Objective 4.4.1: Review and implement delegation of authority practices that can be immediately implemented in every DBH Division	Executive Office	All DBH Divisions	March 1, 2011 to May 31, 2011
Objective 4.4.2: Review DBH operations and identify practices that need further study and preparation before delegating decision-making authority	Executive Office	All DBH Divisions	June 1, 2011 to August 31, 2011
Objective 4.4.3: Train staff to handle the new decision-making authority and/or implement new decision-making practices (all relating to the practices identified in 4.4.2)	Executive Office	All DBH Divisions	September 1, 2011 to January 31, 2012

Document Guidelines

Strategy 4.5: Improve written communications through a Document Manual

There is a need to ensure that consistent guidelines are followed in the appearance and format of DBH memos, reports, emails, letters, position papers, and other documents, especially those sent to the BOS or the CEO. Issuing a Document Manual that focuses on style and protocol will help reduce rewrites and provide a guide for producing high-quality and consistent staff work both for the Executive Office and for all those with whom we communicate. This manual will be comprehensive in its scope and updated every two years.

Strategy 4.5: Improve written communications through a Document Manual

Outcome:

- **By October 2011, issue the DBH Document Manual**

Objective	Lead	Support	Timeframe
<p>Objective 4.5.1: Identify what is to be included in the Document Manual, such as the following:</p> <ul style="list-style-type: none"> • Typeface and style elements • Format and typical lengths • Division vs. Executive requirements • Internal vs. external communication • Signature requirements • Distribution list (based on type of document) • Document distribution format (.pdf, hard copy) • Document storage and control (electronic or other type; centralized document repository; internal versus external documents; and length of storage) • Email protocols 	Executive Secretary	ASD Secretaries for Chief Deputy and Divisions	April 1, 2011 to June 30, 2011
<p>Objective 4.5.2: Create the Document Manual, with a corresponding online library of document samples/templates, with step-by-step descriptive and detailed instructions and comments. This process will include implementing a process for requesting and receiving feedback from Divisions.</p>	Executive Secretary	ASD Secretaries for Chief Deputy and Divisions	July 1, 2011 to September 30, 2011
<p>Objective 4.5.3: Submit Document Manual for approval to the Director, make necessary revisions, and formally issue the Document Manual</p>	Executive Secretary	Secretaries for Chief Deputy and Divisions	October 2011

GLOSSARY OF TERMS

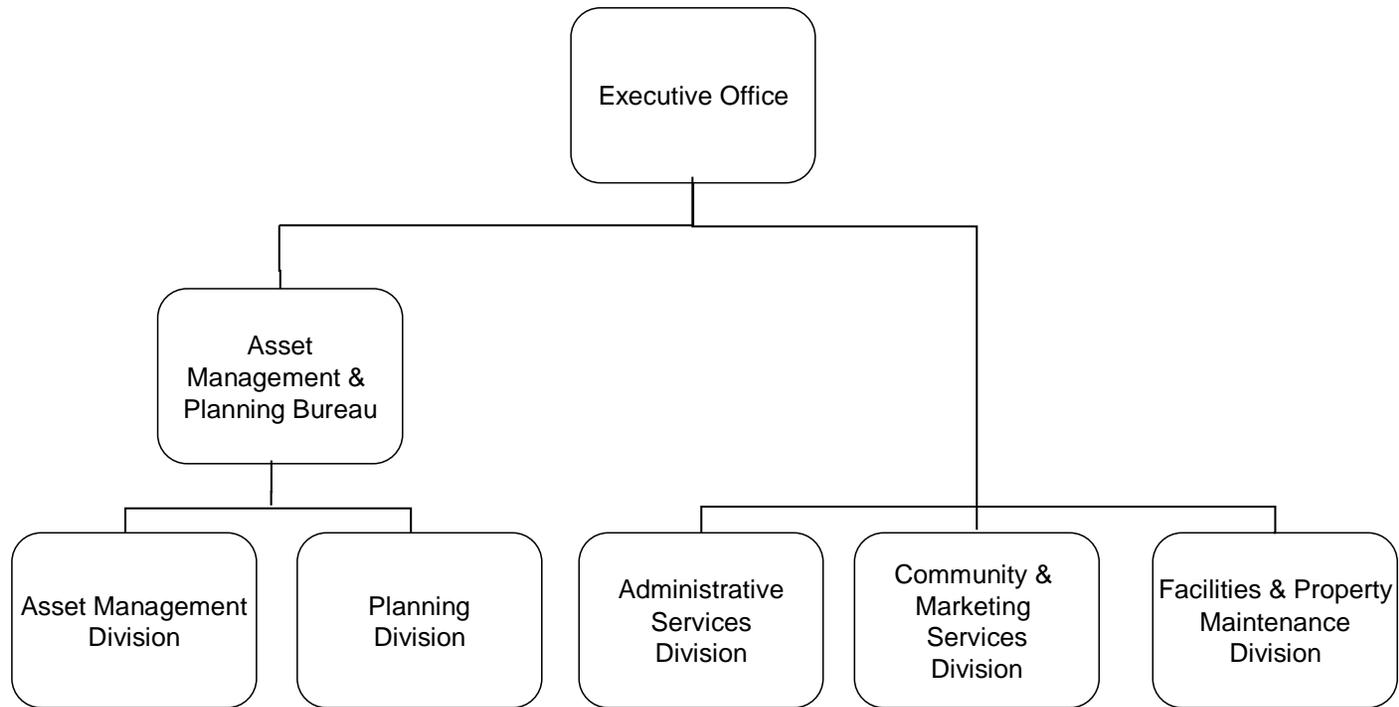
Abbreviations for Beaches and Harbors Divisions

AMD	=	Asset Management Division
ASD	=	Administrative Services Division
CMSD	=	Community and Marketing Services Division
FPMD	=	Facilities and Property Maintenance Division
PLN	=	Planning Division

All Other Abbreviations

ACO	=	Accumulative Capital Outlay
Beaches	=	Beaches owned or operated by the County of Los Angeles
BOS	=	Board of Supervisors
CCC	=	California Coastal Commission
CDP	=	Coastal Development Permit
CEO	=	Los Angeles County Chief Executive Office
CIO	=	Los Angeles County Chief Information Office
DBH	=	Los Angeles County Department of Beaches and Harbors
DPW	=	Los Angeles County Department of Public Works
DRP	=	Los Angeles County Department of Regional Planning
LAX	=	LAX Coastal Area Chamber of Commerce
LCP	=	Local Coastal Program
MDR	=	Marina del Rey harbor
MOU	=	Memorandum of Understanding
W.A.T.E.R.	=	Water Awareness, Training, Education and Recreation

