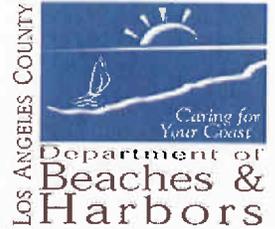




County of Los Angeles Beach Commission

13837 Fiji Way, Marina del Rey, CA 90292
Phone: (310) 305-9546 Fax: (310) 822-0119

Web Page: <http://beaches.lacounty.gov> or <http://marinadelrey.lacounty.gov>



AGENDA

Meeting of the Beach Commission
April 27, 2011
9:30 a.m.
Burton Chace Park
13650 Mindanao Way
Marina del Rey, CA 90292

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

2. APPROVAL OF MINUTES

(March 23, 2011)

3. OLD BUSINESS

A. Beach and Harbor Use Permit Policy Revision (RECOMMEND TO THE BOARD)

4. NEW BUSINESS

A. Presentation of the Department of Beaches and Harbors Strategic Plan for 2011-2013 (PRESENTATION)

B. Presentation of Proposed County Code Revisions to Title 2, Administration and Title 17, Parks, Beaches and Other Public Areas (PRESENTATION)

5. STAFF REPORTS

A. Ongoing Activities Report (DISCUSS REPORT)

- Board Actions on Items Relating to Beaches

B. Beach and Marina del Rey Special Events (DISCUSS REPORT)

C. Facilities and Property Maintenance Division Report Regarding Beach Maintenance (VERBAL REPORT)

D. Capital Projects Status Report (DISCUSS REPORT)

E. Lifeguard Report (VERBAL REPORT)

6. COMMUNICATION FROM THE PUBLIC

Thomas Barnes, Chair

Ronald Chatman

Jeffrey Jennings

Norma Pratt

Clare Bronowski,

Rosi Dagit

Catherine Shea McCurdy

Don Rohrer

Vice-Chair

Gary R. Dimkich

Kelly McDowell

Jeffrey Sallee

Walt Dougher

Charles Milam

Andrew Stern

Don Doyle

Wayne Powell

7. **NEXT MEETING DATE & LOCATION** – Wednesday, May 25, 2011, at 9:30 a.m. at Burton Chace Park Community Room.

8. **ADJOURNMENT**

PLEASE NOTE:

1. 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 Beach Commission on any official actions 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.
2. The agenda will be posted on the Internet and displayed at the following locations at least 72 hours preceding the meeting date:

Department of Beaches and Harbors' Website Address: beaches.lacounty.gov or marinadelrey.lacounty.gov

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

Marina del Rey 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

Si necesita asistencia para interpretar esta informacion llame al (310) 305-9546.

ADA ACCOMMODATIONS: 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 Disability Act) Coordinator at (310) 305-9590 (Voice) or (310) 821-1737 (TDD), with at least three business days notice.



To enrich lives through effective and caring service



April 21, 2011

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Beach Commission
FROM: *Kerry Silverstrom for*
Santos H. Kreimann, Director

SUBJECT: ITEM 3A – BEACH AND HARBOR USE PERMIT POLICY REVISION

Item 3A on your agenda pertains to the proposed update to the 1984 Beach and Harbor Use Permit Policy, which was presented and discussed at your March 23, 2011 meeting. As you may recall, the proposed update results from a comprehensive review by the Department and recognizes longstanding Department practices relative to issuing beach use permits, which are now reflected in four categories: Co-Sponsored; Community Service; Events (Basic and Basic Plus); and Recreational Camp and Physical Fitness Training.

The overwhelming concern expressed by Commissioners and the public at your March meeting focused on the new procedure for the selection of Recreational Camp and Physical Fitness Training permittees. By request of your Commission, the Department conducted a Use Permit Selection Workshop on April 7th at Burton Chace Park, which allowed the Department to receive informed feedback on establishing and conducting a fair and equitable competitive selection process for Recreational Camps and Physical Fitness Training permittees. The input received at the Workshop, as well as additional research conducted of San Diego's selection process for beach permittees, were taken into consideration and further revisions were made to the proposed selection procedure and supplemental documents, with minor cleanup revisions otherwise made to the Beach and Harbor Use Permit Policy.

Your Commission's endorsement of the revised Beach and Harbor Use Permit Policy and the Department's proposed selection procedure for recreational camp and physical fitness training permittees is requested.

SHK:ks

DEPARTMENT OF BEACHES AND HARBORS BEACH AND HARBOR USE PERMIT POLICY STATEMENT

Los Angeles County owned and operated beaches and Marina del Rey are in high demand for public, community, and organized recreational use. Further, the future use of and demand for Los Angeles County beaches and Marina del Rey are anticipated to increase substantially. Forecasted population growth, increased living densities, a more health aware and physically active community, and the attraction to these spaces by a large number of visitors who enjoy the region are all factors in this increased demand.

Organized and permitted use of Los Angeles County beaches and Marina del Rey is governed by the Department of Beaches and Harbors' Beach and Harbor Use Permit Policy (Use Permit Policy) approved by the Board in 1984, over 26 years ago. Largely outdated, the Use Permit Policy and its procedures need to be updated to reflect current practices and an increase in both permitted and non-permitted activities, to ensure a fair and appropriate allocation of the limited space available, and to effectively manage limited resources. This includes the addition of new permitting procedures designed specifically for the increase in organized recreational activities.

The addition of the recreational camps and physical fitness training permit to the Use Permit Policy applies to permitted organized recreational activity on Department operated beaches and the public areas in Marina del Rey. This new permit and the selection procedure have been developed to fairly handle the competing demands for high profile or high use locations and provide interested parties an open and competitive selection process for such locations, while also setting forth operational standards for all recreational camps and physical fitness training activities on Department-controlled property to ensure participant safety.

DEPARTMENT OF BEACHES & HARBORS **BEACH AND HARBOR USE PERMIT POLICY**

1.0 INTRODUCTION/PURPOSE

- 1.1 The purpose of this policy is to regulate use of Department of Beaches and Harbors' (Department) operated beach and Marina del Rey properties and facilities through the issuance of Use Permits to ensure maximum public safety and enjoyment; effectively schedule and manage limited resources; balance competing interests; and generate revenue. The policy also provides guidelines to assist the public in interpreting and implementing the Use Permit policy.
- 1.2 The Department has identified four categories of Use Permits: Co-Sponsored; Community Service; Events (Basic and Basic Plus); and Recreational Camp and Physical Fitness Training.
- 1.3 This Use Permit policy provides guidelines for requesting the use of Department properties, facilities and personnel, as well as the fee structures, insurance requirements, and procedures for each permit category.

2.0 POLICY and PROCEDURES

- 2.1 The Use Permit is a mechanism by which the public can request and schedule an event or activity on Department property and in Department facilities. All Use Permits are non-transferable, and only operators identified on the permit as the permittee may conduct the activities, with all personnel serving as employees of the operator.
- 2.2 But for Recreational Camp and Physical Fitness Training Use Permits, permit applications must be submitted no earlier than 90 days and no later than 15 days before the scheduled event or activity. All pertinent fees, liability insurance, and all required documents and permits from other agencies, e.g., Department of Public Works' Building and Safety Division, Fire Marshal, cities and Coastal Commission, also must be submitted no later than 15 days before the scheduled event or activity.
- 2.3 **Fees and Charges** – The permit application must be submitted along with the prevailing administrative permit fee before a date will be reserved for any event or activity on Department property or in Department facilities. Additional fees and charges will be due both prior and subsequent to the event as follows (see Attachment A for current rates):
 - 2.3.1 All Use Permits will require liability insurance and may require additional service fees, as needed, e.g., maintenance, lifeguard,

parking attendant, and equipment cost reimbursement, and a security deposit.

2.3.2 Co-Sponsored and Community Service Permits are exempt from paying the prevailing administrative permit fee, but all other fees and charges may apply.

2.3.3 Event Permits will also require the prevailing percentage fee of estimated gross receipts in advance of the event if paid services or goods are utilized in connection with the event, participant fees are collected, sponsorships are secured, and/or other types of revenue are generated by the permittee.

2.3.4 Recreational Camps and Physical Fitness Training Use Permits must pay the prevailing administrative permit fee, the agreed upon location fee, and the prevailing percentage fee of gross receipts.

2.3.5 Because the percentage gross receipts fee identified in 2.3.3 and 2.3.4 will only have been paid in advance based upon an estimate of gross receipts, additional payment based upon actual gross receipts must be paid in full within 30 days following the permitted event and must be submitted with a statement itemizing all goods and services paid for; all income for the event/activity; the number of participants and entry fees, if any; and the name of any sponsor(s) and terms of sponsorship (provide sponsorship agreement, if one was executed). If the required supplemental information is not submitted and the gross receipts are not paid in full within 30 days following the permitted event/activity, the outstanding account will be sent to the County Treasurer and Tax Collector for collections. Additionally, future permits will not be issued to the permittee until all outstanding amounts and collection costs have been paid.

2.4 Sale and/or Consumption of Alcoholic Beverages – Permit applications indicating the sale and/or consumption of alcoholic beverages require the completion of Beach and Harbor Use Permit - Addendum B, including payment of the prevailing Alcohol Permit fee, additional host liquor liability insurance, and the prevailing percentage fee of gross receipts set by the Director. Alcohol will not be approved until all Alcohol Permit conditions have been met.

2.4.1 Only catered events will be considered for an Alcohol Permit. Permittee must provide proof of an off-site liquor license from the California Department of Alcoholic Beverage Control (ABC) and comply with all license and operating requirements of ABC, federal, state, and local laws.

- 2.4.2 The area agreed upon by the Department and the permittee where the sale and/or consumption of alcoholic beverages are to take place must be roped off and limited to the participants in the event who may legally consume such beverages. No alcoholic beverages are to be consumed and/or sold outside of the designated (permitted) drinking area. Alcohol must be served in containers 12 oz. or less. The serving of alcoholic beverages must cease one hour prior to event conclusion.
- 2.4.3 Event participants consuming alcohol will not engage in water activity.
- 2.4.4 The permittee, at its own expense, will provide one uniformed security guard for every 50 people of drinking age. Permittee must furnish the contact name and number of the security company hired.
- 2.5 Cancellations/Refunds – Permit applications will be denied and the entire administrative permit fee will be forfeited if all paperwork and fees have not been received 15 days prior to the scheduled event or activity. If cancelled 15 days prior to the scheduled event or activity, 50% of the paid administrative permit fee will be refunded. Recreational Camps and Physical Fitness Training Activity Permit applicants who are unsuccessful in the selection process and are not awarded a permit location will receive a refund of 50% of the paid administrative permit fee.
- 2.6 Insurance and Participant Release – All permittees shall provide and maintain during the term of the permit, at their own expense, comprehensive general liability insurance and, as necessary, additional host liquor liability insurance if alcohol is to be sold or consumed, naming Los Angeles County as additional insured with combined single limit coverage satisfactory to the County's Risk Manager. The insurance shall be provided to the Department at least 15 days prior to the event. Permittee shall require recreational and athletic event participants to execute a document approved by the Department, which provides for participants' assumption of all personal risk of physical injury and holds harmless the County. (See Attachment A for current insurance requirements.)
- 2.7 Parking Fees – All permittees/participants are required to pay parking fees at the posted parking lot rates. Community service participants may have their parking fee reduced by the Department Director to one-half of the posted parking lot rates.

3.0 CO-SPONSORED PERMITS

- 3.1 Policy – Certain programs that are open and free to the public may be conducted by the Department in conjunction with other County

departments, local entities, and/or various community groups. Co-sponsorship shall be for the purpose of cooperative planning and conducting programs and activities of mutual interest.

- 3.2 Definition – Activities where the Department and an outside organization cooperatively plan and conduct a program open and free to the public that is consistent with the Department's goals and objectives, e.g., International Surf Festival and the Marina del Rey Holiday Boat Parade. The Department typically provides the necessary facilities and cleanup, while liability insurance, event promotion, event supervision and security, and extraordinary expenses are provided by the co-sponsoring organization. Fees and charges will only be assessed to the public to help defray operating expenses and to provide equipment and supplies related to the event.

4.0 COMMUNITY SERVICE PERMITS

- 4.1 Policy – These programs involve activities that are recognized as needed community services, e.g., coastal cleanup, public school field trips and Cesar Chavez service week. These programs are totally the responsibility of the organization conducting the activity, which must adhere to all Department rules and regulations.
- 4.2 Definition – Community Service agencies or organizations are those generally engaged in providing services to benefit the community at large.

