

# VENTURA PORT DISTRICT

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## BOARD OF PORT COMMISSIONERS MINUTES OF SEPTEMBER 14, 2019 SPECIAL GOAL SETTING WORKSHOP

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### **CALL TO ORDER:**

The Ventura Board of Port Commissioners Special Workshop Meeting was called to order by Chairman Chris Stephens at 1:14PM at the Ventura Beach Marriott, Salon III, 2055 E. Harbor Blvd, Ventura, CA 93001.

**PLEDGE OF ALLEGIANCE:** By Chairman Stephens.

### **ROLL CALL:**

#### **Commissioners Present:**

Chris Stephens, Chairman  
Brian Brennan, Vice Chairman  
Jackie Gardina, Secretary  
Everard Ashworth  
Michael Blumenberg

#### **Commissioners Absent:**

None

#### **Port District Staff:**

Brian Pendleton, General Manager  
Todd Mitchell, Business Operations Manager  
Joe Gonzalez, Facilities Manager  
Dave Werneburg, Marina Manager  
Robin Baer, Property Manager  
Jennifer Talt-Lundin, Marketing Manager  
Richard Parsons, Consultant  
Jessica Rauch, Clerk of the Board

#### **Legal Counsel:**

Andy Turner

#### **Facilitator – Management Partners:**

John Bramble, Special Advisor  
Julie Hernandez, Senior Management Advisor

### **ADOPTION OF AGENDA**

**ACTION:** Commissioner Brennan moved, seconded by Commissioner Gardina and carried by a vote of 5-0 to adopt the September 14, 2019 Special Workshop agenda.

## **WORKSHOP – PORT COMMISSION GOAL SETTING**

1. Welcome by Chairman, Chris Stephens
2. Comments by General Manager, Brian Pendleton
3. Introductions and Review of Agenda
4. Icebreaker
5. Review of Accomplishments and Contributing Factors

### **Factors Helped:**

- Keeping the Harbor open for boating and fishing – Dredging
- Painting project
- Marketing the Channel Islands National Park
- Public engagement and a sense of community
- Portside Ventura Project
- Variety of cuisines
- Mix of retail
- Human energy – people who are committed to the Harbor
- Keeping Island Packers at the Harbor
- Grant funding for needed studies
- Implementation of lifeguard services
- Restaurants provide and promote live music
- Fishing community at the Harbor work well together
- Top commercial fishing port in the state

### **Factors Hindered:**

- Parking and Traffic – lack of a master plan
- Events – need better traffic flow
- Lack of information for a tsunami
- Environmental review creates challenges
- Large number of vacancies in retail area
- Harbor is two separate sections – hard to go between the two
- Need to market where the Village is
- No public transportation

6. Public Comment: Opportunity to present ideas for goals and projects for the Commission to consider.

Tony Alcock, a six-year resident of Ventura West Marina is concerned about parking and how it will get worse when the Portside Complex is complete; second is vehicle speed, which should be decreased or more stop signs added; and third no political agendas.

Tristan Thames, owner of the Ventura Harbor Village Arcade and Carousel, has been in the Village since 2001 and for the last four years has been in a month-to-month lease. He has really enjoyed his time in the Harbor and would like to stay longer. He has learned how to better his business and

would like the opportunity to sit down and discuss a new lease. He thinks his business adds value to the Harbor and without it would be detrimental to a lot of businesses.

Michael Wagner, owner of Andria's Seafood, addressed his comments to the Commissioners as they have been discussed with staff. Common Area Maintenance (CAM) fees need to be a level playing field. When grease traps were required, he was not helped by the District financially like other tenants. He is appreciative that it is now a requirement that all restaurants clean their own grease traps. He also does not think it is fair that other village tenants get their windows washed while his staff washes his. He has never seen an accounting of CAM charges in 38 years and believes they should be spelled out. It is unfair that Brophy's gets trash, recycle and food waste paid through CAMs, while he pays \$1,800 a month. He is also discouraged by the planning document provided for the workshop that the District is looking for another anchor tenant to replace him; he is an anchor tenant and would like to be treated like one.

Marlyss Auster, President and CEO of Visit Ventura, thanked the Commission and staff for being an awesome partner. The Harbor is a huge tourism corridor for the City and that is told all over the world. The market is not within driving distance, it's out of state because they find that people who travel from afar spend more and stay longer. Locals come several times a year, but spend less time and less money while visiting. Ms. Auster announced that Visit Ventura has been working with the Ventura County Fair Grounds and the City of Ventura to get the ESPN Summer X Games to move Ventura and make us its permanent home.

Ellen Wohlstadler, Ventura Potter's Guild, would like to see more art come to the Harbor.

Stacie Galang, President of the Hokaloa Outrigger Canoe Club, just celebrated the club's 30<sup>th</sup> Anniversary. One of the things the club does annually is the Outrigger Canoe Race, which brings in many patrons to the Harbor businesses. The club works hard not to impact Village parking for this event. The club wants to be here another 30 years and hopes to be a part of the conversation as the Harbor looks to grow.