Organizational Chart
Department of Beaches and Harbors
Santos H. Kreimann, Director





To enrich lives through effective and caring service

July 7, 2010



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Our Beaches and Harbors Family

FROM: Santos H. Kreimann, Director

SUBJECT: **2009-10 BEACHES AND HARBORS ACCOMPLISHMENTS**

As Fiscal Year (FY) 2009-10 concludes and FY 2010-11 begins, I wanted to reflect back on some of our shared accomplishments. Most of all, I wanted to recognize and commend each of you for your continued commitment and outstanding service in living up to our motto: **Caring for Your Coast.**

Asset Management and Planning Bureau

The Asset Management and Planning Bureau was incredibly busy this past fiscal year completing a number of critical negotiations and planning assignments. Staffs' expertise in performing our core real estate and planning functions under some difficult conditions and pressing timelines is truly noteworthy. Division accomplishments are listed below:

Asset Management Division

- Provided oversight for 56 Marina del Rey ground leases generating more than \$38 million in revenues.
- Issued 69 right-of-entry permits worth \$120,000 and administered 15 concession license agreements totaling \$2.17 million.
- Conducted 184 land and waterside inspections.
- Staffed the Small Craft Harbor Commission meetings and secured endorsement of two renovation projects slated for Board of Supervisors (Board) consideration.
- Analyzed 13 decennial rent adjustments and completed 10 minimum rent adjustments.
- Processed 15 new mast-up and eight new dry storage tenants.
- Removed two abandoned boats from our beaches.
- Managed the daily operations of Anchorage 47.
- Facilitated the construction completion of the Del Rey Fuel Dock and the start of construction for the expansion of the Jamaica Bay Inn.

Planning Division

- Collaborated with Regional Planning and Public Works staff in the preparation of the Periodic Review Response and the Marina Local Coastal Program Map and Text Amendment.
- Substantially completed the Cumulative Impact Assessment to be used to inform stakeholders of the comprehensive impacts resulting from the County's contemplated redevelopment plans in Marina del Rey (MdR).
- Finalized the following MdR studies: parking study for public parking lots; traffic study; conservation and management plan; and various boating studies to guide decision makers as they consider current and future redevelopment opportunities and potential impacts in MdR.
- Processed numerous sign and development applications through the Design Control Board (DCB).
- Monitored the construction completion of the Dockweiler Youth Center and a long awaited beach access way in Malibu.
- Prepared and presented the Marina Beach master concept plan to the DCB for public improvements and enhancements to Marina Beach.
- Working with Public Works, secured regulatory permits for the Venice Beach Renourishment Project.
- Working with the U.S. Army Corps of Engineers, completed the Sampling and Analysis Plan required to allow dredging in the main channel this upcoming winter.

Community and Marketing Services Division

The Community and Marketing Services Division performed its usual magic in producing high quality community events and expanding our recreational programs at our various facilities with limited resources. Staffs' collective accomplishments are as follows:

- Produced and promoted Discover Marina del Rey, the 4th of July Fireworks Extravaganza, the Summer Concert Series and a new offering at Chace Park, the Marina Movie Nights.
- Processed 2,182 beach use special event permits, as well as 652 film permits for a total of 748 film days.
- Monitored the WaterBus, which served more than 40,000 riders.
- Promoted the popular Beach Shuttle from Playa Vista to Venice Beach, which provided alternative transportation for nearly 5,000 passengers.
- Administered the W.A.T.E.R Program in close coordination with the Lifeguard Division in which 6,143 youngsters from all over the County were provided a

wonderful ocean experience, some for the first time, which featured surf, sailing, kayaking, body boarding and ocean safety lessons.

- Coordinated the opening of the Dockweiler Youth Center.
- Developed and implemented **new** community recreation programs, including Yoga, Meditation, Shore Fishing, Walking Club, Stroller Striders and Mommy and Me classes. I encourage you and your family members to participate in any of these wonderful programs.

Facilities and Property Maintenance Division

The Facilities and Property Maintenance Division performed miraculously this past fiscal year. In fact, our beach employees were appropriately mentioned by Supervisor Don Knabe and Chief Executive Officer Bill Fujioka during a Board meeting for their exceptional response and boldness in protecting public facilities up and down the coastline during the severe winter storms. Marina personnel should be equally proud of their public safety efforts following the tsunami that struck the harbor in February 2010; staff's quick action in securing the docks and working with the Sheriff Harbor Patrol in retrieving the wayward boats in the main channel following the surge is notable. Finally, both Beach and Marina personnel provided a significant amount of logistical support to the Portraits of Hope Civic Art Project, which transformed 158 County lifeguard towers into works of art and changed the landscape of our beaches into a Summer of Color.

Special note must be given to Ken Foreman, our Assistant Division Chief, for receiving the Quality and Productivity Commission's first ever annual Performance Management Award. His performance management project resulted in increased frequency of restroom cleanings and strategic alignment of those cleanings with the greatest usage periods.

Additional Division contributions in fulfilling the Department's mission are detailed below:

Beach Operations

- Removed nearly 500 cubic yards of dirt from unexpected mudslides.
- Constructed more than 8.5 miles of sand berms and filled more than 30,000 sand bags used to protect lifeguard facilities, towers, public parking lots and bike paths during the severe winter storms.
- Emptied 1.1 million trash cans and hauled over 4,500 tons of trash.
- Sanitized and raked nearly 450,000 acres of beach.
- Employed a mid-afternoon maintenance crew by using Transitional Subsidized Employees (TSE), which increased the frequency and number of restroom

cleanings to 55,000. This resulted in virtually no complaints about restroom cleanliness.

Marina Operations

- Replaced 300 feet of decking at our public boat anchorage.
- Collected and disposed of 208 cubic yards of debris from the main channel and Oxford Basin.
- Cleaned over 400 acres of water area on a daily basis.
- Performed countless routine maintenance tasks, including electrical and mechanical repairs, painting, plumbing, dock repairs, and bathroom refurbishments.
- Cared for our park facilities by repainting the playground equipment and replanting the landscaped areas at Marina Beach, maintaining the exercise equipment and green areas at Yvonne B. Burke Park, and completing \$485,000 in safety improvements at Chace Park.
- Coordinated and supervised with our Planning Division and the Internal Services Department the slurry coating, sealing and re-striping of two parking lots.
- Installed more than 4,100 lineal feet of anodized aluminum railing and curbing at the North Jetty, in cooperation with our Planning Division and Internal Services.