5.0 EVENT PERMITS

- 5.1 Policy – Event Permits are required for all events conducted on Department operated beach and Marina del Rey property or in Department facilities that are neither co-sponsored with the Department nor Community Service.
- 5.2 Definition – Events are all non-construction related activities conducted by other agencies, organizations or individuals outside of the Department, using Department facilities or areas. These activities are totally the responsibility of the organization conducting the event, which must adhere to all Department rules and regulations.
- 5.2.1 Basic Events – Basic events are those activities conducted by the permittee without payment to third parties for services or goods utilized in connection with the event, collection of participant fees, sponsorships, items for sale to attendees, and/or other types of revenue generated by the permittee.
- 5.2.2 Basic Plus Events – Basic Plus events are those activities for which the permittee uses the services of a paid third party to assist in the production of the event or provide goods or services utilized at the

event (e.g., caterers or rentals), items are sold to the attendees and/or if there is a participant fee or paid sponsorship(s), as well as other types of revenue generated by the permittee. Record-keeping acceptable to the County will be required, with records available for audit for a period of five years after the event at the request of the County.

- 5.3 Permit Fees and Charges – The actual amount of fees and charges will differ, based upon the anticipated gross receipts, the County services required, and the type of activity, for instance. An advance deposit for any County-provided services will be required as estimated by the Department, e.g., lifeguard, maintenance, parking attendant and/or equipment. A cost accounting for these additional services will be forwarded to permittee within 15 days after the event. If the deposit is in excess of the cost of the additional services, the permittee will be refunded the difference.

6.0 RECREATIONAL CAMP AND PHYSICAL FITNESS TRAINING PERMITS

- 6.1 Policy – Because of the popularity and proliferation of recreational camps and physical fitness training programs at Department operated beach and Marina del Rey properties and facilities, as well as the competing demand for specific locations, this type of permit is designed to recognize limited resources and provide the necessary safeguards to assure participant and others' safety at Department areas and facilities when recreational camp and physical fitness training activities are being conducted. These activities are totally the responsibility of the operator, which must adhere to Department rules and regulations. Permitting procedures for organized camp and training activities are set forth in Attachment B.
- 6.2 Definition – These recreational camps and physical fitness training activities are conducted by outside operators on Department operated beach and Marina del Rey properties and include various types of activities that have participant fees, e.g., surf camps or lessons, summer day camps, volleyball camps, boot camps, and physical fitness training activities. This new category was developed due to an increase in requests for recreational camp and physical fitness training Use Permits. Only operators identified on the permit as the permittee may conduct the activities, with all personnel serving as employees of the operator.

**DEPARTMENT OF BEACHES AND HARBORS
BEACH AND HARBOR USE PERMIT POLICY**

Attachment A

SUMMARY OF FEES AND INSURANCE REQUIRED BY TYPE OF EVENT

Type of Event	Permit Fees and Charges	Extra Services Charged*	Parking Fees	Liability Policy	Participant's Release
Co-sponsored/Community Service	0	Yes	As posted at lot or 50% of posted lot rate (Director approval required)	Yes	Yes
Event	\$200 + 15% of gross receipts	Yes	As posted at lot	Yes	Yes
Camps/Training	\$200 + County-accepted amount for location and 15% of gross receipts	Yes	As posted at lot	Yes	Yes
Alcohol	\$150 + 15% of sales	Yes	As posted at lot	Yes	Yes

*All permits will be charged extra fees for lifeguard, maintenance, parking personnel and equipment for requested and/or required services.

INSURANCE

Limits	Additional Requirements	Rating	Alcohol Requirements
One Million General Liability Two Million Aggregate Name the County of Los Angeles as an Additional Insured County of Los Angeles must be the certificate holder	Additional Insured Endorsement (AI) or blank page from policy May also be required: Workers' Compensation and Employer's Liability Insurance or qualified self-insurance + Employer's Liability One Million per accident Automobile Liability Insurance Coverage limit of not less than One Million for bodily injury and property damage	The County of Los Angeles will not accept a rating lower than a B+	One Million General Liability One Million Host Liquor Liability

DEADLINES

Permit Application	Application must be submitted no earlier than 90 days and no later than 15 days before event, but for Recreational Camp/Physical Fitness Training permits, for which applications will be due during a time period designated by the Department. Permits are non-transferable and must include pertinent fees and all relative permits from other agencies, e.g., Public Works' Building and Safety Division, Fire Marshal, cities and Coastal Commission. Only the operator identified on the permit as the permittee may conduct any activities.
Permit Cancellation	Permit will be cancelled and entire permit fee will be forfeited if all paperwork and fees have not been received 15 days prior to event. If cancelled 15 days prior to event, 50% of the permit fee will be refunded.
Insurance and Participant Release	Permittee shall provide and maintain during the term of the permit, at its own expense, comprehensive general liability insurance with combined single limit coverage as outlined above. The insurance shall be provided to the Department no later than 15 days prior to the event. Permittee shall require participants to execute a document approved by the Department, which provides for participants' assumption of all personal risk of physical injury and to hold harmless the County. The County is to be given written notice at least 30 days in advance of any modification or termination of policy of insurance.

**PROCEDURE FOR SELECTION OF RECREATIONAL
CAMP AND PHYSICAL FITNESS TRAINING PERMITTEES
ON PROPERTIES OF THE LOS ANGELES COUNTY
DEPARTMENT OF BEACHES AND HARBORS**

Introduction

Because beaches owned or operated by the Department of Beaches and Harbors and the public areas of Marina del Rey are locations in high demand for recreational camp and physical fitness training programs, an open and competitive selection process to select the most desirable operators, whether private individuals, entities, or non-profit organizations, to provide these programs in these high profile and high use locations is warranted.

Operating a recreational camp or physical fitness training program on Department property should not be to the detriment of the use by the public or overtax the area and its facilities. Operations should have a neutral impact on the environment and no adverse effects on the Department's assets or beach operations. The number of appropriate Use Permit activities will be balanced with other public space demands regardless of whether a particular activity has occurred at the location in the past, the outcome of which may be that the activity is approved, redirected to another more suitable location, scaled down or not permitted at all. Use Permits issued will designate the permitted activity, the permitted number of participants and the designated location boundaries.

All operators will be expected to comply with all rules, regulations, policies, procedures and ordinances. All operators will be expected to operate responsibly and safely. At the end of each Use Permit term, a new selection process will occur.

Existing Use Permit holders do not hold exclusive or ongoing rights to conduct their activities on Department property where they have traditionally been permitted. However, the Department recognizes that the new selection process is a change from its longstanding practice to permit existing permittees at the same locations where they have historically operated. Accordingly, each operator holding a recreational camp or physical fitness training permit before the new Use Permit Policy comes into effect will be allowed to conduct their activities, if programmed during the 2011 summer season, before becoming subject to the amended Beaches and Harbor Use Permit Policy. Nevertheless, during the remaining 2011 period, the revised fee structure as proposed in the new Use Permit Policy will apply.

Award of these recreational camp and physical fitness training Use Permits will not result in exclusive use by the permittees of the locations on which they are permitted to conduct their activities. Temporary permits that will not, in the Department's opinion, interfere with the programs offered by these permittees will be issued as the Department deems acceptable.

Selection Criteria

Evaluation of recreational camp and physical fitness training Use Permit applicants will be made on a point system. The permit application for a particular location that receives the highest number of points will be awarded the Use Permit.

Points will be assigned based upon:

1. The financial remuneration offered to the County, both the prevailing percentage of gross receipts fee set by the Director and the amount bid for the site location, will be assigned a weighting factor of 5%.
2. The financial capability of the applicant will be assigned a weighting factor of 10%. Applicants must exhibit the necessary financial responsibility and strength to successfully carry out their recreational camp or physical fitness training operations for the term of the multi-year permit. Applicants must have the means to adequately staff the proposed recreational operation(s) and comply with all of the requirements of the permit.
3. The professional experience of the applicant will be assigned a weighting factor of 15%. Applicants must show past experience successfully managing similar recreational camp or physical fitness training operations and provide the credentials, experience and training of the applicant's staff. The minimum age for Lead Instructors and all Instructors in the water is 18 years of age. Applicants should also identify any professional experience they may have pursuant to permit with the Department or other public agencies.
4. Operating plans will be assigned a weighting factor of 30%. Applicants must submit an operating plan for each desired site, which will be evaluated based on the overall reasonableness of the plan, the scope of the instruction to be provided, and the extent to which the plan complies with the requirements of the permit. Operating plans should include all aspects of the applicant's proposed program, from drop-off to pick-up of participants.
5. Safety standards will be assigned a weighting factor of 30%. Applicants must submit an Emergency Response Plan which sufficiently demonstrates the applicant's preparedness to handle any potential emergencies that might occur in conjunction with implementing its proposed recreational operation. Applicant's staff must also possess the necessary certifications and be responsible for ensuring that the permittee complies with all of the safety requirements included in Attachments 2 and 3.

It should be noted that each applicant will be expected to meet the minimum safety requirements as provided by the Department and developed in conjunction with the

Fire Department's Lifeguard Division. Applications that do not demonstrate the ability to meet the minimum safety requirements will not be considered.

6. Community service will be assigned a weighting factor of 5%. Applicants will need to demonstrate the amount of scholarships or reduced fees given to inner-city and/or low-income youth participants. Applicants will be evaluated based on the number of assisted youth and the amount of fees reduced or scholarships given.
7. Responsiveness will be assigned a weighting factor of 5%. Applicants must clearly address the elements of the permit selection requirements through a thorough, well-written recreational camp and physical fitness training Use Permit proposal.

Submitting An Application

To submit an application for a recreational camp or physical fitness training Use Permit, the applicant will be required to submit the prevailing administrative permit fee and an application for each location offered by the Department during a time period designated by the Department. Applicants are entitled to submit applications for as many locations as they desire, but a separate application and Use Permit fee must be submitted for each desired location. However, an applicant will only be given up to three permits. In this regard, applicants should be reminded that only operators identified on the Use Permit as the permittee will be allowed to conduct the permitted program, with all personnel serving as employees of the operator. Unsuccessful applicants will receive a refund of 50% of the prevailing administrative permit fee upon completion of the permit process.

The minimum bid amount for each location will be \$100. Applications not accompanied by a location bid will not be considered.

Enough information should be provided in each permit application so that the Department can assess and evaluate the applicant's capabilities and desirability as a proposed Use Permit holder.

Term

A three-year term, with a two-year option period, will be the maximum tenure that will be issued for recreational camps and physical fitness training Use Permits. Consideration for public access and use will always take precedence over a Use Permit holder's use. Use Permits do not grant exclusive use of an area by a permit holder, and a permit may be revoked if at any time an authorized representative of the County finds that the activities being conducted by the permittee unnecessarily endangers the health or safety of any person or that said activities are or will cause damage to real or personal property.

Permit Compliance

The Department intends to utilize Code Enforcement Officers with citation powers to enforce Use Permit requirements. Unpermitted operators will also be cited and, if uncooperative, removed from the beach.

Additionally, the Department intends to audit records kept by each Use Permit operator to ensure total gross receipts are appropriately accounted for and the actual gross receipts payment is properly remitted to the Department.

Attachments

Attachment 1 – Permit locations for recreational camps and physical fitness training programs are identified in Attachment 1.

Attachment 2 – Minimum safety and operating requirements for recreational camp and physical fitness training applicants are identified in Attachment 2.

Attachment 3 – Rules and regulations for operating recreational camps and physical fitness training programs on Department property are identified in Attachment 3.

Attachment 4 – Use permit application form for proposed recreational camp and physical fitness training permittees is attached as Attachment 4.