Sam Sadove, owner of the Ventura Harbor Yacht Yard and Marina, spoke on behalf of the Parcel 20 tenants. Many stakeholders would have liked to attend this meeting, but it was not a good time and requested that any type of similar events be held during the week in the late afternoon or evening. During the last three years, relationships with tenants, stakeholders and residents have not been positive. He believes most tenants are not happy with present treatment and communication. He hopes that the conclusion of today's exercise is recognizing that tenants are your partners and that staff and Commissioners get to know the various stakeholders and listen to their concerns and suggestions. Mr. Sadove also commented that the Village already has three anchor tenants: Andria's, Island Packers and Brophys, who bring in huge numbers of visitors and revenue to the Port. In addition, Mr. Sadove stated that communication is key, and tenants should be met with often by Commissioners and staff, in an open manner, with no issues clouding the conversation. The painting project is a great idea, however, the structure itself is dated. There is mention of a master plan for Parcel 20, which he owns, and no one has spoken to him about it. Over the last three years he has been trying to work with the Port on a new lease term.

Vikki Brock asked her written comments be included in the record. Refer to Attachment 1.

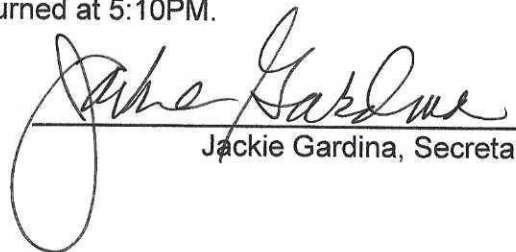
Zoe Taylor asked that the following be considered: go back to making the Harbor great – it should not be like Marina Del Rey or Santa Monica; secure clear titles to all properties; no further time should be spent on the shellfish project unless it goes back to the original concept that provided an opportunity for commercial fishermen to increase and enhance their production; Harbor tenants

should be listened to; and Harbor tenants should be actively engaged in the marketing of the Harbor and special events.

7. Input Regarding Board's Vision for the Future (Two to Five Year Goals)  
(Refer to Attachment 2)
8. Discussion on Methods to Communicate with Commissioners, Staff and Stakeholders  
(Refer to Attachment 2)
9. Commissioners' Comments on Priorities  
(Refer to Attachment 2)
10. Brainstorming Methods of Communicating with Stakeholders  
(Refer to Attachment 2)
11. Wrap up and Next Steps  
(Refer to Attachment 2)  
What was gained from the Workshop?
  - New insight and information
  - People care and want to be involved
  - Commissioner participation and openness (not just listening)
  - Broader awareness of issues from all members of the Harbor
  - Perceptions of stakeholders
  - Information on opportunities and challenges
  - Open dialogue
  - Format conducive

Management Partners will take the information provided at today's workshop and create a report that will be presented to the Board at an October or November meeting. This report is Attachment 2 to these minutes.

**ADJOURNMENT:** The Special Workshop Meeting was adjourned at 5:10PM.

  
Jackie Gardina, Secretary

## ATTACHMENT 1

### Public Comments for Ventura Port District Goal-Setting Workshop - September 14, 2019

#### I. GOVERNANCE BY THE PORT COMMISSION

- Policy-Setting / Direction to District Staff
- Oversight of Harbor Master Leases and Harbor Village Leases
- Commission as a Whole Must Set Policies and Make Decisions
- No Commissioner Involvement in District Staff Work

#### II. DUTIES OF DISTRICT STAFF

- Implement Board Policy
- Comply with Applicable Legal Requirements
- Implement Equitable and Consistent Treatment of Staff Members
- Manage Development of Financial Plans and Accounting of Current and Future Programs
- Administer Leases in an Equitable and Mutually Productive Manner
- Work Effectively with Other Public and Private Entities
- Provide for Safety and Security of People and Property on Harbor Premises

#### III. COMPLEMENTARY ROLES OF DISTRICT AND HARBOR BUSINESSES

- Develop Mutually Productive Partnerships with Harbor Businesses
- Implement Equitable and Consistent Policies with Lessees
- Disclose Lease Terms and Conditions in a Readily Apparent Manner
- Implement a Cooperative and Collaborative Marketing Plan for Harbor

## ATTACHMENT 1

### I. GOVERNANCE BY THE PORT COMMISSION

#### Policy-Setting / Direction to District Staff

##### Strategic Plan with Annual Objectives / Milestones

Financial Plans for existing operations, and  
Financial Plan for discretionary and future projects

##### Transparency - Report Complete and Accurate Information

Pattern and practice of intentional lack of transparency with behind-closed-doors decisions being made without public and harbor businesses' involvement or opportunity to comment  
Business Plan for major projects with milestones and performance/budget tracking  
Quarterly financials (reported transactions less than 90 days old)  
Vacancy and occupancy rates

#### Oversight of Harbor Master Leases and Harbor Village Leases

##### Vacancies and Occupancy Rates

Unleased (# months, revenue lost), executed lease (# months until open, revenue lost since prior tenant left); sorted by office space, retail, food, and other.  
Status of current unleased properties (Blackbeard's Restaurant, Coffee Dock, etc.) and what is being done to lease the premises.  
Status of other vacancies (*Top This Chocolate*, *Frenchies Nail Salon*, retail space next to *Frenchies Nail Salon*, retail space across from Le Petit Café and next to Blackbeard's)

##### Develop Parcels 5 and 8

Parcel 5 is grassy area next to Harbor Village and Parcel 8 is vacant lot next to Channel Islands National Park Visitor Center)  
Need to clear the title for both properties  
Communicate what being done to develop properties and how much lease revenue is being lost each month  
Future land use decisions should include harbor businesses at the earliest possible stage in the process.