Administrative Services Division

The members of the Administrative Services Division are the unsung heroes of the Department. They are the team that works behind-the-scenes to ensure the line operations are provided with the resources and logistical support they need to focus on making things happen. They are the connective tissue that holds us all together and their accomplishments are proudly listed below:

- Managed a difficult budget process that included analyzing many iterations, developed and implemented a daily cash receipts database to enhance financial reporting capabilities across divisional lines.
- Issued more than 20,000 parking citations, resulting in more than \$740,000 in annual revenue for Departmental operations.
- Managed 29 public lots, generating more than \$9.9 million in parking revenues.
- Maintained 47 parking machines and 170 meters and installed new parking lot spikes at various parking lot locations along the expanse of the County coastline.
- Completed the enhancements and launch of the Department's new internet webpage portal with the assistance of Internal Services staff.
- Organized the Return-to-Work files and passed an audit inspection from the Department of Human Resources.

Our Beaches and Harbors Family

July 7, 2010

Page 5

- Submitted the 2009-10 Risk Exposure Cost Avoidance Plan (RECAP) and received positive feedback from the CEO on the thoroughness of the submittal.
- Reduced the number of employees out on leave due to Workers' Compensation claims from four to one employee.

In compiling the list of accomplishments from each of the Divisions, I was filled with a great deal of pride as to both your individual achievements and your collective successes in making service excellence a matter of routine, even in the face of the severe winter storms and budgetary constraints. I was doubly proud of your commitment and ability to work collaboratively with our strategic partners – Regional Planning, Public Works, Internal Services, the Sheriff Harbor Patrol and Lifeguards – to upgrade our infrastructure, improve the look and feel of our beaches and harbor, move forward with our redevelopment plans, and provide our constituents with the highest quality and safest boating and recreational experience possible.

Accordingly, please accept my heartfelt admiration and thanks for what you have accomplished this past fiscal year and remember that the upcoming year, while poised to be a challenging one, will provide us with an even greater opportunity to excel in our pursuit of becoming a respected leader in the management and protection of the County's public beaches and small craft harbor.

Until I see you on the beaches and in the harbor, keep up the great work and continue to strive for service excellence in all you do.

SHK:KS:ng

c: Each Supervisor
William T Fujioka, Chief Executive Officer
Richard Bruckner, Director of Regional Planning
Gail Farber, Director of Public Works
Tom Tindall, Director of Internal Services
P. Michael Freeman, Fire Chief
Lee Baca, Sheriff



To enrich lives through effective and caring service

March 10, 2011



TO: Design Control Board
FROM: ^{Gary Jones} for Santos H. Kreimann, Director

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

SUBJECT: ITEM 6C - FOLLOW UP REPORT ON STATUS OF FISHERMAN'S VILLAGE – PARCEL 56

Item 6C is a report requested by the Board in January 2010 on the status of Fisherman's Village, the visitor-serving commercial development located on Parcel 56. The Board asked Department staff to provide information on the status of the existing lease, current occupancy rates, maintenance concerns, and address the status of the "kiddy" rides. A summary of these highlights may be found below:

- Under the terms of the existing lease agreement, the leasehold would expire in the year 2023. The Department has been in discussions with the lessee concerning their interest in redeveloping the site.
- With respect to vacancies at Fisherman's Village, there are currently two commercial spaces available.
- Pending maintenance includes repainting areas where paint is peeling and washing exterior walls that need cleaning.
- According to Pacific Ocean Management company, the lessee's property manager, the lessee chose to remove the children's rides for safety concerns since there were reports that injuries had resulted from children falling from the rides. There are no plans to replace the children's rides, and the area previously occupied by the rides is now the location of a bicycle rack.
- Fisherman's Village is along the route of a widely used bike path and, as such, is a favored stop for cyclists to stop and rest, purchase drinks and food. The new bicycle rack accommodates the public in providing a secure place to lock their bicycles.
- Scheduled weekend activities continue to draw people to Fisherman's Village, such as the outdoor concerts and commercial harbor cruises that depart from the anchorages adjoining the restaurants and stores.

SHK:pjd



To enrich lives through effective and caring service



March 10, 2011

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Design Control Board
FROM: ^{Gary Jones} for Santos H. Kreimann, Director

SUBJECT: ITEM 7A - TEMPORARY PERMITS ISSUED BY THE DEPARTMENT

Item 7A on your agenda is an update on permits that have been issued by the Department of Beaches & Harbors for temporary banners, signs and/or canopies. Since our February 2011 report, the following permits have been issued:

TP 11-002 Install two 4' x 10' temporary public service announcement banners mounted at the corner of Admiralty Way and Fiji Way, The County of Los Angeles (Parcel 49S). The banners were permitted from February 10, 2011 through February 27, 2011.

TP 11-003 Install one 1'-9" x 3' temporary for-lease sign mounted at 4519 Admiralty Way, The Commodore Club (Parcel 134). The banner is permitted from February 23, 2011 through March 24, 2011.

SHK:pjd

Attachments (2)



To enrich lives through effective and caring service

February 10, 2011



Mr. Alex Couchman
Industrial Strength Advertising
23564 Calabasas Road, Ste 105
Calabasas, CA 91302

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

**Temporary Banners for Annual Household Hazardous and E-Waste Collection
Event
(TP 11-002)**

Dear Mr. Couchman:

By means of this letter, Industrial Strength Advertising is permitted to install two temporary public service announcement banners on behalf of the County of Los Angeles Sanitation Districts, as follows:

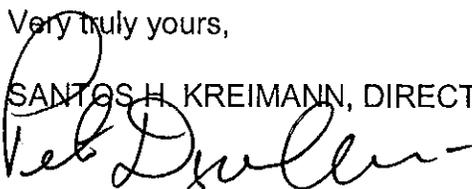
- Banner 1 - "Free Household Hazardous And E-Waste Roundup
www.888CleanLA.com
1(888) Clean-LA"
- Banner 2 - "Los Angeles County & Marina del Rey
Saturday, February 26, 2011
9:00am - 3:00pm
Dock 52 Parking Lot
Fiji Way"

Each banner will measure 4'-high by 10'-wide. The banners will be mounted side-by-side on Parcel 49S at the corner of Fiji Way and Admiralty Way via u-channel poles.

The banners are permitted from February 10, 2011 through February 27, 2011. The banners must be removed by noon on February 28, 2011. Failure to remove the banners by this time will result in their removal and storage by the County of Los Angeles at your expense. Should you have any further questions, please contact me at 310-578-6448.