BEACHES AND HARBORS
BEACH USE PERMITS

Beach Tower Information for Summer Months				Attachment 1
BEACH LOCATION	AREA	TYPE OF CAMP	MAX # OF PARTICIPANTS	AVAILABLE HOURS
Dockweiler	Hyperion Parking Lot	Day Camp	100	10am - 4pm
Dockweiler	T-40	Day Camp	100	10am - 4pm
Dockweiler	T-41	Day Camp or Volleyball Camp/Clinic	100	10am - 4pm / 7am - 8pm
Dockweiler	T-42	Day Camp	100	10am - 4pm
Dockweiler	T-45	Day Camp	100	
Dockweiler	T-49	Surf Lessons or Day Camp	100/50	7am - noon / 10am - 4pm
Dockweiler	T-52	Day Camp	100	10am - 4pm
Dockweiler	T-54	Day Camp	100	10am - 4pm
Dockweiler	T-58	Day Camp or Volleyball Camp/Clinic	100	10am - 4pm / 7am - 8pm
Dockweiler	T-5850	Day Camp	100	10am - 4pm
Malibu Surfrider	T-1	Surf Lessons	50	7am - noon
Malibu Surfrider	T-2	Day Camp	100	10am - 4pm
Malibu Surfrider	T-3	Surf Camp	50	7am - 3pm
Manhattan Beach	6th St.	Day Camp	100	10am - 4pm
Manhattan Beach	7th Street	Day Camp	100	10am - 4pm
Manhattan Beach	8th Street	Surf Lessons or Day Camp	50/100	7am - noon / 10am - 4pm
Manhattan Beach	14th Street	Day Camp	100	10am - 4pm
Manhattan Beach	26th Street	Surf Class	50	7am - noon
Manhattan Beach	28th Street	Day Camp	100	10am - 4pm
Manhattan Beach	40th Street	Surf Class	50	7am - noon
Manhattan Beach	42nd Street	Surf Lessons or Day Camp	50/100	7am - noon / 10am - 4pm
Manhattan Beach	45th Street	Surf Camp/Lessons	50	7am - noon

BEACHES AND HARBORS
BEACH USE PERMITS

		Beach Tower Information for Summer Months		Attachment 1
Manhattan Beach	Marine Street	Surf Lessons or Day Camp	100/50	7am - noon / 10am - 4pm
Manhattan Beach	Pier n/s	Volleyball or Boot Camp or Surf Camp	100/50	7am-8pm / 7am-noon
Manhattan Beach	Pier s/s	Volleyball Camp/Clinic	100	7am - 8pm
Manhattan Beach	Rosecrans	Day Camp or Volleyball or Surf Lessons	100/100/50	10am-4pm / 7am-8pm/ 7am-noon
Marina Peninsula	Driftwood s/s	Physical Fitness	100	7am - 8pm
Mother's Beach	Marina Beach	Day Camp or Fitness or Canoe Class	100	7am - 8pm
Point Dume	PDC-2	Day Camp	100	10am - 4pm
Point Dume	PDC-3	Day Camp	100	10am - 4pm
Point Dume	PDC-4	Day Camp	100	10am - 4pm
Redondo Beach	Ainsworth Court	Day Camp	100	10am - 4pm
Redondo Beach	Avenue C n/s	Day Camp or Yoga Class	100	10am - 4pm / 7am - 8pm
Redondo Beach	Avenue C s/s	Volleyball	100	7am - 8pm
Redondo Beach	Ave E s/s	Day Camp	100	10am - 4pm
Redondo Beach	Avenue I	Surf Lessons or Day Camp	50/100	7am - noon / 10am - 4pm
Redondo Beach	Del Mar	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Redondo Beach	Knob Hill s/s	Surfing	50	7am - noon
Redondo Beach	Pier s/s	Day Camp or Fitness	100	7am - 8pm
Redondo Beach	Topaz	Day Camp	100	10am - 4pm
Topanga	Topanga 1	Surf Camp/Lessons	50	7am - noon
Torrance	Bluff	Surfing	50	7am - noon
Torrance	Hollywood Riviera s/s	Day Camp	100	10am - 4pm
Torrance	Play Area	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Torrance	Ramp	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm

BEACHES AND HARBORS
BEACH USE PERMITS

		Beach Tower Information for Summer Months		Attachment 1
Torrance	Ramp/Torrance	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Torrance	Rat	Day Camp	100	10am - 4pm
Torrance	Torrance n/s	Surfing	50	7am - noon
Torrance	Torrance s/s	Surfing	50	7am - noon
Venice	Driftwood	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Venice	Navy n/s	Surf Lessons	50	7am - noon
Venice	Pier (n/s)	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Venice	Pier (s/s)	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm
Venice	Rose n/s	Surf Lessons	50	7am - noon
Venice	Rose s/s	Day Camp	100	10am - 4pm
Venice	Thornton	Fitness	100	7am - 8pm
Venice	Westminster	Day Camp	100	10am - 4pm
Will Rogers	T-5	Day Camp	100	10am - 4pm
Will Rogers	T-5/6	Day Camp	100	10am - 4pm
Will Rogers	T-6	Day Camp	100	10am - 4pm
Will Rogers	T-7	Day Camp	100	10am - 4pm
Will Rogers	T-8	Day Camp or Fitness	100	10am - 4pm / 7am - 8pm
Will Rogers	T-14	Day Camp	100	10am - 4pm
Will Rogers	T-15	Volleyball or Surf Lessons	100/50	7am- 8pm / 7am - noon
Will Rogers	T-16	Day Camp	100	10am - 4pm
Will Rogers	T-17	Day Camp	100	10am - 4pm
Will Rogers	T-18	Volleyball	100	7am - 8pm
Zuma	Headquarters	Day Camp	100	10am - 4pm

BEACHES AND HARBORS
BEACH USE PERMITS

		Beach Tower Information for Summer Months		Attachment 1
Zuma	T-1	Fitness	100	7am - 8pm
Zuma	T-2	Day Camp or Volleyball Camp/Clinic	100	10am - 4pm / 7am - 8pm
Zuma	T-3	Day Camp	100	10am - 4pm
Zuma	T-4	Day Camp	100	10am - 4pm
Zuma	T-5	Day Camp	100	10am - 4pm
Zuma	T-6 (n/s)	Day Camp	100	10am - 4pm
Zuma	T-6 s/s	Day Camp	100	10am - 4pm
Zuma	T-8 n/s	Day Camp	100	10am - 4pm
Zuma	T-8 S/S	Day Camp	100	10am - 4pm
Zuma	T-9	Day Camp	100	10am - 4pm
Zuma	T-10	Day Camp	100	10am - 4pm
Zuma	T-11	Day Camp	100	10am - 4pm
Zuma	T-12	Day Camp	100	10am - 4pm
Zuma	T-13	Day Camp	100	10am - 4pm
Zuma	T-14	Day Camp	100	10am - 4pm
Zuma	Trancas	Surf Camp or Day Camp	50/100	7am - noon / 10am - 4pm

DAY/SURF CAMP MINIMUM SAFETY AND OPERATING REQUIREMENTS

GUIDELINES	DAY CAMPS	SURF CAMPS
Safety Standard (Student to teacher ratio)	Ten to one; one Instructor (minimum) must be in water with students	Ten to one on sand, seven to one in water
Camp Hours	Within Lifeguard Tower operational hours	Within Lifeguard Tower operational hours
Eligible Lifeguard Towers	Permit process review. Must include a safety and operating plan.	Permit process review. Must include a safety and operating plan.
Maximum number of students	100, a maximum of 25 students may be in the water at any one time	50, a maximum of 25 students may be in the water at any one time
Training level of <u>Lead</u> Instructor and of <u>all</u> Instructors in the water	Lead Instructor must take and pass American Red Cross Lifeguard Training & CPR for the Professional Rescuer course. Minimum age for Lead Instructor and all Instructors in the water is 18 years of age.	Lead Instructor must take and pass American Red Cross Lifeguard Training & CPR for the Professional Rescuer course. Minimum age for Lead Instructor and all Instructors in the water is 18 years of age. Minimum 10 years' surfing experience and competent swimming ability (500 meters) to qualify as surfing Instructor.
Communications	Cell phone registered with respective HQ and programmed LACO Lifeguard phone number	Cell phone registered with respective HQ and programmed LACO Lifeguard phone number
Safety/Medical Plan	Assumption of risk documents holding the County harmless for all participants and medical waivers for all minors on site and follow approved Emergency Response Plan as needed.	Assumption of risk documents holding the County harmless for all participants and medical waivers for all minors on site and follow approved Emergency Response Plan as needed.
First Aid Supplies	Minimum Red Cross Standards on-site at all times.	Minimum Red Cross Standards on-site at all times.
Rescue Equipment - minimum of one per camp	Rescue tubes - not red, orange or yellow in color	Rescue tubes - not red, orange or yellow in color
Safety Equipment	Surf Leashes	Surf Leashes
Uniforms (if possible, ALL Surf Instructors from ALL Camps should wear the same colored rash guard)	Brightly colored rash guards for student when surfing - not red in color Instructors shall have a different colored rash guard than students with "INSTRUCTOR" on back side	Brightly colored rash guards for student when surfing - not red in color Instructors shall have a different colored rash guard than students with "INSTRUCTOR" on back side
Check in with Lifeguards	Mandatory before establishing Camp site/water entry	Mandatory before establishing Camp site/water entry
Meeting with Area Captain	Mandatory prior to program	Mandatory prior to program

DAY/SURF CAMP RULES AND REGULATIONS

- Safety Standard for student to Instructor level: Day camp: Ten to one maximum ratio, with a minimum of one Instructor in the water with students at all times. Surf camp: Seven to one.
- Camp beach hours will be determined by Lifeguard Tower's operational hours.
- A specific list of towers eligible for Surf/Day Camps by daily use and hours has been developed in conjunction with the Fire Department's Lifeguard Division. Day/Surf Camp permits will be awarded accordingly.
- A maximum number of students per Day Camp and Lifeguard Towers will be 100 students, per tower. The maximum number of students per Surf Camp and Lifeguard Towers will be 50 students, per tower. A maximum of 25 students may be in the water at any one time.
- Lead Instructors must take and pass the American Red Cross Lifeguard Training & CPR for the Professional Rescuer course. Minimum age for Lead Instructor and all Instructors in the water is 18 years of age. Required minimum of 10 years' surfing experience and ability to competently swim at least 500 meters to be qualified as a surfing Instructor.
- Each Camp Director must be reachable by phone during camp hours. Each camp will have a cell phone on the beach during operational hours and that phone number will be registered at the respective Lifeguard Headquarters and with Beaches and Harbors. The Lifeguard Dispatch number will be "programmed" into the beach cell phone.
- Each camp must submit an emergency response plan and operating plan as part of the permit process.
- All Camp Directors and Lead Instructors must meet with the Lifeguard Area Captains prior to the start of their respective summer operation (parking, pick-up and drop-off sites, emergency vehicle access around/through camp site, bike path crossings, black ball, e.g.).
- Each camp must have a first aid kit supplied with minimum Red Cross standards on-site at all times.
- Rescue cans and tubes must be available on-site - no red, orange or yellow cans/tubes.
- All Camps offering surfing as part of their curriculum must provide surf leashes and ensure usage of this safety device.
- All students under the age of 18 must have a medical waiver on-site, with emergency information, signed by their parents or legal guardians. There must also be an assumption of risk document holding the County harmless for each participant.
- Uniforms for instructors and students, e.g., Instructors in brightly (neon) colored rash guards (not red) with "INSTRUCTOR" printed on front and back. Students will be dressed in anything but blue trunks (to avoid confusion with JG kids) and brightly colored rash guards when in the water (different color than instructor - not red) for easy identification of student to teacher ratio.
- Mandatory check with Lifeguards by Camp Instructors prior to water entry.
- Lifeguards will have the authority and discretion to relocate a camp location due to hazardous beach or surf conditions.
- The Lifeguard Division will establish a complaint file at respective Lifeguard Headquarters to document repeat violators. Camp operators shall notify the Lifeguard Captain on duty, as soon as feasible, of any accident or injury occurring in the operation of their camps, regardless of severity. All rescues and medical aids involving students, instructors, or other personnel must be documented on company incident slips.