##### Develop Business Plan

Require for major projects, with milestone tracking, analysis of budget-to-actual expenditures, and evaluation of impacts to existing operations, e.g., parking.  
For example, development of Parcels 5 and 8 must comply with applicable traffic and circulation requirements to ensure that the new development complements existing visitor-serving attractions of the harbor.

## ATTACHMENT 1

### **Commission as a Whole Must Set Policies and Make Decisions**

The Ventura Port District's *Board of Port Commissioners Protocols and Policies Manual* (Adopted March 25, 2015 and Revised July 27, 2016) Section 2.3, Board Principles, Nos. 6 and 7 specify:

6. *Understand the Board's role is to set policy and ensure staff understands this, while facilitating staff's ability to implement Board directed policy.*

### **No Commissioner Involvement in District Staff Work**

The Ventura Port District's *Board of Port Commissioners Protocols and Policies Manual* (Adopted March 25, 2015 and Revised July 27, 2016) Section 2.3, Board Principles, Nos. 6 and 7 specify:

7. *Recognize and abide by the separation of responsibilities between the Board, General Manager and Staff.*

## **II. DUTIES OF DISTRICT STAFF**

### **Implement Board Policy**

#### **Comply with Applicable Legal Requirements**

District should be prepared for enactment of new legislation, including Assembly Bill 5, and have developed a Transition Plan for any affected Independent Contractors.  
When awarding contracts, the District must comply with applicable law by performing competitive bidding with Request for Proposals (RFP).

#### **Implement Equitable and Consistent Treatment of Staff Members**

General Manager should delegate all operating tasks to staff. (e.g. financial management, personnel management, capital projects and maintenance, marketing, dredging, grants management, and special projects like the shellfish project), so he can perform the duties of a General Manager: oversee development and implementation of a strategic plan and the annual District Budget.

#### **Manage Development of Financial Plans and Accounting of Current and Future Programs**

Provide accountability through continued assessment of revenue and expenditures.  
Analyze cost-effectiveness of programs.  
Share professional human resources support with other public agencies.

#### **Provide for Safety and Security of People and Property on Harbor Premises**

Work with the police department to determine who has jurisdiction over what activities and communicate this to tenants.

## ATTACHMENT 1

### **Administer Leases in an Equitable and Mutually Productive Manner**

Because the District experienced significant litigation, significant exposure to litigation, and significant costs in 2019, General Manager should report at least monthly, the amounts that have been approved in settlements to avoid litigation.

Lease policies should maximize opportunities for lessees to acquire capital to build their businesses and ensure long-term revenue to the District

District requires businesses to pay percentage rent and Common Area Maintenance (CAM); equity should require the District to compensate tenants for vacant neighboring properties that diminish the appeal and income of their businesses.

Establish performance measures that hold the District accountable for allowing vacancies to continue for more than a reasonable time (to be determined by the Commission on a case-by-case basis).

Provide for equity and accountability of who is paying for what in their harbor leases.

### **Work Effectively with Other Public and Private Entities**

#### Improve Relations with City of Ventura

Advocate for Port District (e.g. regarding streets, parking, etc.)

Develop and sustain strong relationship with City Council liaison.

Maintain open, transparent and timely two-way communication of relevant information

## **III. COMPLEMENTARY ROLES OF DISTRICT AND HARBOR BUSINESSES**

### **Develop Mutually Productive Partnerships with Harbor Businesses**

Commit to improve constituent relations and communication

Communicate timely and relevant information to stakeholders

Manage the Port District in a fiscally prospective manner, recognizing the long-term needs of the District, tenants and public

Comply with the law.

Commissioners need to communicate with tenants to improve customer relationships and two-way flow of information.

### **Implement Equitable and Consistent Policies with Lessees**

Display professional courtesy when dealing with harbor businesses

District will establish a schedule of leases and lease amendments required for every business in the harbor; and shall make timely lease execution a top priority.

Provide lessees a rationale for decisions, to avoid the perception of inequitable lease administration. For example, there have been several recent instances where tenants have been rebuked for open ended questions.

District must provide a reasonable amount of time for a prospective lessee to review a lease offer.

## ATTACHMENT 1

### **Disclose Lease Terms and Conditions in a Readily Apparent Manner**

District leases need to address the financial impacts of vacant properties on adjacent operating businesses. Vacancies affect business traffic and existing tenants. An executed lease is not "open for business".

Each lease at Harbor Village should include the following items, which must be reported in the Staff Report from the General Manager at the Port Commission meeting that considers the lease:

- Beginning date of lease and beginning date of business operations;
- Specification of applicable penalties, if any, for delays;
- Performance measures to provide for sufficiently lengthy leases, so businesses can get financing to improve their businesses.

### **Implement a Cooperative and Collaborative Marketing Plan for Harbor**

District and Harbor Village businesses should collaborate in developing Marketing Plan. Participate in development of the marketing budget of approximately \$700,000 annually. Assess benefits realized from marketing budget and specific strategies (determine value received for marketing and consider collaborating with Island Packers, National Park Service, Visitors and Convention Bureau).

Include harbor businesses in planning special events.

Coordinate the District's environmental strategy with marketing to eliminate solid waste (bags, balloons).