Very truly yours,

SANTOS H. KREIMANN, DIRECTOR


Peter Dzewalkowski
Planning Division

SHK:PD

CC: Ken Foreman, Mark Spiro, Ken Edson, Seth Curtis, Dona Kordich, Ron Frisch,
Stephen Nguyen



To enrich lives through effective and caring service



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

February 23, 2011

The Commodore Club
Attn: Terri Tabor
4519 Admiralty Way
Marina del Rey, CA

**TEMPORARY FOR-LEASE SIGN AT THE COMMODORE CLUB (P-134)
(TP-11-003)**

Dear Ms. Tabor:

By means of this letter, The Commodore Club is permitted to mount one, 1' 9"-high by 3'-wide temporary sign mounted in front of 4519 Admiralty Way, Marina del Rey. The sign will be made of wood and will have the following text, colors, and sizes: "Office Space" in green 6"-high lettering; "AVAILABLE" in green 3"-high lettering; and "310-823-2323" in cream color 3"-high lettering. The temporary sign will be free standing on two wooden posts and will be located according to submitted plans.

The sign is permitted from February 23, 2011 to March 24, 2011. The sign must be removed by noon on March 25, 2011 or within 24-hours of leasing the advertised space, whichever is earlier. Failure to remove the sign by this time will result in their removal and storage by the County of Los Angeles at your expense.

A consecutive 30-day extension may be granted, provided that the request is made in writing to the Department *before* the original permit expires. If you have any further questions or requests, please contact me at 310-578-6448.

Very truly yours,

SANTOS H. KREIMANN, DIRECTOR


Peter Dzewaltowski
Planning Division

SHK:PJD

cc: Ken Foreman
Dave Thomas
Ken Edson
Seth Curtis
Bob Nickens



To enrich lives through effective and caring service

March 10, 2011



TO: Design Control Board
FROM: ^{Gary Jones} for Santos H. Kreimann, Director

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

SUBJECT: ITEM 7B - ONGOING ACTIVITIES REPORT

BOARD OF SUPERVISORS ACTIONS ON ITEMS RELATING TO MARINA DEL REY

On February 8, 2011 the Board of Supervisors authorized the Director of Public Works to execute a Memorandum of Understanding between Culver City, City of Los Angeles, and the County, to coordinate Westside traffic mitigation, including the unincorporated communities of Marina del Rey and Ladera Heights.

On February 15, 2011, the BOS approved the new Parcel 100/101 lessee entity, Shores, LLC, (designated by existing lessees of Parcels 100S and 101S Del Rey Shores and Del Rey Shores North, both joint ventures) and approved their Option Agreement to amend and restate lease modifications to facilitate financing of the Del Rey Shores Redevelopment Project, located at 4201 to 4261 Via Marina, Marina del Rey.

On the March 15, 2011 Board Agenda, an item is scheduled for Board adoption of a resolution finding that the Local Coastal Plan Amendment for Marina del Rey (Project Number R2009-02277-(4)) meets the equivalent regulatory program requirements under California Environmental Quality Act. The Board previously indicated its intent to approve the Local Coastal Plan Amendment on February 1, 2011.

REGIONAL PLANNING COMMISSION'S CALENDAR

On March 2, 2011 the Regional Planning Commission approved a Conditional Use permit for on-site consumption and sale of alcohol at Mendocino Farms, Waterside Shopping Center.

COASTAL COMMISSION'S CALENDAR

There are no Marina del Rey-related items on the Commission's March or April meeting agendas. The Coastal Commission will be hosting their June 15 to 17, 2011 meeting at the Marina del Rey Hotel.

LOCAL COASTAL PROGRAM PERIODIC REVIEW UPDATE

A public hearing date for the Marina del Rey Local Coastal Program Periodic Review has not yet been scheduled.

SMALL CRAFT HARBOR COMMISSION (SCHC)

The February 9, 2011 meeting minutes are attached for your review.

Design Control Board
March 10, 2011
Item 7B
Page 2

MARINA DESIGN GUIDELINES UPDATE

Staff continues to complete the directed amendments to the draft design guidelines.

REDEVELOPMENT PROJECT STATUS REPORT

The current Marina del Rey Redevelopment Project Descriptions and Status of Regulatory/Proprietary Approvals report is attached.

SHK:pjd
Attachment (2)

SMALL CRAFT HARBOR COMMISSION MINUTES

February 9, 2011 – 10:00 a.m.

Commissioners: Russ Lesser, Chair; Dennis Alfieri, Vice Chair; Vanessa Delgado, Commissioner; Allyn Rifkin, Commissioner; David Lumian, Commissioner.

Department of Beaches and Harbors: Santos Kreimann, Director; Gary Jones, Deputy Director; Charlotte Miyamoto, Chief of Asset Management Division; Kathline King, Planning Specialist, Planning Division, Catrina Love, Senior Marketing Analyst, Community and Marketing Services Division.

County: Thomas Faughnan, Principal Deputy County Counsel; Lieutenant Reginald Gautt, Sheriff's Department.

Call to Order and Pledge of Allegiance:

Chair Lesser called the meeting to order at 10:05 a.m. followed by the Pledge of Allegiance.

Chair Lesser welcomed new Commissioner David Lumian and gave a brief introduction.

Approval of Minutes:

Jon Nahhas commented that the 499 vacancies should be added to December's minute. Chair Lesser agreed and asked for a motion to approve December 14, 2010 minutes with the addition.

Motion to approve by Commissioner Rifkin, seconded by Commissioner Alfieri, unanimously approved.

Item 3 – Communication from the Public

Bill Vreszk commented on the pipeline projects and redevelopment in the Marina.

Nancy Vernon Marino commented on boat slips and the noticing of agenda item 5a.

Mr. Kreimann stated the meeting was properly noticed and information provided to the public accurately described what the Commission was being asked to do.

Mr. Faughnan confirmed that the noticing of the meeting was proper.

Peter Griswold objected to a 32-foot boat being classified as a small boat and commented on expensive restaurants.

Jon Nahhas spoke about the noticing of meeting, ADA requirements for docks, displacement plan for docks being replaced, and slip market rates.

Item 4a - Sheriff Regular Reports

Lieutenant Gautt gave the monthly crime and live-aboard reports.

Item 4b – Marina del Rey and Beach Special Events Report

Ms. Love provided the report.

Item 4c - Marina del Rey Convention and Visitors Bureau Report

Beverly Moore, Executive Director, provided the report.

Nancy Vernon Marino commented about Supervisor Knabe's Marina del Rey website content, the marketing of the Marina, and hotel rates.

Chair Lesser responded he would check with Supervisor Knabe about website content.

Mr. Kreimann responded that Supervisors Knabe and Yaroslavsky's web pages contain information about Marina del Rey activities.

Item 5a – Approval of Chace Park Dock Redevelopment Plan

Mr. Jones gave a presentation on behalf of the Department.

Vice Chair Alfieri asked about the fork design alternative for Parcel 47 slips.

Mr. Jones advised that the fork design did not offer more slips and extends outside of the leasehold boundary.