County of Los Angeles Department of Beaches and Harbors
**Use Permit Application for Recreational Camp
and Physical Fitness Training Permits**
13837 Fiji Way, Marina del Rey, CA 90292

Permit Applicant Information:

Name: _____

DBA: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Email Address: _____

Applicant Credentials:

No. of Years in Camp/Training Business: _____

Professional Experience (Location, duration and description of past camp/training business experience, and credentials, qualifications, and certifications of applicant)
Please attach additional pages if more space is needed:

References (Minimum 5):

Name: _____

Company: _____

Phone: _____ Email: _____

Nature of relationship:

Name:

Company:

Phone: _____ Email: _____

Nature of relationship:

Name:

Company:

Phone: _____ Email: _____

Nature of relationship:

Name:

Company:

Phone: _____ Email: _____

Nature of relationship:

Name:

Company:

Phone: _____ Email: _____

Nature of relationship:

Camp Programming:

Operating Plan (The scope of instruction to be provided and the extent to which the plan complies with the requirements of the permit; plans should include all aspects of the proposed program from drop-off to pick-up). Please attach additional pages if more space is needed:

Location:

Beach Location Requested:

Date(s) of Use: _____

Arrival Time: _____ Departure Time: _____

Community Service:

Community Service (Supporting documentation for any scholarship and reduced fees given, and the number of inner-city and/or low-income youths assisted). Please attach additional pages if more space is needed:

Financial:

Financial Capability (Provide the necessary documentation to exhibit the applicant's financial responsibility and strength to successfully carry out the proposed recreational operations for the permit term; must show the means to adequately staff the proposed recreational operations and comply with all of the requirements of the permit). Please attach additional pages if more space is needed:

Bid Amount for Location Fee (min. \$100): \$ _____

Total Estimated Gross Receipts for Program (15%): \$ _____

Bid Proposal:	
Permit Fee:	\$ 200
Location Fee Bid:	\$ _____
Estimated 15% Gross Receipts Fee:	\$ _____
TOTAL:	\$ _____



To enrich lives through effective and caring service

April 21, 2011



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Beach Commission
FROM: *Kerry Silverstrom for*
Santos H. Kreimann, Director

SUBJECT: **ITEM 4A – PRESENTATION OF THE DEPARTMENT OF BEACHES AND HARBORS STRATEGIC PLAN FOR 2011-2013**

Item 4A is a presentation on the Department's recently released Strategic Plan. It includes the Department's Vision and Mission statements, as well as its 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.**

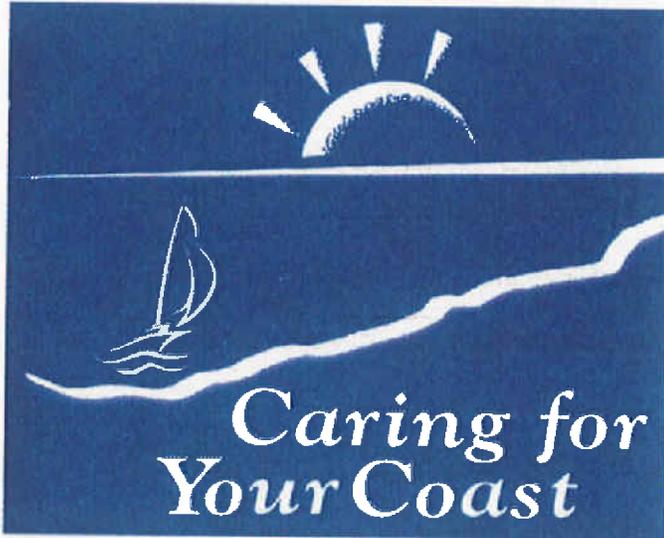
The four major goals are as follows:

- **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 our operations, our policies, and our workforce and its culture to make us more effective in *Caring for Your Coast*.

We welcome the opportunity to work with your Commission in carrying out our 2011-2013 Strategic Plan. Please review the Plan and feel free to share your comments with us not only next week at your meeting, but also on an ongoing basis.

SHK:ks
Attachment

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

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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 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

Strategies for Goal 2: Economic Growth

- 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

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

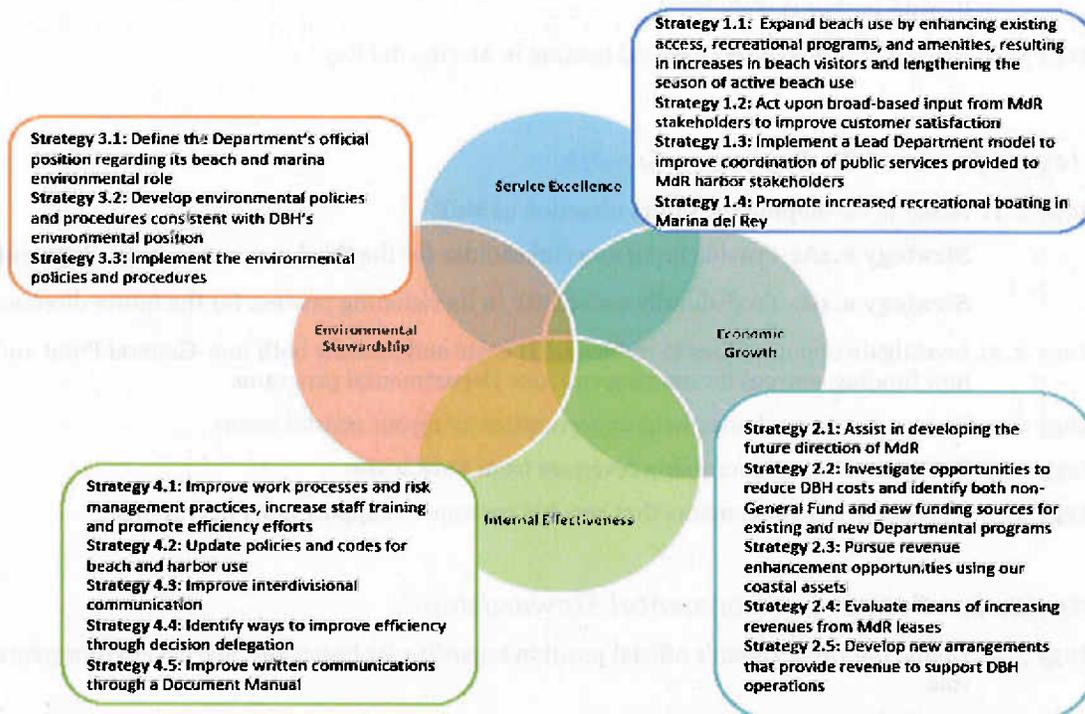
Strategy 4.3: Improve interdivisional communication

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

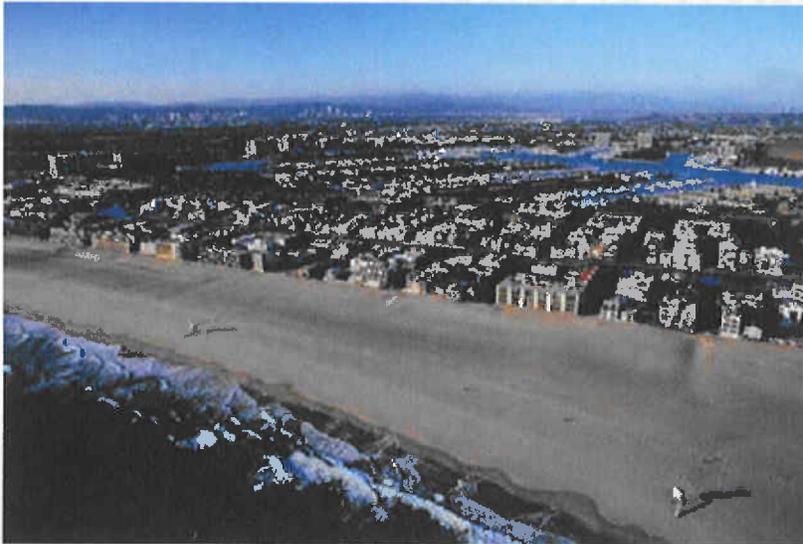
The County of Los Angeles, with a population of more than 10 million people, has more residents than any other county in the nation. Within its boundaries are 88 cities. The County is rich in cultural diversity and home to world-renowned museums, theaters, the motion picture industry, major universities, 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 homeport to over 4,700 boat slips. It has become a model for other urban marinas



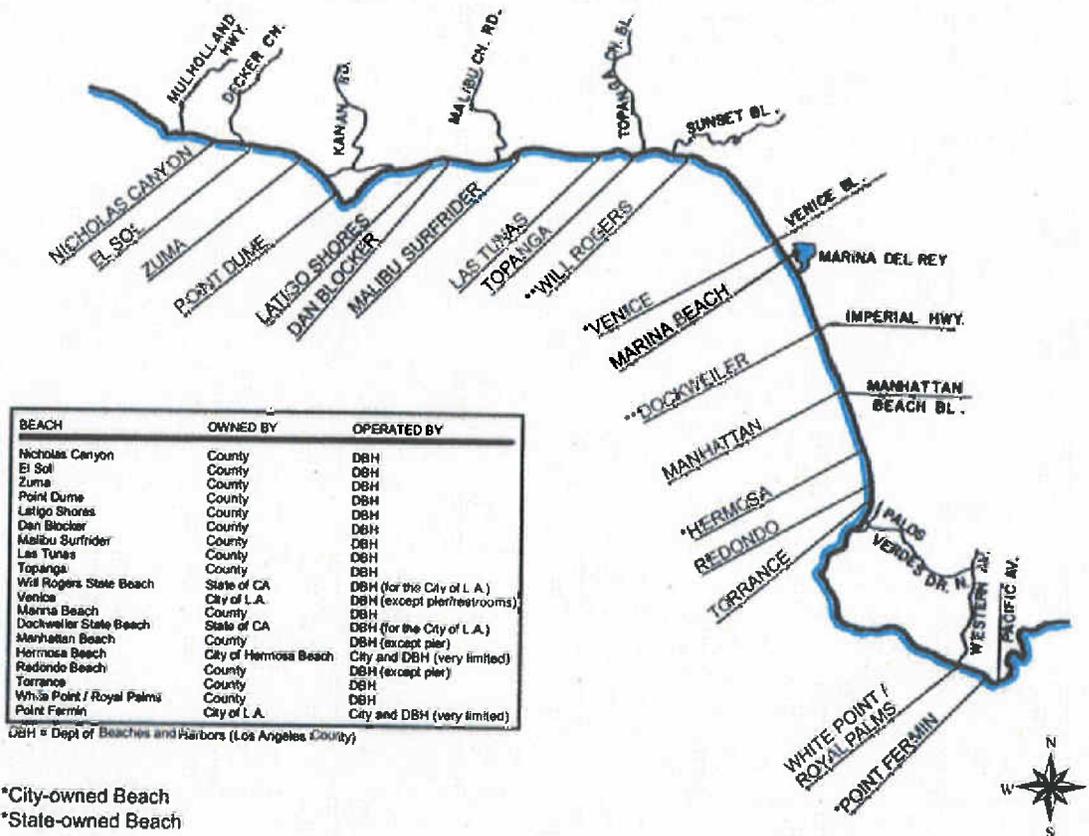
throughout the world. The Marina should not be thought of as a finished product, but rather constantly evolving, with an inherent capacity to accept change. Currently, the County continues to strive for an optimum balance between public and private interests. The Marina provides many different functions 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
<i>Replace beach and MdR parking lot revenue collection technology</i>			
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-striping, 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
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)	PLN	Public Works (DPW) Transportation Task Forces Transit Agencies	December 1, 2012 to March 31, 2013
Objective 1.1A.10: Recommend new and/or enhanced access choices and propose how they could be implemented; advocate for choices with appropriate agencies	PLN	Asset Management Division (AMD) ASD CMSD FPMD	April 1, 2013 Options to have deadlines Ongoing advocacy

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	CMUSD	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	CMUSD	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	CMUSD 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	CMUSD 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)	CMSD	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	CMSD	May 1, 2011 to December 31, 2011
Objective 1.2.3: Develop and implement outreach plan including new approaches	Work Group	CMSD	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

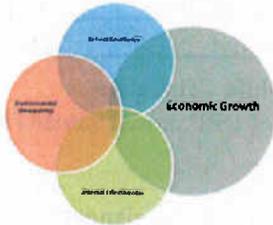
Outcomes:

- **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
<i>Renovate public and private marinas/docks</i>			
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:

- **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.