## ATTACHMENT 1

September 4, 2019

Board of Port Commissioners  
Ventura Port District  
1603 Anchors Way Drive  
Ventura, CA 93001

Personally Delivered  
and  
Sent Electronically

SUBJECT: VENTURA PORT DISTRICT SHELLFISH PROJECT: ISSUES AND REQUEST FOR  
PLEDGE FROM COMMISSIONERS TO AVOID CONFLICT-OF-INTEREST

During the past several years, Ventura Harbor business owners and commercial fishermen have expressed concerns about several issues related to the District's shellfish project. This letter describes three issues and includes a request for transparency and right action.

- Multi-Million Dollar Expenditures to Be Covered by District Lease Revenue  
The current District budget increased appropriations of District funding to the shellfish project to about half a million dollars. The funding to cover these expenditures comes primarily from lease payments made by harbor tenants. The only other source of dependable revenue is Possessory Use Tax, all of which is used to support the Harbor Patrol.  
No financial planning has been done to determine if the shellfish project is feasible for the District. There has been no accounting or forecast of the funding required for District employee costs, services and supplies, or capital costs during pre-construction, construction, or post-construction. This includes both cash expenditures and the "in-kind" labor contribution that has diverted District staff from other work. This information should be provided. Commissioner Ashworth stated in the February, 2019 edition of *The Log* that "the District would spend \$2-3 million to put the permits in place." Has the Commission already committed to spending that amount?
- Cost to Other District Programs  
As a result of the funding being allocated to the shellfish program and District staff time diverted from other activities, essential functions are being "pushed onto the back burner". The most obvious impact of the extraordinary focus on shellfish has been the failure of management to develop and manage its assets in an effective manner. This includes:
  - Failure to develop Parcels 5 and 8 and the visitor-serving attractions and revenue that would have been produced by the two projects.
  - Failure to develop the former Blackbeard's Restaurant that has been empty for more than two years. In addition, this mismanagement likely produced a significant settlement to the developer who was interested in renovating the property.

## ATTACHMENT 1

- o Loss of the Coffee Dock and Post in Harbor Village. This litigation also resulted in settlement.
- o Long-term vacancies in Harbor Village that have executed leases but have not opened for business, and other properties that are simply vacant.
- Conflict-of-Interest by Official Action That Would Produce Reasonably Foreseeable Gain or Advantage

The Port Commission has been voting to allocate District funding and staff time to the shellfish project. The project would develop shellfish permitting regulations, which once approved by the U.S. Army Corps of Engineers (USACE), would apply to projects in Federal Waters. As a result, anyone with working knowledge of the regulations being developed would enjoy an advantage over others. Others would have to become familiar with the new regulations to develop a "level playing field". That being the case, it would be appropriate for each Commissioner to choose one of the following to provide transparency and to avoid conflict-of-interest:

- 1) Sign a pledge to not enter the shellfish business in any capacity for at least twelve months following USACE approval of the shellfish permitting regulations being developed by the Port District's shellfish project; or,
- 2) Refrain from voting on any Commission agenda item that has any relation to the shellfish project, including the District's annual budget and any budget amendments associated with the shellfish project. In addition, no Commissioner could participate in the District's shellfish project if he / she plans to enter the shellfish business within twelve months of USACE approval of the referenced shellfish permitting regulations.

By choosing one or the other, Commissioners would provide transparency and assure the City Council and harbor business owners that their official actions would not promote personal financial gain or unfair advantage.

Sincerely,



cc: Mayor LeVere  
City Council Members  
B. Pendleton, Ventura Port District



**Ventura Port District**  
**Board of Port Commissioners Workshop**  
**Held September 14, 2019**

**October 2019**

**Management  
Partners**



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## Workshop Report

The Ventura Port District held a public participation workshop on Saturday, September 14, 2019, from 1:00 p.m. to 5:00 p.m. at the Marriott Ventura Beach Hotel.

The workshop provided an opportunity for Port Commissioners to discuss District priorities for the coming year and to strengthen communication between the Commissioners, staff, and stakeholders. This report contains a summary of the results of the workshop.

John Bramble, Special Advisor with Management Partners, facilitated the workshop with support from Julie Hernandez, Senior Management Advisor.

### ***Workshop Overview***

#### **Objectives**

- To identify the Ventura Port District's preliminary list of two- to five-year goals.
- To identify methods to increase and improve communication between Ventura Port District and stakeholders.

#### **Agenda**

- Welcome by the Chair
- Comments by the General Manager
- Review of the agenda
- Icebreaker
- Review District accomplishments and discuss factors contributing to them
- Public comments
- Gather public input regarding the Board's two- to five-year goals
- Brainstorm methods to communicate with stakeholders
- Wrap up and next steps

## Participants

### *Board Commissioners*

**Chairman**  
**Chris Stephens**



**Vice-Chairman**  
**Brian Brennan**



**Secretary**  
**Jackie Gardina**



**Commissioner**  
**Everard Ashworth**



**Commissioner**  
**Mike Blumenberg**



### *Management Staff*

- Brian Pendleton, General Manager
- Robin Baer, Property Manager
- Joe Gonzalez, Facility Manager
- John Higgins, Harbor Master
- Todd Mitchell, Business Operations Manager
- Richard Parsons, District Consultant
- Jessica Rauch, Executive Secretary/Clerk of the Commissioner
- Jennifer Talt-Lundin, Marketing Manager
- Dave Werenburg, Marina Manager

### *Stakeholders*

The workshop was open to the public and they were encouraged to participate by outreach efforts prior to the event. Approximately 34 members of the public attended.