Mr. Kreimann added that the proposed preferred alternative offered an end tie not available in the fork design.

Chair Lesser asked about the Coastal Commission's approval of Long Beach's marina redevelopment plan and the Commission's earlier comment about no reduction in slips 35 feet and smaller in Marina del Rey.

Mr. Kreimann confirmed the approval and that Long Beach's plan rebalanced slip sizes due to market trends and high vacancy in smaller slips. As for the Coastal Commission's no slip loss comment, Mr. Kreimann reported that they recognized that that condition was not appropriate as evidenced by its recent approval of the dock redevelopment plan for Parcel 8 where there were slip reductions.

Commissioner Rifkin spoke of a letter received from Michael Schneider who stated boat sized 35 feet and above are increasing.

Commissioner Lumian advised he would be recusing himself from this item.

Buzz Stoddard stated the need for larger slips to promote boat sales.

Eddie Estrada spoke of his difficulty finding a slip for a boat over 40 feet in Marina.

Jan Bolsen opposed the Parcel 47 plan, and wants to have new slips assigned based on seniority.

Chair Lesser thinks a displacement plan was mentioned and Mr. Jones confirmed.

Dave Vasquez, dockmaster at Neptune Marina, approves its new dock plan which has small boat slips.

John Nahhas commented on the Parcel 47 alternative plans and the impact of the plan on entry level boaters.

Chair Lesser asked Mr. Kreimann about the number of meetings held with the yacht club and other groups about the plan.

Mr. Kreimann responded that the plan had gone through 8 to 10 meetings.

Chair Lesser asked if Mr. Kreimann is willing to meet with any boating group.

Mr. Kreimann replied he is available to meet with anyone with concerns about Marina del Rey or the County's beaches. Mr. Kreimann said he has met with many boater groups and mentioned he tried to schedule meetings with Mr. Nahhas and his group but was rejected as Mr. Nahhas wanted a public meeting. The Department has taken into consideration in developing the plans, the concerns and issues raised by Mr. Nahhas and other individuals and groups at various meetings. Plans are on the website.

Nancy Vernon Marino commented on the Master Waterside CDP being part of Item 5a which is about the Chace Park dock plans.

Mr. Kreimann commented the plan is a comprehensive one.

Christopher Lillo expressed the overall support of the project particularly Parcel 125, and commented that the largest vacancies are in the small slips.

Karen Seemann expressed support of the Master CDP Application and urged the Commission's support and approval.

Fabriannie Forte encouraged the Commission to move the plan forward.

Mr. Kreimann asked how many meetings were held with their boaters and tenants and Fabriannie responded their communications were by writing and one on one personal meetings.

Tim O'Brien spoke regarding his firm's redevelopment project on Parcel 10 that meet ADA requirements, boater community's concerns and support for the Master CDP process.

Greg Schem spoke about the need for slip replacement and urged the Commission to support the plan.

Trenton Carroll spoke on the need to create slips for longer and wider vessels, boater access to restaurants and the need for a quality boating environment.

Wayne Brandow spoke about the Department's willingness to consider Santa Monica Windjammers Yacht Club's concerns and his support for alternative 3 for redevelopment at Parcel 47.

Glenn Thorpe spoke about various docks in the Marina being beyond repair and his support for the Master CDP.

John Hocknin commented on the redevelopment plan.

Roger Van Wert complimented the County for the redevelopment plan which addresses small boaters.

Bob Koepple expressed his support of the Pier 44 project.

Jeff Pence spoke about his firm's project at Parcel 43 and commented that the project should be approved.

Jennifer Carter encouraged the Commission to endorse the Master CDP.

Sherman Gardner commented on the aging Marina, the need for larger slips and urged the Commission to move the plan forward.

Commissioner Delgado asked if there was a displacement plan for the current slip renters.

Mr. Jones replied that he's expecting the Coastal Commission to require a displacement plan and the Department will work with the lessees on slip tenant relocations during reconstruction.

Commissioner Rifkin asked about in-lieu fee details and if there was a public hearing.

Mr. Jones stated the public hearing was conducted in connection with the LCP amendment which includes the in-lieu fee. He advised that Parcel 8 is subject to an in-lieu fee as part of their waterside redevelopment approved by the Coastal Commission.

Commissioner Rifkin requested policy statements for follow up on things such as the transition plan as the redevelopment plan moves forward.

Vice Chair Alfieri asked about the status of the dry stack boat storage project.

Mr. Kreimann stated the Department will provide a transition plan and tentative schedules of the dry stack project and each dock's development projects subject to financing considerations and Coastal Commission approvals.

Motion by Commissioner Delgado to endorse the recommendations to the Board of Supervisors stated in the Board Letter (Item 5a), seconded by Vice Chair Alfieri, unanimously approved with one recusal (Commissioner Lumian).

Mr. Kreimann thanked the public for their participation.

Item 7a – Staff Report

Mr. Jones presented the staff report.

Commissioner Rifkin requested a report on historical slip vacancy data in the Marina for the past 3 to 5 years.

Mr. Jones stated the Department can provide the information however the information from the past will not be at the same level of detail as the currently collected data.

Vice Chair Alfieri requested a slip rent comparison to see where the Marina is positioned in the marketplace.

Mr. Jones responded the Department conducts an annual survey of other marinas within a 60 mile radius.

Commissioner Lumian asked if double slips and/or derelict slips are accounted for in the vacancy data.

Mr. Jones responded that the information was available under the new data collection methodology.

Nancy Vernon Marino commented on the LCP amendment's reference to slip and dry storage space counts, slip size mix, boater parking and slip fees.

John Nahhas spoke on information in the LCP amendment and Master Waterside CDP, slip vacancies, slip fees and boater parking spaces.