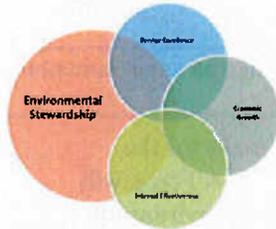
Strategy 2.5: Develop new arrangements that provide revenue to support DBH operations

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

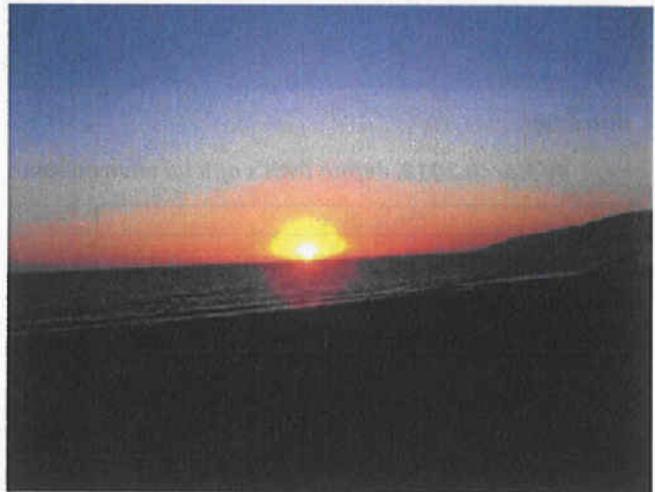


DBH manages important natural resources in Los Angeles County and recognizes the importance of environmental awareness and being an environmental steward. We safeguard our diverse coastal resources located primarily in a densely-populated urban setting while meeting the varied interests and recreational 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

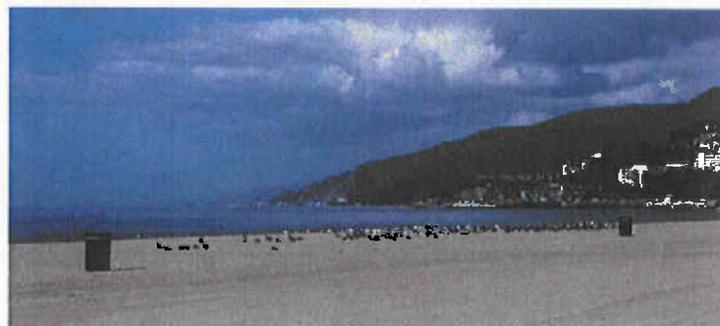
Reflecting a desire to further cultivate collaborative relationships with regulatory and other agencies and to continue as a good environmental neighbor, DBH has taken on the goal of Environmental Stewardship. The strategies discussed here are intended to define and lay a strong foundation for a well-managed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

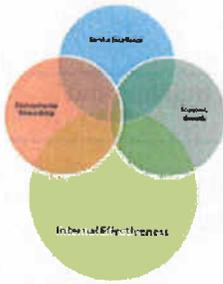
Strategy 3.3: Implement the environmental policies and procedures

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 MDR 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
<i>Process improvement in DBH Divisions</i>			
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:

- **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
Objective 4.3A.1: Select the appropriate tool to implement the DBH Events and Activities Calendar, and identify capabilities needed for maximum performance, including: <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
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	ASD	All DBH Divisions	January 1, 2012 to March 31, 2012
Objective 4.3A.3: Create the DBH Events and Activities Calendar	ASD	All DBH Divisions	January 1, 2012 to April 30, 2012
Objective 4.3A.4: Provide necessary training	ASD	All DBH Divisions	May 1, 2012 to June 30, 2012
Objective 4.3A.5: Implement the DBH Events and Activities Calendar	ASD	All DBH Divisions	July 1, 2012 to September 30, 2012
Objective 4.3A.6: Establish a means for staff to request enhancements and provide feedback on the performance and usefulness of the system	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

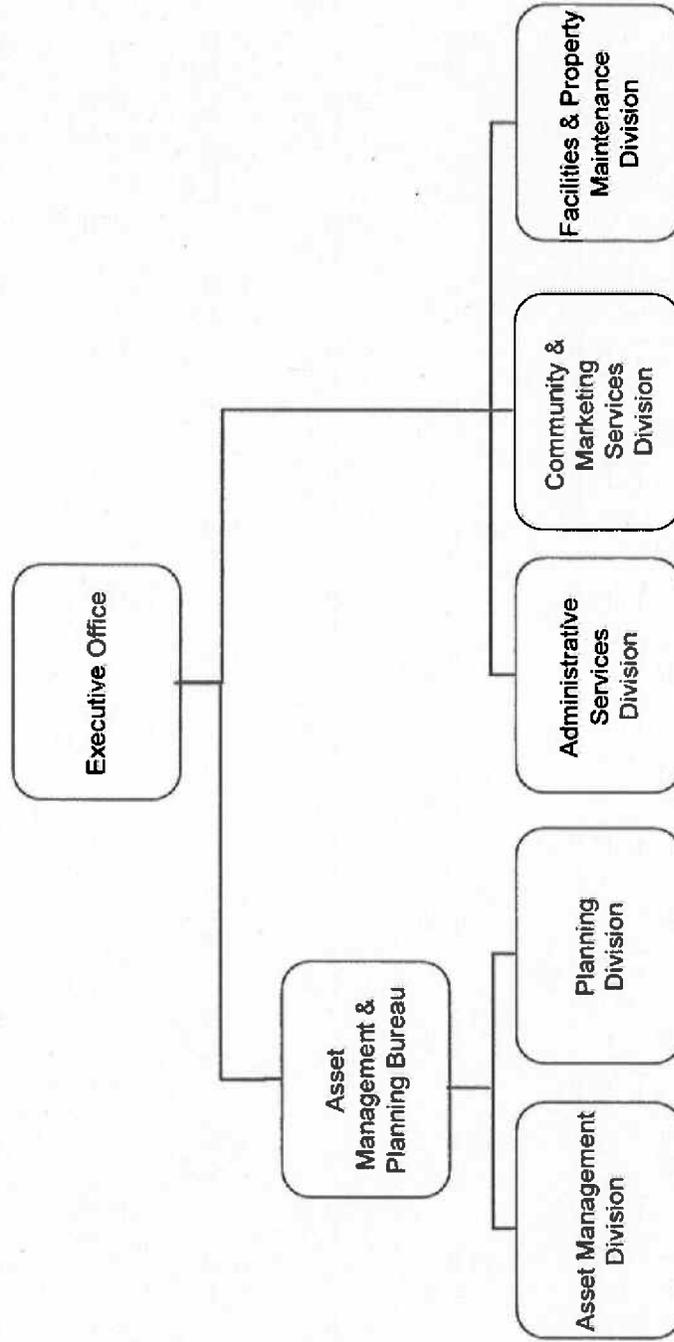
AMD	=	Asset Management Division
ASD	=	Administrative Services Division
CMSD	=	Community and Marketing Services Division
FPMD	=	Facilities and Property Maintenance Division
PLN	=	Planning Division

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

Our Beaches and Harbors Family

July 7, 2010

Page 3

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

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- 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



April 21, 2011

Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

To: Beach Commission
From: *Kerry Silverstrom for*
Santos H. Kreimann, Director
Subject: **ITEM 4B – PROPOSED COUNTY CODE REVISIONS TO TITLE 2, ADMINISTRATION AND TITLE 17, PARKS, BEACHES AND OTHER PUBLIC AREAS**

Item 4B on your agenda pertains to proposed County Code revisions to the provisions relating to operation of the County's beaches and the County's ocean lifeguards, in particular formalizing the transfer of lifeguard operations to the Fire Department. The revisions further identify the specific responsibilities and authority of the Fire Chief and the Director of the Department of Beaches and Harbors. Finally, these proposed ordinance revisions place additional restrictions on certain activities upon the beach, also requiring permits for various enumerated activities on the beach.

Broadly, the proposed revisions are a wholesale update and cleanup to the relevant County Code sections. Major specific substantive changes include:

- Section 2.20 revisions – Formally transfers responsibility for the County lifeguard service to the Fire Department and includes the authority for lifeguards to issue citations.
- Section 2.116 revisions – Specifies that the Director of the Department of Beaches and Harbors has the authority to issue right-of-entry permits to third parties for construction-related activities on the beaches and beach use permits for beach events and activities in Section 2.116.020. Section 2.116.230 proposes reduction in the number of Beach Commissioners from 20 to ten once the current terms of members have expired and the existing members are not reappointed; this is to reflect the difficulty in meeting quorum requirements on a regular basis. The length of a Commissioner's term has been extended to four years from two years, and all provisions related to the length of Beach Commissioners' terms and the filling of vacancies have been removed from general Code provisions relating to advisory commissions and committees and amended into Section 2.116.250.
- Section 17.12 revisions in substantive part propose:

- "Beach" and "Permit" definitions in Sections 17.12.030 and 17.12.059, respectively;
- Compliance with lifeguards or code enforcement officers seeking compliance with County Code provisions in Section 17.12.115;
- Requiring backfilling of holes dug deeper than 18" in Section 17.12.205;
- Parking restrictions in Section 17.12.232;
- Permit requirement provisions in Sections 17.12.345 through 17.12.349;
- Fire prohibitions in Section 17.12.370;
- Model operation prohibition except in area(s) that may be designated for such use in Section 17.12.425;
- Ball-playing restrictions unless a permit is obtained in Section 17.12.430;
- Inclusion of more recent water sports and activities and related restrictions and prohibitions in Sections 17.12.440, 17.12.480 and 17.12.481; and
- Prohibition against performing repairs or servicing of vessels that would cause materials or substances to be deposited on County property or into the ocean in Section 17.12.535.

These proposed revisions have been developed by both the Lifeguard Division of the Fire Department and the Department of Beaches and Harbors. Upon receiving and considering comments from both your Commission and the public, we will make further revisions, as warranted, and submit all proposed revisions to County Counsel. To the extent any material changes are made to the revisions currently being considered, we will bring them back to your Commission for its recommendation to the Board. Thereafter, we will work in coordination with County Counsel to secure the Board's approval of the revised Code sections.

We welcome any and all comments from your Commission relevant to the proposed revisions, as well as to any revisions you believe should be included that haven't been presently identified.

SHK:ks
Attachment

ANALYSIS

This ordinance amends Title 2 - Administration; Title 3 – Advisory Commissions and Committees; and Title 17 - Parks, Beaches and Other Public Areas of the Los Angeles County Code relating to operation of the County's beaches and harbors and its ocean lifeguards. In particular, this amendment places the supervision and control of County ocean lifeguard services under the authority of the Fire Chief of the Consolidated Fire Protection District and changes provisions of the Code to identify the specific responsibilities and authority of the Fire Chief, the Sheriff, and the Director of the Department of Beaches and Harbors.

The ordinance further places additional restrictions on certain activities upon the beach and also requires permits for various enumerated activities on the beach.

Finally, this ordinance places restrictions on anchoring on the shoreward side of the Marina del Rey detached breakwater and the approaches to Marina del Rey Small Craft Harbor.

ANDREA SHERIDAN ORDIN
County Counsel

By
LAWRENCE HAFETZ
Principal Deputy County Counsel
Property Division

LH:[initials]

ORDINANCE NO. _____

An ordinance amending Title 2 - Administration; Title 17 - Parks, Beaches and Other Public Areas; and Title 19 - Airports and Harbors of the Los Angeles County Code relating to ocean lifeguard operations and regulation of beaches and harbors.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 2.20.081 is added to read as follows:

2.20.081 Ocean lifeguard service. From and after July 1, 1994, the fire chief of the district is charged with responsibility for the operation, supervision, and control of the county ocean lifeguard service.

SECTION 2. Section 2.20.082 is added to read as follows:

2.20.082 Ocean lifeguard service--Definition. Ocean lifeguard service means all duties performed by ocean lifeguards including: rescues, rescue preventions, code enforcement, first aid, advanced and basic life support, rescue boat and other craft operation, marine firefighting, marine search and rescue, underwater rescue, inland waterway response, youth program instruction, and response to major coastal incidents.

SECTION 3. Section 2.20.083 is added to read as follows:

2.20.083 Services to other beaches authorized when. In addition to performing the duties specified above, the fire chief shall furnish ocean lifeguard services and related services to beaches outside the jurisdiction of the district if the beach is owned by the county or the county has entered into contracts for the furnishing of such services.

SECTION 4. Section 2.20.084 is added to read as follows:

2.20.084 Ocean lifeguards--Powers and duties. Ocean lifeguards shall exercise the powers and perform the duties identified in sections 2.20.082, 2.20.083 and 2.20.085 and perform such other duties as may be specified from time to time by the fire chief of the district.

SECTION 5. Section 2.20.085 is added to read as follows:

2.20.085 Citations for violations in public beach areas. Pursuant to Section 5380 of the Public Resources Code, in order to protect public beach areas bordering the Pacific Ocean which are owned, managed, or controlled by the county, in incorporated or unincorporated territory, from damage, and in order to preserve the peace therein, the fire chief of the district and ocean lifeguards may issue citations in accordance with the provisions of Chapter 5b (commencing with Section 853.1) and Chapter 5c (commencing with Section 853.6) of Title 3 of Part 2 of the Penal Code, for misdemeanor violations of laws of this state and ordinances of a city or of the county when such misdemeanor violations or ordinance violations are committed within such public beach areas and within their presence.