## Ground Rules

At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop.



- Participate
- Seek consensus
- Listen to understand
- Assume good intent
- Stay focused
- Speak up if we need course correction
- Enjoy the day!

## Bike Rack

The bike rack includes topics that were raised during the workshop but require additional time and attention or were not relevant to the agenda of the day.

## Workshop Preparation

In preparation for the workshop, John Bramble held individual interviews with each Commissioner to learn about their priorities for the coming year. An agenda and PowerPoint presentation were prepared based on the information gathered.

## Welcome and Opening Comments

The workshop began by Chairman Chris Stephens welcoming the attendees, conducting a Board roll call, and explaining the importance of the workshop, followed by comments from General Manager, Brian Pendleton.

General Manager Pendleton had helped set the context for the day by further explaining why the workshop is important, reviewing the District's mission statement, and introducing Management Partners facilitators by sharing why the firm had been selected as part of their strategic planning process.

The Chair then held a lottery as to which table the Commissioners and General Manager would sit. The end result was that Commissioners, staff members and members of the public were mixed together in small groups.

## Icebreaker Exercise

John Bramble led a bingo icebreaker as a way for the participants to warm-up and get to know each other.



### ***Review of District Accomplishments and Factors Contributing to Them***

The participants (which included Commissioners, staff and members of the public) in the small groups discussed and celebrated some of the accomplishments their District has made.

After their small group discussions, John asked the groups to share some of the factors they thought had either contributed to their success or on the contrary, have hindered them. Below are notes of the discussion.

#### ***Contributing Factors***

- Keeping the Harbor open for boating and fishing.
- The District's plan on painting the buildings; public meetings were held regarding the color palette; partners' support and advocacy agreement.
- Having in-house marketing for the Channel Islands.
- Public engagement and a sense of community.
- Portside Ventura project; the developer's tenacity for 15 years to develop Portside.
- District and business partnerships.
- A variety of restaurants and places to eat with different cuisines.
- A variety of retail stores.
- Public energy – people who are committed to the Harbor.
- The ability to obtain grant funding for needed research and studies.
- Implementation of lifeguard services.
- Restaurants promoting live music and entertainment.
- The Harbor community work well together.
- The ability to keep the Port as a top commercial fishing place in the state.

### ***Hindering Factors***

- Lack of a Parking and Traffic Master Plan, particularly for special events; there needs to be a better traffic flow. It takes two hours to exit from the Parade of Lights which is sometimes the reason why people decide not to come back.
- Lack of public information or the sharing of knowledge about tsunami emergency preparedness.
- Environmental review creates challenges.
- A large number of vacant spaces in the Port's retail area.
- The Harbor is made up of two separate sections, and it is hard to walk or commute between the two places.
- Where's Ventura Harbor Village? Need marketing to promote the Harbor.
- No public transportation to the Harbor.

### **Additional Public Comments**

After the discussion of the District's successes, Chairman Chris Stephens opened the meeting for public comments. Below are highlights from the 10 individuals who spoke at this time.

- The need for the Port District to develop an annual strategic plan with a vision and a set of values.
- Traffic and parking is an issue which creates a loss of customers.
- Speeding traffic is an issue.
- Political flags are not appreciated.
- Businesses who are leasing do not like having a month-to-month lease. They want longer-term leases.
- Common area maintenance is unfair in application; accounting information is not available in terms of what is paid, what is received, and who receives it.
- Partnerships – several of the tenants believe they are Anchor stores and should be appreciated as such.
- Visit Ventura and City of Ventura are proposing to bring X-games (ESPN) to Ventura, and in which the Fairgrounds and Port may become potential partners.
- Take advantage of Ventura's art community by bringing more events to the Harbor.
- History can be used to evaluate current services, such as:
  - Vision study in late 90's – where is it?
  - Study for a Beach Plan should be reviewed.
  - Secure a clear title for parcels to be developed, before marketing them.

- Shellfish project needs to add inclusion for commercial fishermen.
- Be more inclusive by including tenants to help market events; make the financial plan and marketing plan public
- Maintain existing murals.
- Outrigger canoe race annually; need room to grow and store more equipment.
- Given that the weekends are busy and are peak time for businesses, public workshops should be held during the weekday instead of on the weekend – so that businesses can have the opportunity to attend and participate.
- Communication between tenants and Harbor District; tenants feeling constrained in the past and are not always open.
- The Port's infrastructure is outdated and needs maintenance.
- Need more information on Master Plan for Parcel 20.
- September 4, 2019 pledge request:
  - "Are Leaseholder revenues being used for Shellfish project?"
  - Public stakeholders want commitment for signed pledge by District stating that they will not use leasehold revenues for shellfish project.
- Cooperative working environment between the District and tenants.

### ***Input Regarding the Board's Two- to Five-Year Goals***

This section of the workshop was to provide Commissioners with public input and develop a consensus on two- to five-year goals at a future Board meeting.

John began with a review of the importance of goal setting and its correlation to establishing team consensus, timing, and performance measurements.

John then reviewed the list of potential goals he had heard during his interviews with Commissioners and the General Manager. The list of potential goals is numbered and detailed in a handout that was distributed for discussion (see *Attachment A*).