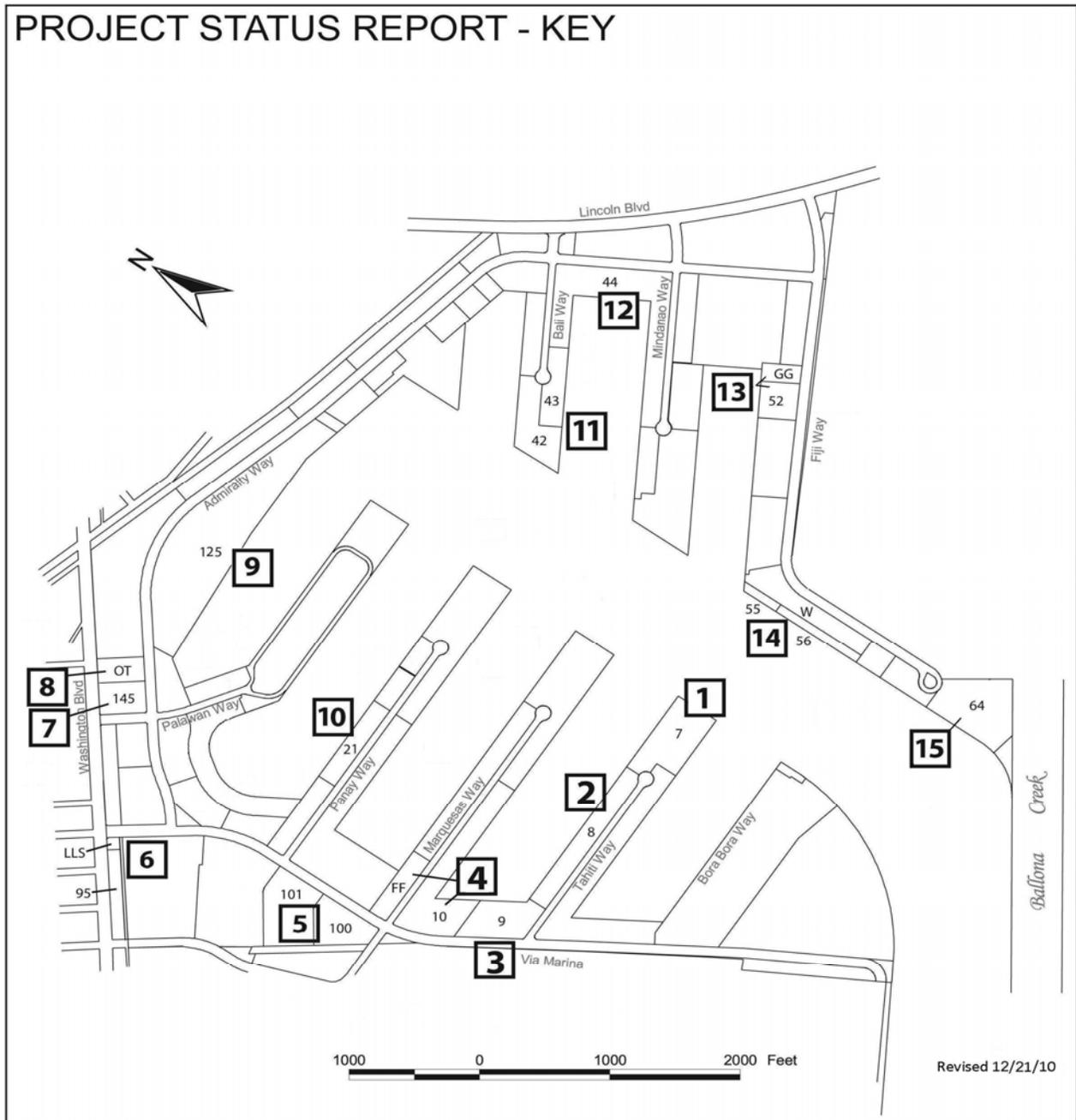
Chair Lesser stated he would provide Commissioner Lumian with information on slip fee increases.

Chair Lesser adjourned the meeting at 12:26 p.m.

**Marina del Rey Redevelopment Projects
Descriptions and Status of Regulatory/Proprietary Approvals
As of February 24, 2011**