SECTION 6. Section 2.20.086 is added to read as follows:

2.20.086 Ocean lifeguards--Uniforms. While exercising the powers and duties granted by sections 2.20.082, 2.20.083, 2.20.084 and 2.20.085, the persons described in sections 2.20.082, 2.20.083, 2.20.084 and 2.20.085 shall wear the uniforms prescribed from time to time by the fire chief of the district.

SECTION 7. Section 2.20.087 is added to read as follows:

2.20.087 Ocean lifeguards--Training. The sheriff may train persons holding positions described in section 2.20.085 in the performance of the duties specified in section 2.20.085.

SECTION 8. Section 2.20.089 is added to read as follows:

2.20.089 Fire chief of the district--Other powers and duties. In addition to the powers and duties set forth in this chapter, the fire chief of the district shall have the powers and duties set forth in chapters 17.12 and 19.12 of this code.

SECTION 9. Section 2.116.020 is amended to read as follows:

2.116.020 Director--Powers and duties. The director of the department of beaches and harbors shall, for and subject to the authority of the board of supervisors, protect, develop, manage, regulate and have complete and exclusive charge and control, except as provided in subsection C of this section, below, and as is delegated to the fire chief of the district and sheriff in chapters 17.12 and 19.12, respectively, of this code, of all harbors and beaches under the jurisdiction of the county, including the harbor known as the Marina del Rey. His duties shall include, but not be confined to:

A. The establishment and enforcement of rules and regulations pertaining to the use of the harbors and beaches;

B. The imposition and collection of charges, rates and rentals for the use of the facilities of the harbors and beaches;

C. The leasing, subleasing or licensing the use, individually or collectively, of portions of the harbors and beaches and the imposition and collection of rentals, charges and rates therefor, and enforcement of license agreements by suit against any person in breach of contract with the department for the use of a facility that is owned or controlled by the county within those areas and for which the director is responsible. No suit shall be filed by director without the concurrence of the county counsel. The chief ~~administrative~~ executive officer shall participate with, and assist the director in, negotiating the terms and conditions of leases of county-owned properties in the Marina del Rey;

D. The development, improvement, expansion, maintenance, operation and supervision of the use of the harbors and beaches, and facilities thereon;

E. ~~The operation, supervision and control of the county beach life-guard~~
Issuance of right-of-entry permits to third parties for construction-related activities on the county's beaches and in the public areas of Marina del Rey and beach and harbor use permits for events and activities on the beaches and in Marina del Rey, such as, by way of illustration and not limitation, volleyball tournaments, surfing contests/competitions, weddings and receptions, organized group or sponsored gatherings involving 50 or more persons, 5k/10k runs, triathlons, school groups, organized youth groups, recreational camps, physical fitness training, any commercial activity, including commercial filming and photography, and corporate parties. The terms and conditions

of such permits shall be enforceable by the director and his representatives, as well as by the fire chief of the district and ocean lifeguards.

F. The determination of the kind and extent of recreational programs to be carried out at the harbors and beaches;

G. The development of a program of community relations with citizens residing in the harbor and incorporated and unincorporated beach areas;

H. The delegated authority on behalf of the board of supervisors to enter into contracts pursuant to Government Code section 25559(a) for the furnishing of music and musical entertainment to the public at the harbors, either by employment of individual musicians or by entering into contracts, with or without bids, with orchestras, bands, symphony associations or other organizations. Expenditures authorized for such events may also include event-related catering, transportation, lodging and security services, and rental of performance, sound and lighting equipment, dressing rooms and tents, which shall be procured through the internal services department. To the extent available, proceeds from public-private partnerships established by the board of supervisors to sponsor musical entertainment events shall be used to fund expenditures authorized by this section; any county funds necessary to augment the funding for such expenditures shall only be committed by the director with the prior approval of the chief executive officer, from funds appropriated for such purposes by the board of supervisors.

I. Any other authority and duties possessed by the department of beaches and department of small craft harbors and the directors thereof prior to July 1, 1982, the time that such departments were merged into the department of beaches and harbors, and not enumerated above, excepting that authority and those duties delegated to the fire chief of the district and sheriff in chapters 17.12 and 19.12, respectively, of this code;

J. Such other authority and duties as the board of supervisors shall delegate to the director.

SECTION 10. Section 2.116.160 is deleted in its entirety.

SECTION 11. Section 2.116.170 is amended to read as follows:

2.116.170 Citations for violations in public beach areas. Pursuant to Section 5380 of the Public Resources Code, in order to protect public beach areas bordering the Pacific Ocean which are owned, managed, or controlled by the county, in incorporated or unincorporated territory, from damage, and in order to preserve the peace therein, the director, assistant chief deputy director, ~~executive assistant, captains of lifeguards, lieutenants of lifeguards, beach lifeguards (excluding recurrent lifeguards) and skippers of rescue boats~~ deputy director in the department of beaches and harbors may issue citations in accordance with the provisions of Chapter 5b (commencing with Section 853.1) and Chapter 5c (commencing with Section 853.6) of Title 3 of Part 2 of the Penal Code, for misdemeanor violations of laws of this state and ordinances of a city or of the

county when such misdemeanor violations or ordinance violations are committed within such public beach areas and within their presence.

SECTION 12. Section 2.116.180 is deleted in its entirety.

SECTION 13. Section 2.116.190 is deleted in its entirety.

SECTION 14. Section 2.116.200 is amended to read as follows:

2.116.200 Services to other beaches authorized when. In addition to performing the duties specified above, the director shall furnish ~~lifeguard services and~~ beach maintenance and related services to beaches not owned, leased, managed or operated by the county of Los Angeles where the board of supervisors has entered into contracts for the furnishing of such services.

SECTION 15. Section 2.116.210 is deleted in its entirety.

SECTION 16. Section 2.116.230 is amended to read as follows:

2.116.230 Beach commission—Qualifications--Composition. The provisions of this section shall become applicable to a position on the commission at the expiration of the term of the member occupying that position on the effective date of the amendment codified in this section once that member is not reappointed. The beach commission shall have ~~20~~ten members and shall be comprised of experts, laypersons and spokespersons for those groups and individuals who have an interest in beach-related issues. Each member of the beach commission shall be appointed to a vacant position by the board and shall serve at the pleasure of the board. Members shall be nominated as follows:

- A. ~~40~~Four members by the supervisor of the Fourth Supervisorial District;
- B. ~~Seven~~Three members by the supervisor of the Third Supervisorial District;
- C. One member each by the supervisors of the First, Second and Fifth

Supervisorial Districts.

SECTION 17. Section 2.116.250 is amended to read as follows:

2.116.250 Beach commission--Length of service--Vacancy. ~~The~~
termprovisions of office ofthis section shall become applicable to a position on the
commission at the expiration of the term of the member occupying that position on the
effective date of the amendment codified in this section once that member is not
reappointedsmembers of the beach commission and occurrence of vacancies shall be
as prescribed by Section 3.100.020 of the county code.

A. Each member of the commission shall serve at the pleasure of the board.
Each position on the commission shall become vacant every four years.

B. No member of the commission may serve more than two consecutive full
periods of service as specified in subsection A of this section. The board may, by order,
extend this length of service or waive this limit for individuals or the commission as a
whole.

C. Nomination of a candidate for appointment to the next vacant position for
a full period of service on the commission shall be made by the supervisor from the
supervisorial district whose nominee was last appointed to such position. When a
vacancy occurs during any prescribed period of service on the commission, nomination

of a person to fill such vacancy for the remainder of the unexpired period of service shall be made by the supervisor of the district whose nominee was originally appointed to such position.

D. A member's position on the commission shall become vacant upon his or her death, resignation, or removal by the board. In the case of such a vacancy, the board shall appoint a successor to serve until the position next becomes vacant under subsection A of this section.

E. The provisions of Chapter 5.12 of the county code shall not apply to the beach commission.

SECTION 18. Section 3.100.020 is amended to read as follows:

3.100.20 Length of service--Certain bodies.

A.1. At the expiration of the current terms of members of the following bodies serving upon the effective date of the ordinance codified in this section, appointments to the vacancies created shall be for the period of service stated:

Body	Period of Service
Architectural Evaluation Board	Four years
Beach Commission	Two years
Public Library Councils	Two years

2. Each member of each such body shall serve at the pleasure of the board, and each position on each such body shall become vacant upon the expiration of each two or four year period of service, as the case may be.

B.1. On the effective date of the ordinance codified in this section the following terms of members of the following bodies shall expire, such members shall be deemed reappointed, and all appointments shall be for the period of service stated:

Body	Period of Service
Affirmative Action Committee	Four years
Fire Department Technical Advisory Group	Four years

2. Each member of each such body shall serve at the pleasure of the board, and each position on each such body shall become vacant upon the expiration of each two or four year period of service, as the case may be.

C. A member's position on any such boards, commissions, bodies or groups shall become vacant upon his or her death, resignation, or removal by the board. In the case of such a vacancy, the board shall appoint a successor to serve until the position next becomes vacant upon the expiration of the period of service under subsection A or B of this section.

SECTION 19. Section 17.12.030 is amended to read as follows:

17.12.030 Beach. "Beach" means a public beach or shoreline area, inclusive of appurtenant areas such as, by way of illustration and not limitation, beach facilities, bike paths, service roads, parking lots or pedestrian access roads, and all navigable waters

within one thousand feet from a public beach or shoreline along the county coastline,
bordering the Pacific Ocean owned, managed or controlled by the county, within the
incorporated or unincorporated territory.

SECTION 20. Section 17.12.050 is amended to read as follows:

17.12.050 Director. "Director" means the director of the department of beaches
and harbors, his chief deputy, or other person authorized by him pursuant to law to act
in his stead.

SECTION 21. Section 17.12.051 is added to read as follows:

17.12.051 District. "District" means the Consolidated Fire Protection District of
the county.

SECTION 22. Section 17.12.053 is added to read as follows:

17.12.053 Fire Chief. "Fire chief" means the fire chief of the district or his
designee.

SECTION 23. Section 17.12.055 is added to read as follows:

17.12.055. Lifeguard. "Lifeguard" means an ocean lifeguard employed by the
county and providing lifesaving services at a beach owned, managed, or controlled by
the county.

SECTION 24. Section 17.12.059 is added to read as follows:

17.12.059 Permit. "Permit" means a document issued by the director granting
permission for the non-exclusive use of any specified area of a beach owned, managed,
or controlled by the county. This includes right-of-entry permits for construction-related

activities and beach use permits for events and activities on the beach as set forth in section 17.12.345, which must be obtained prior to the start date of the event or activity.

SECTION 25. Section 17.12.060 is amended to read as follows:

17.12.060 Person. "Person" includes every person, ~~firm or corporation~~ entity.

SECTION 26. Section 17.12.090 is amended to read as follows:

17.12.090 Vessel. "Vessel" means and includes every description of watercraft, other than a seaplane on the water, used or capable of being used as a means of transportation on water. "Vessel" ~~includes a raft and a personal motorized water craft,~~ but does not include a sailboard, kite board, surfboard, paddleboard, ~~beegie board~~, bodyboard, standard surfmat, or similar devices.

SECTION 27. Section 17.12.115 is added to read as follows:

17.12.115 Compliance with lifeguard or code enforcement officer order. It is unlawful to fail or refuse to comply with any lawful order, signal, or direction of a county lifeguard or code enforcement officer wearing a badge or insignia of a lifeguard or code enforcement officer when, in the course of the lifeguard's or code enforcement officer's duties, the lifeguard or code enforcement officer is seeking to enforce any provision of this code.

SECTION 28. Section 17.12.120 is amended to read as follows:

17.12.120 Liability limitations. A person exercising any of the privileges authorized by this chapter does so at his own risk without liability on the part of the county or the district for any injury to person or property resulting therefrom.

SECTION 29. Section 17.12.130 is amended to read as follows:

17.12.130 Enforcement authority. The director, fire chief, lifeguard, or any peace or code enforcement officer shall have the authority to enforce the provisions of this chapter.

SECTION 30. Section 17.12.140 is amended to read as follows:

17.12.140 Delegation of powers. Whenever a power is granted to, or a duty is imposed upon the director, fire chief, or other peace officer, the power may be exercised or the duty performed by a deputy of the director, fire chief, or officer or by a lifeguard or code enforcement officer or other person authorized, pursuant to law, by the director, fire chief or other peace officer, unless this chapter expressly provides otherwise.