After reviewing that list, John asked all workshop participants whether there are any other "potential goals" that should be added to the list before they begin their discussions in small groups. No additional comments were made, so John began the discussion exercise.

**Process.** Each small group was asked to refer to the handout of potential goals (*Attachment A*) and create their list of goals, and then to identify their top eight priorities out of the list they have created.

Table 1 highlights what each team has identified as a priority for the District.

*Table 1. Group Report Outs of District Priorities*

<p><b>Group One</b></p> <ul style="list-style-type: none"> <li>• Build a stronger relationship between the City and District (#6 and #10)</li> <li>• Develop year-round plans for the Harbor as a sustainable gathering place (#9)</li> <li>• Beautification and update Village buildings</li> <li>• Update the painting and landscaping of the Village (#4)</li> <li>• Strengthen relationships with stakeholders (#1) <ul style="list-style-type: none"> <li>○ Give recognition and a level playing field</li> </ul> </li> <li>• Modernize marketing plans <ul style="list-style-type: none"> <li>○ Prioritize calendar</li> </ul> </li> </ul>	<p><b>Group Two</b></p> <ul style="list-style-type: none"> <li>• Weekend parking and as it relates to goal #10</li> <li>• Teamwork and communication with stakeholders (#1)</li> <li>• Cooperation with the City of Ventura (#6)</li> <li>• Make the Harbor an entertainment attraction seven days a week (#10)</li> <li>• Increase marketing to locals and diversifying District entertainment for all ages (#9)</li> <li>• Encourage growth of new liveaboards</li> <li>• Consideration of sea-level change (#8)</li> <li>• Use #7 (diversity of commercial fishing)</li> <li>• Shelve Parcel 5 and 8 (#11)</li> </ul>
<p><b>Group Three</b></p> <ul style="list-style-type: none"> <li>• Increase communication with the City along with greater integration of services (i.e., Police Department and Fire) <ul style="list-style-type: none"> <li>○ Speeding</li> <li>○ Enforcement</li> </ul> </li> <li>• Develop a strong relationship between the town and Port Commissioners</li> <li>• Improve traffic congestion (i.e., transportation), so it can attract more visitors to the Harbor</li> <li>• Wetland awareness – river and harbor ecological tours</li> <li>• Increase visitor foot traffic during off-season times</li> <li>• Vagrancy issues – consider taking humane/effective actions; be assertive with voicing Harbor concerns</li> <li>• Harbor businesses; consider opening businesses at an earlier time</li> <li>• Planning and transparency of the money the District has spent regarding the Shellfish Enterprise project</li> <li>• Parcel 5 and 8 assessment and establishment of goals before furthering the project with more concrete steps</li> <li>• Balancing revenue generation with quality</li> <li>• Continue to engage in Harbor stakeholder meetings on a regular basis</li> </ul>	<p><b>Group Four</b></p> <ul style="list-style-type: none"> <li>• Equity among tenants</li> <li>• Parking: access to parking, shuttle</li> <li>• Transparency on tenant fees</li> <li>• Addressing tenants fear of retribution if they speak up</li> <li>• Leases – consider an easier renewal process</li> <li>• Improve communication between the District and all other stakeholders</li> <li>• Aligning the Districts goals with tenant goals – currently, they are not aligned</li> <li>• Dredging/commercial fishing</li> </ul>

#### **Group Five**

- Improve infrastructure for commercial fishing in order to attract aquatic shellfish operations
- #11 – Development of Parcel 5 and 8, and consider continued implementation of Parking Management Strategy
- #9 – Develop a plan to make the Village sustainable throughout the year with a diversity in business, entertainment, events and attractions
- #1 – Strengthen, teamwork, communications relationships between stakeholders, tenants, Commissioners and staff with more informal community/public engagement opportunities
- Increase/enhance merchant meetings to encourage collaboration among businesses; discuss timing and frequency; “Squid days” farmers market, seafood market
- Parking and alternate transportation

#### **Group Six**

- Transportation
  - Parking
  - Pedestrian safety
  - Speed reduction
- Building stronger partnerships
  - City cycling community
  - Marketing groups

### **Commissioners’ Comments on Priorities**

After each small group had reported out their priorities, Commissioners then shared their comments about the potential priorities they had heard from the exercise.

Below are the Commissioner’s comments on what they consider to be potential priorities for the District

- Plug-ins for electric vehicles
- Shelve Parcel 5 and 8 development until a Master Plan is created
- Improve the tone of communication and cooperation with other stakeholders; helps with equity; helps with relationships
- Parking and transportation
- More community/public engagement meetings
- Economic vitality
- Marketing
- Sustainable public gathering place (Consider Parcel 5 as potential place)
- Improving and building a relationship with the City
- Sustain fishing operations
- Ventura style – operate within its “mantra”



### ***Brainstorming Methods of Communicating with Stakeholders***

This section of the workshop focused on gathering input about ways of communicating and enhancing transparency between the District and stakeholders. Working in small groups, workshop participants discussed the following questions

1. *What is presently being done by the District to keep the public informed?*
2. *Discuss ideas to communicate and enhance transparency with stakeholders.*

Table 2 provides notes from the discussions.