Map Key	Parcel No. -- Project Name/Lessee	Lessee Name/ Representative	Redevelopment Proposed	Massing and Parking	Status	Regulatory Matters
1	7 -- Tahiti Marina/K. Hakim	Kamran Hakim	* Complete leasehold refurbishment; 149 apartments * Relocate landside boater facilities * 214 slips + 9 end ties will not be reconstructed at this time	Massing -- 3 stories, 36'-7" in height Parking -- Currently 465 spaces. Possible slight reduction of parking due to relocation of landside boating facilities. Impact is currently unknown.	Proprietary -- BOS action on term sheet on 9/29/09. Regulatory -- The 30-day public review period of the MND was 3/15/10 through 4/14/10. BOS certified MND on 7/20/10. Site renovation approved in concept by DCB on 7/21/10. DRP Site Plan application filed on 9/13/10. Final DCB concept was approved as submitted without conditions on 12/15/10. DRP Site Plan application approved on 1/20/11.	No Variance proposed
2	8 -- Bay Club/ Decron Properties	David Nagel	* Building renovation; 205 apartments * 207 slips + 11 end ties will be reconstructed	Massing -- Two 3-story residential buildings over parking; 41' and 48' Parking -- 315 residential parking spaces and 172 slip parking spaces	Proprietary -- Term sheet action by BOS August 2008; lease extension option approved by BOS 12/8/09. Regulatory -- DCB conceptual approval on August 2008. Site Plan Review application filed with DRP on 12/4/08, approved 12/23/09. BOS certified MND on 12/8/09. CDP application for new docks approved by CCC on 12/15/10.	No Variance proposed
3	9 -- Woodfin Suite Hotel and Vacation Ownership/ Woodfin Hotels	Ron Nehring	* 19-story, 288-room hotel (152 hotel rooms and 136 timeshare suites) * 6-story parking structure containing 360 spaces * New public transient docks * 28 foot-wide waterfront promenade * Wetland park	Massing -- 19-story hotel with 5-story parking structure, 225' tall, on northern half of parcel with view corridor and wetland park on southern half Parking -- All project required parking to be located on site	Proprietary -- Term sheet action by BOS February 2007 Regulatory -- DCB conceptual approval on June 2006. RPC filing on November 2006. DCB approval of promenade improvements on 12/17/09. RPC approval of Tentative Tract Map, CDP, CUP, Parking Permit, Variance and FEIR for landside on 3/10/10. RPC approval of CDP for wetland park and Plot Plan for waterside on 3/10/10. Project appealed to BOS and meeting date to be determined.	CDP required from CCC for waterside improvements
4	10/FF -- Neptune Marina/ Legacy Partners	Sean McEachorn	* 526 apartments * 161-slip marina + 7 end-ties * 28 foot-wide waterfront promenade * Replacement of public parking both on and off site	Massing -- Four 55' tall clustered 4-story residential buildings over parking with view corridor Parking -- 1,012 project required parking spaces to be provided (103 public parking spaces to be replaced off site)	Proprietary -- Term sheet action by BOS August 2004; lease documents approved by BOS August 2008 Regulatory -- DCB conceptual approval on June 2006. RPC filing on November 2006. DCB approval of promenade improvements on 12/17/09. RPC certified EIR on 3/10/10 and recommended approval of Plan Amendment, CDP, CUP and Variance to BOS. Project was included in the LCP map and text amendment approved by the BOS on 2/1/11. Overall project has yet to be heard by BOS.	LCP amendment to allow apartments on Parcel FF, remove Open Space category, and transfer development potential from other development zones Parking permit to allow 103 replacement public parking spaces off site Variance for enhanced signage and reduced setbacks
5	100/101 -- The Shores/ Del Rey Shores	Jerry Epstein/ David Levine	* 544-unit apartment complex * 10 new public parking spaces	Massing -- Twelve 75' tall 5-story residential buildings Parking -- All parking required of the project to be located on site plus 10 public beach parking spaces	Proprietary -- Lease extension Option approved by BOS December 2006. 18-month extension of Option approved by BOS on 12/15/09. BOS approved modifications to the form of Amended and Restated Lease Agreement on 2/15/11. Regulatory -- DCB concept approval 1/20/05. RPC approval June 2006; BOS heard appeal February 2007; and approved project March 2007. DCB final review 7/19/07. Per court order, EIR redone as to grading; BOS approved EIR 12/16/08; building permits expire April 2011.	Variance for enhanced signage
6	95/LLS -- Marina West Shopping Center/Gold Coast	Michael Pashaie/ David Taban	*23,500 square feet of commercial/retail/restaurant and public park component.	Massing -- Single story buildings Parking -- All parking required of the project to be located on site	Proprietary -- New Term sheet to be negotiated. Regulatory -- To be determined.	No Variance proposed
7	145 -- Marina International Hotel/ IWF Marina View Hotel	Dale Marquis	* Complete renovation of 134 rooms	Massing -- Two 3-story buildings, 42' and five 1-story bungalows, 22' Parking -- 208 parking spaces.	Proprietary -- BOS action on term sheet on 2/16/10. BOS extended the lease term for 39 years on 2/08/11. Regulatory -- DCB initial hearing November 2008; conceptual approval granted January 2009. Initial Study received by DRP May 2009; 30-day public review period of the MND was 3/10/10 through 4/09/10. SCHC reviewed MND on 12/14/10. BOS certified the MND on 2/08/11.	No Variance proposed
8	OT -- Oceana Retirement Facility/ Goldrich & Kest Industries	Jona Goldrich/ Sherman Gardner	* 114-unit congregate care units plus ancillary uses * 3,500 square feet of retail space * Replacement of 92 public parking spaces on site * Public accessway from Washington to Admiralty	Massing -- One 5-story residential (senior) building over ground-floor retail and parking; 65' tall Parking -- On-site parking includes all required project parking, 92 public parking spaces (94 public parking spaces to be replaced off site near Marina Beach)	Proprietary -- Lease documents approved by BOS July 2008. Regulatory -- DCB conceptual approval on August 2005; RPC filing May 2006. DCB approval of pedestrian plaza on 2/17/10. RPC certified EIR 4/28/10 and recommended approval of Plan Amendment, CDP, CUP, and Parking Permit to BOS. Project was included in the LCP map and text amendment approved by the BOS on 2/1/11. Overall project has yet to be heard by BOS.	LCP amendment to create Active Seniors Accommodations Land Use Category and rezone OT from Parking to Active Seniors Accommodations with Mixed Use Overlay Zone, and transfer development potential between Development Zones Parking permit for senior retirement facility and to allow some replacement public parking off site. No Variance proposed
9	125 -- Marina City Club	Karen Seemann	* 282 slip marina will be reconstructed * Marina Walk and fire access improvements with new pavers, railing, landscape and pedestrian amenities.	Massing -- No modifications to existing buildings proposed. Parking -- Existing 361 shared parking spaces will remain unchanged.	Proprietary -- Lease amendment adopted by BOS on 7/6/10. Regulatory -- DCB conceptual promenade design review approved on 11/17/10. DRP Site Plan Review application filed 10/26/10. Proposed marina replacement is included in the County's master waterside CDP application to CCC. Reconstruction of Marina Walk and docks is anticipated from September 2011 through August 2013.	CDP for waterside is needed from Coastal Commission No Variance proposed
10	21 -- Holiday Harbor Courts/ Goldrich & Kest Industries	Jona Goldrich/ Sherman Gardner	<u>Phase 1</u> * 5-story, 29,300 square-foot mixed-use building (health club, yacht club, retail, marine office) * 92-slip marina * 28 foot-wide waterfront promenade and pedestrian plaza <u>Phase 2 (Parcel C)</u> * Westernmost portion of land to revert to County for public parking	Massing -- One 56' tall commercial building with view corridor/community park Parking -- Six-level parking structure (447 spaces) to contain: all project required parking, 94 (replacement for OT) spaces and Parcel 20 boater parking	<u>Phase 1</u> Proprietary -- Lease option documents approved by BOS July 2008. Option has expired. Regulatory -- DCB conceptual approval on August 2005. RPC filing September 2006. DCB approval of promenade on 2/17/10. RPC certified EIR and approved CDP, CUP, and Parking Permit on 4/28/10. Appeal to BOS filed 5/12/10. <u>Phase 2 (Parcel C)</u> DCB hearing March and April 2006 on transfer of leasehold to County. Item continued.	CDP for landside from Regional Planning CDP for waterside from Coastal Commission No Variance proposed
11	42/43 -- Marina del Rey Hotel/ IWF MDR Hotel	Dale Marquis	* Complete renovation of existing 154-room hotel and new 277-slip marina.	Massing -- 36' tall hotel building Parking -- 372 Parking spaces	Proprietary -- Term sheets initialed; Parcel 42 on 9/7/09 and Parcel 43 on 8/31/09. Regulatory -- DRP application for environmental review only was signed by DBH on 4/28/10. MND public review period ended 12/20/10; BOS certification of MND is pending SCHC review.	No Variance proposed
12	44 - Pier 44/Pacific Marina Venture	Michael Pashaie/ David Taban	* Build 5 new visitor serving commercial and dry storage buildings * 91,090 s.f. visitor serving commercial space * 143 slips + 5 end ties and 234 dry storage spaces	Massing -- Four new visitor-serving commercial buildings, maximum 36' tall and one dry stack storage building, 65'5" tall. 771.5 lineal feet view corridor proposed Parking -- 381 at grade parking spaces will be provided with shared parking agreement (402 parking)	Proprietary -- Term sheet to be negotiated. Regulatory -- Initial DCB review during the October 2008 meeting, but project will be revised.	Shared Parking Agreement No Variance proposed
13	52/GG -- Boat Central/ Pacific Marina Development	Jeff Pence	* 345-vessel dry stack storage facility * 30-vessel mast up storage space * 5,300 s.f. County boatwright facility	Massing -- 81.5' high boat storage building partially over water and parking with view corridor Parking -- All parking required of the project to be located on site, public parking to be replaced on Parcel 56	Proprietary -- Term sheet action by BOS on July 2006; SCHC approved Option March 2007; BOS approved Option May 2007. BOS granted extension and modification of Option on 11/10/09. Regulatory -- DCB disapproved project on May 2007. DRP application filed December 2008. Screencheck Draft EIR received July 2009. 2nd Screencheck Draft EIR received June 2010. Updated 2nd DEIR agency review period 12/06/10 through 1/05/11. Project was included in the LCP map and text amendment approved by the BOS on 2/1/11. Overall project has yet to be heard by BOS.	LCP amendment to rezone site to Boat Storage and to transfer Public Facility use to another parcel. Variance for reduced setbacks and Architectural Guidelines requiring that structures be at least 15 ft. from bulkhead
14	55/56/W -- Fisherman's Village/ Gold Coast	Michael Pashaie/ David Taban	* 132-room hotel * 65,700 square foot restaurant/retail space * 30-slip new marina * 28 foot-wide waterfront promenade	Massing -- Nine mixed use hotel/visitor-serving commercial/retail structures (8 1- and 2-story and 1 60'-tall hotel over ground floor retail/ restaurant), parking structure with view corridor Parking -- On-site parking includes all project required parking, parking for Parcel 61 lessee (Shanghai Reds) and replacement parking from Parcel 52	Proprietary -- Lease extension Option approved by BOS December 2005. Option expired Regulatory -- DCB conceptual approval in July 2006. DRP application filed May 2007. Screencheck DEIR in review.	Shared Parking Agreement Variance for reduced setbacks (side and waterfront)
15	64 -- Villa Venetia/ Lyon	Peter Zak	* Complete leasehold renovation	Massing -- Existing 224 units in 3 stories with portions over parking Parking -- All parking located on site	Proprietary -- BOS action on term sheet on 2/2/10 Regulatory -- Project has changed from redevelopment to refurbishment. Initial Study received by DRP May 2009. MND was recirculated with 30-day public review period 7/5/10 through 8/4/10. SCHC reviewed MND on 9/08/10. BOS certified MND on 9/14/10. Site Plan application in DRP currently under review. DCB final concept approved 11/17/10.	No Variance proposed