SECTION 31. Section 17.12.150 is amended to read as follows:

17.12.150 Violation--Penalty.

A. Any person who, ~~within the unincorporated territory of the county of Lee Angeles,~~ violates any provision of this chapter, the conditions of any permit issued pursuant thereto, or any rule or regulation relating to beaches, is guilty of an infraction, punishable by a fine of up to \$500.

B. Notwithstanding the above provisions, a violation of sections 17.12.320, insofar as it prohibits the consumption of alcoholic beverages, 17.12.330, 17.12.340, 17.12.360, 17.12.370, 17.12.400, 17.12.410, 17.12.420, 17.12.440, and 17.12.480, 17.12.520, 17.12.530, 17.12.535, and 17.12.540 of this chapter is a misdemeanor,

punishable by a fine of up to \$1,000.00 and/or imprisonment in the County Jail for a period of up to one year.

C. A repetition or continuation of any violation of any provision of this chapter, or of any order or direction of the director, fire chief, lifeguard, or peace or code enforcement officer, on successive days, constitutes a separate offense for each day during any portion of which such violation is committed, continued or permitted.

SECTION 32. Section 17.12.160 is amended to read as follows:

17.12.160 Severability. If any provision of the ordinance codified in this chapter, or the application thereof to any person or circumstance, is held invalid, the remainder of the ordinance, and the application of such provision to other persons or circumstances, shall not be affected thereby.

SECTION 33. Section 17.12.180 is amended to read as follows:

17.12.180 Exceptions to Part 3 regulations. The provisions of this Part 3 are not applicable to acts performed:

- A. In an emergency, for the purpose of protecting life or property;
- B. By duly authorized county employees of the county, and county contractors, ~~or by employees of the state or other public body maintaining a beach~~, for the purpose of performing their duties;
- C. ~~For the purpose of giving instruction, training or exhibitions, w~~When specific permission ~~to give such~~ has been received from the director.

SECTION 34. Section 17.12.205 is added to read as follows:

17.12.205 Sand--Digging prohibited. A person shall not dig a hole deeper than eighteen inches (18") in the sand without filling it back in upon vacating it or dig into any vertical sand embankment.

SECTION 35. Section 17.12.210 is amended to read as follows:

17.12.210 Structures and equipment--Injuring or defacing prohibited. A person, ~~other than a duly authorized beach employee in the performance of his duties,~~ shall not:

A. Cut, break, injure, deface or disturb any rock, building, cage, pen, monument, sign, fence, bench, structure, apparatus, equipment, or property on a beach, whether temporary or permanent, or any portion thereof;

B. Mark or place thereon or on any portion thereof, any mark, writing or printing;

C. Attach thereto any sign, card, display or other similar device.

SECTION 36. Section 17.12.232 is added to read as follows:

17.12.232. Motor vehicles--Parking restrictions.

A. Designated Spaces. No person shall park a vehicle if it does not have a current registration decal/sticker and, if currently registered, in other than an established or designated parking space for such vehicle, nor shall any part of the vehicle, including awnings, or other personal property of the vehicle owner, operator, or person in charge of the vehicle extend beyond parking space markings. Such use shall be in accordance

with the posted directions thereat and/or with the instructions of any attendant who may be present.

B. Double Parking. No person shall double-park any vehicle without prior written permission from the director.

C. Vehicles or Trailers. All trailers must be connected to their tow vehicles. The owner or operator of any vehicle with a boat trailer must obtain advance written permission from the director to park in any parking lot prior to parking.

D. Camping and Recreational Vehicles Prohibited. Camping and recreational vehicles or any other vehicle which has been designed, built or modified for use for camping or any form of human habitation are prohibited from parking in any public parking area that is posted with such prohibition. No person parking such a vehicle in an allowable area shall operate a generator outside of the vehicle.

E. Parking Overnight Restriction. No vehicle may park overnight in any public parking lot without advance written permission from the director.

F. Oversized Vehicles Prohibition. All vehicles that do not fit within one designated parking space are defined as oversized and must park in tandem or designated areas authorized by the parking attendant. All vehicles over 40 feet in length are prohibited from standing/parking upon any public parking lot without prior written permission from the director.

G. Commercial Vehicle Prohibition. No commercial vehicle may park overnight in any public parking lot or other area designated for public parking without obtaining advance written authorization from the director.

H. Parking Only. Public parking lots or other area designated for public parking are for parking purposes only, unless an exemption is granted by the director. No person shall conduct or perform or cause to be performed any repairs, alterations, maintenance, cleaning or other work upon any type of vehicle or trailer or cause any materials or substance, including but not limited to paint, oil, or other petroleum products, dirt, paint sandings or chips, wood sandings, or other residue or debris, to be deposited upon county property or to enter the waters of the Pacific Ocean.

I. Vehicles displaying valid veterans special license plates issued pursuant to the provisions of California Vehicle Code sections 5007(a)(2) (disabled veteran), 5101.3 (Pearl Harbor survivor), 5101.4 (Medal of Honor and Distinguished Service Cross), 5101.5 (former American prisoner of war), 5101.6 (Congressional Medal of Honor), or 5101.8 (Purple Heart recipient) shall be exempt from the payment of any fees for parking in county-owned or county-operated public parking lots during such days and times that parking fees at such lots are required to be deposited into a parking meter or paid directly to a parking attendant, but not where entrance or exit from the involved lot is controlled solely by an automated system. This fee exemption shall not apply on weekends or holidays, other than Veterans Day, to the extent parking fees are

otherwise payable on such days. Vehicles entitled to the above exemption shall be subject to any other applicable restrictions pertaining to parking at the involved location.

SECTION 37. Section 17.12.240 is amended to read as follows:

17.12.240 Bicycle paths. The director or the director of the County department of public works may from time to time designate, by sign or postings, certain areas to be used exclusively by persons ~~using or operating~~ riding bicycles upon bicycle lanes or paths set aside for that use on the beach.

SECTION 38. Section 17.12.250 is amended to read as follows:

17.12.250 Overnight use and camping prohibited.

A. Except as otherwise provided in this section, a person shall not camp on or use for overnight sleeping purposes any beach, or bring a house-trailer, camper or similar vehicle onto any beach.

B. A person may, upon issuance of an overnight parking permit by the director, park and sleep overnight in a camper or similar recreational vehicle ~~at in the~~ Dockweiler Beach Recreational Vehicle Park. The director may, in the interest of public health and safety, place reasonable conditions on the issuance of overnight parking permits.

C. A person may provide overnight security at camp ~~on or use for overnight sleeping purposes any beach~~ when permitted by the director ~~between July 13, 1984, to August 26, 1984, at any site(s) designated by the director as a place of temporary accommodation for visitors to the 1984 Los Angeles Olympic Games within the~~

~~assigned space(s) for the period of authorized use upon securing authorization to use the campsite(s), payment of the use fee, and compliance with conditions of use.~~

SECTION 39. Section 17.12.260 is amended to read as follows:

17.12.260 Tents and other shelters--Permitted when. A person shall not erect, construct, build, create, maintain, use or occupy on a beach any canopy, tent, lodge, shelter or structure unless such canopy, tent, lodge, shelter or structure shall be lesser than ten by ten feet and have two sides thereof entirely open, and unless there shall be an unobstructed view into such canopy, tent, lodge, shelter, or structure from the outside thereof on at least two sides thereof. Under no circumstances is any canopy, tent, lodge, shelter or structure acceptable for use as a dwelling place or habitation.

SECTION 40. Section 17.12.270 is amended to read as follows:

17.12.270 Tents and other shelters--Guy wires and supports. A person shall not fasten or maintain any guy wire, guy rope or exterior bracing or support of any canopy, tent, lodge, shelter or structure between it or any portion thereof, and any structure, stake, rock or thing outside of such canopy, tent, lodge, shelter or structure.

SECTION 41. Section 17.12.310 is amended to read as follows:

17.12.310 Disturbances prohibited. A person shall not disturb the peace and quiet of any beach by:

A. Unless authorized by permit, any unduly loud playing of music or causing or producing any boisterous or unusual noise, including amplified sound exceeding

exterior levels specified for residential areas under the Noise Ordinance of the Los Angeles County Code (Section 12.08.430 et seq.); or

B. ~~By~~Any repetitive tooting, blowing or sounding any automobile siren, horn, signal or noise-making device; or

C. ~~By a~~Any tumultuous conduct; or

D. ~~By t~~The use of any vulgar, profane or indecent language therein.

SECTION 42. Section 17.12.340 is amended to read as follows:

17.12.340 Soliciting or selling merchandise prohibited--Exceptions. A person shall not sell or offer for sale or sample or give away any goods, wares or merchandise on a beach, except:

A. ~~By a~~Any concessionaire operating under an lease agreement granted by the board of supervisors of the county or, if authority is delegated, the director; and

B. When found by the director to be consistent with the policies of the department of beaches and harbors or to promote the program of such department, under conditions prescribed by him.

SECTION 43. Section 17.12.345 is added to read as follows:

17.12.345 Permit requirements. A permit must be obtained for the non-exclusive use of any specified area of a beach for the following events and activities:

A. Organized group or sponsored gatherings of 50 or more persons;

B. Weddings and receptions, memorial services and other ceremonial events;

- C. Placement of canopies or tents on the beach larger than ten by ten feet;
- D. Use of amplified sound;
- E. Cooking, except as otherwise allowed in section 17.12.370;
- F. Use of generators;
- G. Commercial and/or sporting events, including, but not limited to, surf and other water sport contests, volleyball tournaments, private parties, marathons, triathlons, 5K/10Ks, walks;
- H. School or organized youth groups, including field trips and beach cleanups;
- I. Classes, clinics and recreational camps, including, but not limited to, surfing, kayaking and canoe lessons, day camps, exercise classes, physical fitness training, including "boot camps", and yoga classes;
- J. Use of alcohol in connection with an event as authorized in section 17.12.320 (conditions apply);
- K. Use of signage or structures (e.g., inflatables, banners);
- L. Commercial filming or photography;
- M. Construction-related activities; and
- N. Other activities or events, as determined by the director.

SECTION 44. Section 17.12.346 is added to read as follows:

17.12.346 Events. The decision of the director to deny an application for a permit is final and is not subject to administrative appeal.

SECTION 45. Section 17.12.347 is added to read as follows:

17.12.347 Violation of permits. Persons violating the terms and conditions of a permit or persons participating in an organized event without a properly issued permit may be removed from the beach by peace officers, in addition to such other penalties as this code or the laws of the State of California may provide.

SECTION 46. Section 17.12.348 is added to read as follows:

17.12.348 Modification or revocation of permits. Any peace or code enforcement officer, lifeguard or the director or any department employee he authorizes shall be empowered to modify or revoke a permit issued by the department, at any time during the event, if the director or someone he authorizes, a lifeguard or peace or code enforcement officer has cause to believe that the event or activity conducted pursuant to a permit poses a danger to public health or safety and/or prevents the orderly use of any beach or facility owned, managed or controlled by the county. A permit may also be revoked or modified by the director, peace or code enforcement officer or lifeguard if the event is conducted in violation of any federal, state or local law or ordinance.

SECTION 47. Section 17.12.349 is added to read as follows:

17.12.349 Permit in the area of the Dockweiler fire pits--Time period prohibition. Between the Memorial Day holiday weekend and Labor Day, no permit shall be issued for private parties in the area of the Dockweiler fire pits, except as authorized by the director.

SECTION 48. Subsection C of section 17.12.360 is deleted in its entirety.

SECTION 49. Section 17.12.365 is added to read as follows:

17.12.365 Smoking prohibited. Smoking shall be prohibited within any area of a public beach, exclusive of parking areas designated for use by the public, within the unincorporated area of the county of Los Angeles.

SECTION 50. Section 17.12.370 is amended to read as follows:

17.12.370 Fires prohibited.

A. A person shall not light or maintain any fires on any beach or any beach area, except within the fire pits placed by the department of beaches and harbors on Dockweiler Beach, the barbecues at and personal barbecues brought to Dockweiler RV Park and personal barbecues brought to the Marina Beach picnic shelters for this purpose.

B. No material other than charcoal, firewood, nontreated lumber, and newspaper for igniting purposes only may be placed into the fire pits at Dockweiler Beach and charcoal and newspaper for igniting purposes only into the barbecues at and personal barbecues brought to Dockweiler RV Park and personal barbecues brought to the Marina Beach picnic shelters. Such materials shall remain in the fire pits at Dockweiler Beach, the barbecues at Dockweiler RV Park and in personal barbecues and the concrete hot coal containers at the Marina Beach picnic shelters and be allowed to extinguish themselves.