Table 2. Group Input on District – Stakeholder Communication

<p><b>Group One</b></p> <ul style="list-style-type: none"> <li>• Consider having a point person of contact for District tenants</li> <li>• Consider having “coffee with the Commissioner”</li> <li>• Face-to-face bi-monthly meetings with key District personnel</li> <li>• Provide more master tenant meetings</li> <li>• Improve monthly newsletter – snail mail maybe</li> <li>• Increase accountability</li> </ul>	<p><b>Group Two</b></p> <ul style="list-style-type: none"> <li>• Staff and commissioners – walk the Harbor; make it a Commissioner goal to meet one person a week</li> <li>• Ventura Harbor in all social media <ul style="list-style-type: none"> <li>○ Who is monitoring it?</li> <li>○ Who is reporting it and what kinds of reporting?</li> <li>○ What kind of action(s) are being done? Or what type of action needs to be done?</li> <li>○ Is the name Ventura Port District confusing to our identity?</li> </ul> </li> <li>• Reconsider business hours in terms of the times they open <ul style="list-style-type: none"> <li>○ Niche</li> <li>○ Restaurants</li> </ul> </li> <li>• Outreach, by targeting the following: fishermen, businesses, retail, activities, liveaboards</li> <li>• Newsletter frequency</li> <li>• Digital notifications (push) parking notifications</li> <li>• Parking monitor system</li> <li>• Create a platform or a place for the public to provide anonymous comments</li> <li>• Need for transparency of common area maintenance fees</li> </ul>
<p><b>Group Three</b></p> <ul style="list-style-type: none"> <li>• How to better communicate:</li> <li>• Harbor Community Council and community group <ul style="list-style-type: none"> <li>○ Revive/activate/meaning?</li> <li>○ Have goals for casual meetings and make it issue-driven</li> </ul> </li> <li>• Inclusion of ad hoc meetings along with more formal meetings</li> <li>• Suggest a City of Ventura liaison to the Port District and have a representative from the voting district where the Port is located</li> </ul>	<p><b>Group Four</b></p> <ul style="list-style-type: none"> <li>• Need to understand how we can “communicate”</li> <li>• Cannot have an atmosphere of “retribution”</li> <li>• Continue to host more public meetings; there is a need for more open forums</li> <li>• Staff should be specific, direct, non-punishing</li> <li>• Find new path for City Council</li> </ul>

#### **Group Five**

- Collaboration with the City of Ventura, Harbor/Village tenants, chamber, committees, visit Ventura, and regional
- Non-formal discussions should be communicated and marketed in terms of time and frequency, workshops, town hall style, electronic news (E-news)
- Tenant to Port District communication
- General Manager update – report back to tenants
- Connect City of Ventura and Harbor marketing efforts to build on each effort and tie City-Harbor
- Harbor Community Council
- Keep dialogue open with inter-government relations (city-county-state-federal)

#### **Group Six**

- Regular communications between tenants and commissioners (walk-arounds)
- Email communications regarding Port activities/actions



## ***Wrap Up and Next Steps***

The workshop concluded with John indicating that a workshop summary report will be prepared by Management Partners to document the discussions and outcomes of the day.

### **Closing Comments**

John invited everyone in the room to share one thing they gained from the session. Brief highlights are provided below.

- New insight
- People care and are involved
- New information
- Commissioners participation and openness (not just listening)
- Broader awareness of issues from all members of the Harbor
- Perceptions of stakeholders
- Information on opportunities and challenges
- Open dialogue
- Format conducive
- Sustainable development principals used
- Surprised and informed by priorities
- Everyone came together
- Communications opened
- Okay not to continually produce – may be too fast to gain feedback (listen)
- Workshop operated well
- Communication improvements seem sincere
  - Increase ethnic public representation in the room
- Focus on solutions
- Communication improvements and being non-judgmental
- Encouraged to see commitment in resolving issues

### **Workshop Evaluations**

At the end of the meeting, participants were invited to complete an evaluation form. *Attachment B* contains a consolidation of the responses from Port Commissioners and staff, and *Attachment C* contains a consolidation of responses from members of the public.

## Attachment A – Potential List of Goals From Commissioners

The table includes the goals expressed by each Commissioner in their interviews with Management Partners in preparation for the workshop.

*Table 3. List of Commissioner Goals Identified in the Interviews*

Goals
1. Strengthen teamwork between Commissioners, staff and stakeholders and expand transparency with stakeholders.
2. Complete the Board's policies and procedures update.
3. Improve technology for the businesses and residents.
4. Complete the painting of the Village buildings.
5. Develop methods to maintain the financial and economic stability of the District balancing the needs of the harbor, village and fishing equally.
6. Build a plan for stronger relationship between the City of Ventura and the District. This includes: <ul style="list-style-type: none"> <li>a. Restart of trolley from downtown to Port.</li> <li>b. Meshing the City's General Plan with the Port's strategic plans.</li> <li>c. Wayfinding signage.</li> <li>d. Improvement of bicycle connections.</li> <li>e. Use of the Wastewater Treatment plant property for bird watching.</li> </ul>
7. Implement the Ventura Shellfish Enterprise.
8. Evaluate the risks of the rising sea and increased temperatures on plans for the developments in the harbor.
9. Develop plans that will make the Village a sustainable gathering place both on and off season.
10. Evaluate plans to make the Harbor District a quality entertainment attraction with offsite parking and methods to transport people to the Village.
11. Begin marketing Parcels 5 and 8.
12. Evaluate the possible connections of the wetlands, river and harbor as an attraction.
13. Attract low-cost temporary accommodations to capitalize on the Channel Island visitors.
14. Prepare a master plan for Parcel 20 to maximize its economic potential.
15. Develop a marketing plan to obtain an anchor tenant for the Village.
16. Assess the potential for Portside commercial space.