PROJECT STATUS REPORT - KEY





To enrich lives through effective and caring service



March 10, 2011

Santos H. Kreimann
Director

TO: Small Craft Harbor Commission
FROM: *for Gary Jones* Santos H. Kreimann, Director

Kerry Silverstrom
Chief Deputy

SUBJECT: ITEM 7C - MARINA DEL REY AND BEACH SPECIAL EVENTS

MARINA DEL REY EVENTS

MARINA DEL REY OUTDOOR ADVENTURES 2011

Sponsored by the Los Angeles County Department of Beaches and Harbors
Burton Chace Park ♦ 13650 Mindanao Way ♦ Marina del Rey ♦ CA ♦ 90292

BIRD WATCHING EXPERIENCE PROGRAM

Thursdays, March 24th and May 19th at 4:00 p.m.

&

Thursdays, April 21st and June 23rd at 9:00 a.m.

County-sponsored bird watching walk for adults is a free two-hour walk, which will take place at various sites in the Ballona Wetlands. This year we will also be visiting the shoreline habitat to observe sandpipers. Meet at the Burton Chace Park Community Room. Participation and transportation to the tour site are free. Parking is available for \$6 in County Lot #4 located at 13500 Mindanao Way. Pre-registration is a must! To register, please call (310) 726-4128.

For more information call: (310) 726-4128

OPENING DAY CEREMONIES 2011

Marina del Rey Yacht Clubs
Saturday, March 12th – Sunday, March 13th

The yacht clubs of Marina del Rey will be celebrating the opening of the yachting season on March 12th and 13th. Contact the clubs for their schedule of events during this weekend.

California Yacht Club:
www.calyachtclub.com
(310) 823-4567

Pacific Mariners Yacht Club:
www.pmyc.org
(310) 823-9717

Del Rey Yacht Club:
www.dryc.org
(310) 823-4664

Santa Monica Windjammers Yacht Club:
www.smwyc.org
(310) 827-7692

Marina Venice Yacht Club:
www.mvyc.org
(310) 822-9082

South Coast Corinthian Yacht Club:
www.sccyc.org
(310) 306-2787

FISHERMAN'S VILLAGE WEEKEND CONCERTS

Sponsored by Pacific Ocean Management, LLC

Saturday, March 12....1:00 – 4:00 p.m.

Iliana Rose Band, playing Latin Jazz

Sunday, March 13....2:00 – 5:00 p.m.

2 AZZ 1 Body & Soul Band, playing Smooth Jazz with Vocals

Saturday, March 19....2:00 – 5:00 p.m.

Brasil Brazil, playing Brazilian music

Sunday, March 20....2:00 – 5:00 p.m.

Bernie Meisinger, playing Jazz

Saturday, March 26....2:00 – 5:00 p.m.

The Nina Beck Quintet, playing Jazz

Sunday, March 27....2:00 – 5:00 p.m.

The Elian Project, playing Contemporary Latin

For more information call: Pacific Ocean Management at (310) 822-6866.

BEACH EVENTS

SHORE FISHING

Dockweiler Youth Center ♦ 12505 Vista del Mar ♦ Los Angeles ♦ CA ♦ 90245
8:00 a.m. – 10:00 a.m.

Los Angeles County Department of Beaches and Harbors is offering an introduction to shore fishing class. Come enjoy a beautiful morning of fishing from the shores of Dockweiler Beach. Fishing poles and bait will be provided at no cost. There is a \$2 parking fee. All ages are welcome. Anyone under the age of 12 years old must be accompanied by an adult. Please call to pre-register at (310) 726-4128. **Limited to 10 participants per session.**

Fishing Dates - Saturdays: March 12, March 26, April 2, April 9, April 16, April 23 and April 30

For more information call: (310) 726-4128

BEACH NATURE WALKS

Dockweiler Youth Center ♦ 12505 Vista del Mar ♦ Los Angeles ♦ CA ♦ 90245
8:00 a.m. – 10:00 a.m.

The Los Angeles County Department of Beaches and Harbors is teaming up with the Los Angeles Audubon Society to provide free guided nature walks on Dockweiler Beach. In particular, you will look for the Western Snowy Plovers, a tiny bird that spends its life on the beach eating, sleeping, resting and laying its eggs right in the sand! You will be walking on the beach so dress appropriately and bring plenty of water. Space is limited so please call to pre-register at (310) 726-4128. A parking pass is available for \$2 at the Dockweiler Youth Center office.

Walk Dates - Saturdays: March 12 and March 26

For more information call: (310) 726-4128

SHK:DC:cm:pjd