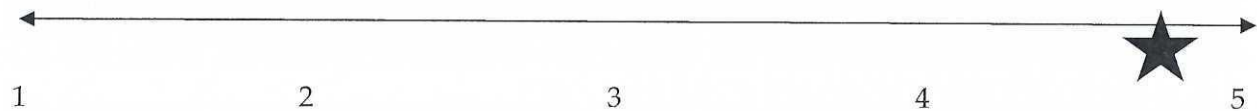
## Attachment B – Workshop Evaluations: Commissioners and Staff

The following is a compilation of eight evaluations from Commissioners and staff members who participated in the workshop.

Overall usefulness of the workshop (**4.75 average score**)

Not Useful

Very Useful



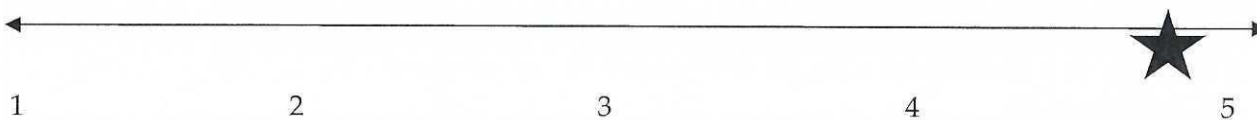
Workshop participant ratings for the overall usefulness of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	2	6

Overall quality of the workshop (**4.63 average score**)

Poor Quality

High Quality



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	3	5

The best thing about this workshop was...

- Input from diverse group of stakeholders.
- It was extremely informative.
- Good amount of time with a good plan to move through. Good to have staff and commissioners at each table.
- Enhanced dialogue.
- Honesty.
- Talking to understand our colleagues.
- Hearing the perceptions of stakeholders.
- Opportunity for open dialogue about important projects/programs

**Something that could have been better...**

- More participation from all stakeholder groups.
- Need a few more breaks.
- It was about right.
- Outline how we will follow up or act. More time.
- Did a great job.

**Other Comments**

- We had a good turnout but several key stakeholder groups including commercial fisherman, weren't represented.

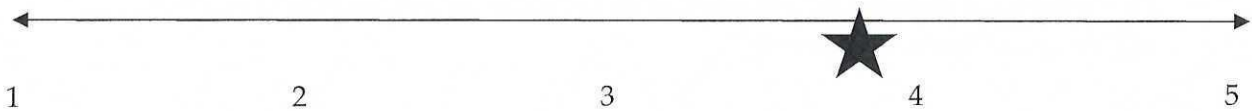
## Attachment C – Workshop Evaluations: Members of Public

The following is a compilation of responses from 10 members of the public who participated in the workshop and completed the evaluation form.

### Overall *usefulness* of the workshop (3.85 average score)

Not Useful

Very Useful



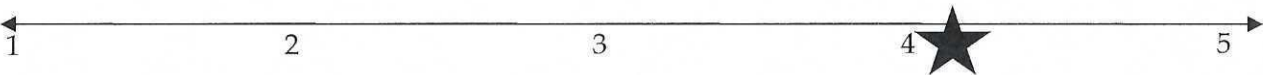
Workshop participant ratings for the overall usefulness of the workshop

Rating	0	1	2	3	4	4.5	5
No. of Responses	1	0	0	1	4	1	3

### Overall *quality* of the workshop (4.15 average score)

Poor Quality

High Quality



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	4.5	5
No. of Responses	0	0	1	6	1	2

### The best thing about this workshop was...

- Feeling that things will improve
- Opportunity for many to express their desire for an amazing Harbor and what can make it true, and the consistency of opinion.
- Open dialogue across the spectrum of attendees
- Commissioners really participated by hearing our comments.
- Discussion of ideas, priorities, areas of better cooperation between City.
- Learning about the future of communication with the Ventura Port District Commissioners and [how it] will turn out.
- Change for open communication with Port Commissions.
- Communication between stakeholders, Port staff and Commissioners in an open format.
- Conversation.

- Open discussion of all issues.
- Apparent willingness to work with others. Common themes regarding parking/transportation.

### **Something that could have been better...**

- All is going perfect. Clearly define the next step with many new ideas.
- Not much – objectives were achieved.
- I don't think you need to do better, the time was worthwhile.
- Usefulness of workshop: "time will tell"
- None.
- Have future meetings on a day that is not on a weekend during peak business hours.
- Change table for breakout position, rotate table?
- Shorter workshop, more frequent, bi-yearly?
- More time.
- Drawing conclusions for icebreaker, small table [exercise], large table [exercise was] presented well, [but could have done the following format] "so...now...could be better"

### **Other Comments**

- Thank you!
- Maybe offer prizes for attending to encourage more public participation.
- Nice to see the dialogue.
- Next meeting should be a weekday afternoon or evening. Hold these regularly – want to see if things actually improve as a result of this workshop.
- Communication skills are not a given – probably would benefit from training in conflict resolution.