C. No self made fire pits shall be allowed in the sand and no hot or cold coals shall be disposed of in the sand.

D. No private barbecues are allowed at the Dockweiler RV Park and in the Marina Beach picnic shelters unless they have at least 18 inch legs that can be placed on the ground.

E. No personal barbecues of any type are allowed on any picnic tables or benches.

F. No cooking shall occur in any beach parking lot unless a permit therefor has been obtained or the express written permission of the director has been secured and can be produced upon demand.

SECTION 51. Section 17.12.380 is amended to read as follows:

17.12.380 Rubbish disposal requirements. A person shall not throw, place or dispose of any garbage, refuse, food, beverage, container, plastic bag, bottle or can in any place on a beach other than into a garbage can or other receptacle maintained therein for that purpose. A person shall not throw, place or dispose of hot coals, ashes, any wastepaper, or flammable or combustible refuse material in any place on a beach other than into an incinerator or into some box, can, trench or receptacle maintained therein for that purpose.

SECTION 52. Section 17.12.400 is amended to read as follows:

17.12.400 Fireworks. A person shall not take or transport onto any beach, or have in his possession therein or fire or discharge therein, any firecracker, rocket, torpedo or fireworks unless he first obtains a permit to do so from the director and the fire chief.

SECTION 53. Section 17.12.425 is added to read as follows:

17.12.425 Model operation prohibited. A person shall not operate model airplanes, boats, helicopters or similar crafts except in areas that may be established and/or designated for such use by the director and subject to all rules and regulations pertaining to those areas.

SECTION 54. Section 17.12.430 is amended to read as follows:

17.12.430 Ball-playing restrictions. It is unlawful for any person to cast, toss, throw, kick or roll any ball, tube or any light object other than ~~inflated rubber balls not less than 10 inches in diameter~~ beach balls, beach volleyballs or water polo balls upon or over any beach regulated by this Part 3, unless he first obtains a permit to do so from the director, or other than water polo balls upon or over any waters of the Pacific Ocean opposite such beach, unless he first obtains a permit to do so from the fire chief.

SECTION 55. Section 17.12.440 is amended to read as follows:

17.12.440 Hazardous conditions--Areas designated for swimming and other water activities prohibited when. Whenever a ~~county~~lifeguard finds a hazardous condition of the ocean, tideland and/or submerged land within 200 yards seaward from the shore of any beach regulated by this Part 3 that makes the area unsafe to swim, bathe, surfmat, bodyboard, surf, surfboard, boardsail, sailboard, paddleboard, kite board, paraglide, hang glide, parasail, ocean kayak, surf ski, snorkel or scuba dive, or launch or land a vessel at the beach, the lifeguard may prohibit persons from engaging in these activities within the dangerous area during the time that

the hazardous condition exists. A person shall not engage in the prohibited activity within the dangerous area, until the lifeguard finds the hazardous condition no longer exists.

SECTION 56. Section 17.12.450 is amended to read as follows:

17.12.450 Swimming and other water activities--Restrictions. A person shall not swim, bathe or immerse himself in the Pacific Ocean opposite any beach regulated by this Part 3 more than 200 yards seaward from the shore except:

A. A person who is the owner of a vessel, or who acts at the request of such owner while engaged in servicing or repairing such vessel, and then only in the immediate area of such vessel;

B. A person engaged in the operation of a personal watercraft, or the sports commonly known as aquaplaning, water skiing or any derivations thereof, provided that such person is at all times wearing a ~~safety-belt~~ personal flotation device approved by the ~~director~~ United States Coast Guard;

C. A person who ~~dives~~ engages in the sport of skin or scuba diving from a vessel and who displays while diving either a rectangular flag 12 by 15 inches, orange-red in color with a white diagonal stripe three inches wide running from one corner to the diagonally opposite corner (commonly referred to as an Alpha Flag), or the lights and/or flag prescribed in Rule 27 of the International Regulations for Preventing Collisions at Sea as set forth in 72 COLREGS as published with the Proclamation of January 19, 1977 at 42 FR 17112, March 31, 1977 and amended by the document

annexed to the Proclamation of June 16, 1983, and published at 48 FR 28634, June 23, 1983, or as Rule 27 may be subsequently amended and accepted by the President of the United States of America, above the surface of the water in the vicinity of the dive;

D. A person may surf not more than 50 yards beyond the farthest breaking wave when such farthest breaking wave is more than 150 yards from shore;

E. A person engaged in the sport of ~~boardsailing~~ sailboarding or kite boarding.

SECTION 57. Section 17.12.470 is amended to read as follows:

17.12.470 Boating ~~prohibited within 300 yards of shore~~—Exception restrictions. A person shall not launch any vessel from the beach within 150 yards of any pier. A person shall not operate any vessel within 300 yards of the shoreline of any beach regulated by this Part 3 except:

- A. When necessary to sail the vessel from or to a place of lawful mooring;
- B. When necessary due to an emergency aboard the vessel;
- C. When engaged in the use of a kayak, dory, surf ski or catamaran not exceeding 22 feet in length from or to the beach through the designated ocean access corridor that has been established by the director, or the fire chief, for the launching and landing of such vessels at the beach.

SECTION 58. Section 17.12.480 is amended to read as follows:

17.12.480 Sailboards, kite boards, surfboards, surfmats, paddleboards, ocean kayak, surf ski, rigid hull surf-craft and similar objects--Use restrictions.

A. 1. A person shall not use, possess or operate in the waters of the Pacific Ocean opposite any beach regulated by this Part 3 a sailboard, kite board, surfboard, paddleboard, ocean kayak, surf ski, rigid hull surf-craft or similar device, other than a surfmat or ~~bellyboard~~ bodyboard, at such times when said waters are restricted for swimming and bathing only.

2. Such restriction shall be effective when a yellow flag having dimensions of not less than two feet by two feet and having a solid black circle in the center (commonly known as a blackball flag) is prominently displayed from a lifeguard tower, lifeguard station, pier or similar structure under the control of the department of beaches and harbors or the fire department. At such times as the blackball flag is displayed, swimming and bathing only shall be permitted in the waters of the Pacific Ocean opposite those areas of the beach within 200 yards of the point of display of said blackball flag; provided, however, that where said blackball flag is displayed from consecutive operational lifeguard towers, lifeguard stations and similar structures under the control of the department of beaches and harbors or the fire department along a beach regulated by this Part 3, then all waters of the Pacific Ocean opposite said beach shall be restricted to swimming and bathing only.

3. Such restrictions shall also be indicated by pairs of ~~cheekered~~ flags put in place by ~~the director~~ lifeguards. At such times as such ~~cheekered~~ flags are displayed, swimming and bathing only shall be permitted in the waters of the Pacific

Ocean opposite those areas of the beach lying between a given pair of such chequered flags.

B. A person shall not use, possess or operate in the waters of the Pacific Ocean opposite any beach regulated by this Part 3 a surfmat, ~~beogie board~~ bodyboard, paddleboard, ~~bellyboard~~, surfboard or similar device except within 200 yards from shore or ~~75~~ 50 yards seaward of the point at which the ~~average~~ farthest wave is breaking, whichever distance is greater, or when used by a skin diver to hold the flag required by section 17.12.450 C. This restriction shall not apply to sailboards or kite boards.

C. A person shall not use, possess or operate in the waters of the Pacific Ocean opposite any beach regulated by this Part 3 a fishing pole, spear, sling or other spear fishing equipment, sailboard, kite board, paddleboard or surfboard, within 100 feet of any person in the waters thereof who was not at the time using or possessing a similar object. Any beach, or portion thereof, may be closed to fishing at any time deemed necessary for public safety; such closure shall be at the discretion of the lifeguard in charge of the area.

D. A person shall not use, possess or operate in the waters of the Pacific Ocean opposite any beach regulated by this Part 3 a sailboard or kite board with the sail up within 50 yards of the farthest breaking wave from the shoreline except within the areas designated by the director, or the fire chief, for the exclusive use of sailboards and kite boards pursuant to paragraph E of this section.

E. Notwithstanding any provisions of this section, the director, or the fire chief, may ~~from time to time~~ designate certain areas to be used exclusively by persons using sailboards, kite boards, surfboards or paddleboards. Such designation may provide for one or more of these devices to be used within the same designated area. Such designation may be revoked at any time and the area covered by any such designation may be enlarged or reduced at any time. A person shall not swim or bathe in the waters of the Pacific Ocean included in an area so designated except while using a sailboard, kite board, surfboard or paddleboard, or as is necessary in order to use a sailboard, kite board, surfboard or paddleboard.

F. A person in violation of the restrictions set forth in this section shall not fail, refuse or neglect to leave the waters of the Pacific Ocean opposite any beach regulated by this Part 3 when such restrictions are in effect.

G. A person shall not swim, surf, skin or scuba dive, or otherwise recreate in the waters of the Pacific Ocean within 100 feet of any pier.

H. No person shall use, operate, manipulate or handle any sailboard, kite board, surfboard, paddleboard, ocean kayak, surf ski, rigid hull surf-craft or similar device used for aquaplaning or other surf wave-riding equipment or device in connection with potential hazardous conditions, or fail or refuse to remove the same from the surf or waters of the Pacific Ocean adjacent to the beach when requested to do so by lifeguards or peace officers.

SECTION 59. Section 17.12.481 is added to read as follows:

17.12.481 Hang gliding, paragliding, and parasailing--Restrictions. A

person shall not hang glide, paraglide, or parasail on, from or above any beach area, or on, from or above any cliff or bluff adjacent to a beach area that is owned, managed or controlled by the county, except in areas designated for such purposes, and under the supervision of, and in accordance with the rules and regulations of, the director or the concessionaire of the county authorized to conduct hang gliding, paragliding or parasailing activities and lessons.

SECTION 60. Section 17.12.520 is amended to read as follows:

17.12.520 Oil pollution--Prohibited. A person shall not deposit, place, throw, divert or in any manner dispose of, or cause or permit to be deposited, placed, thrown, diverted or in any manner disposed of, any crude petroleum, refined petroleum, engine oil, or any oily byproduct thereof, or any tar or any product containing tar or any oily substance into the waters of the Pacific Ocean, or into or upon the waters of any lagoon, bay, inlet or tributary thereof, ~~or; or deposit, place, throw, divert or in any manner dispose of any crude petroleum, refined petroleum, engine oil, or any oily byproduct thereof, or any tar, or any product containing tar, or any oily substance upon~~ any beach, tideland or submerged land, or any portion thereof.

SECTION 61. Section 17.12.535 is added to read as follows:

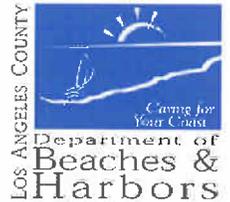
17.12.535 Vessel servicing and repair--Prohibited. A person shall not conduct or perform or cause to be performed any repairs, alterations, maintenance or other work upon or to any vessel or which in any manner causes or would reasonably

tend to cause any materials or substance, including but not limited to paint, oil, or other petroleum products, dirt, paint sandings or chips, wood sandings, or other residue or debris, to be deposited upon county property or to enter into the waters of the Pacific Ocean.



To enrich lives through effective and caring service

April 21, 2011



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Beach Commission

FROM: *Kerry Silverstrom for*
Santos H. Kreimann, Director

SUBJECT: AGENDA ITEM 5A - ONGOING ACTIVITIES REPORT

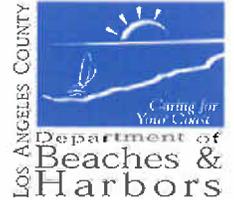
BOARD ACTIONS ON ITEMS RELATING TO BEACHES

There were no Board action items related to the beaches since the last report to your Commission.

SHK:ks



To enrich lives through effective and caring service



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

April 21, 2011

TO: Beach Commission
FROM: *Kerry Silverstrom for*
Santos H. Kreimann, Director
SUBJECT: **AGENDA ITEM 5B - BEACH AND MARINA DEL REY SPECIAL EVENTS**

BEACH EVENTS

BEACH SHUTTLE

May 27 – September 5, 2011
Fridays and Saturdays from 10:00 am – 10:00 pm
Sundays and Holidays from 10:00 am – 8:00 pm

Catch a free ride on the Beach Shuttle to and from Playa Vista, Marina del Rey and Venice, and enjoy the surf, sand, and surroundings of Marina del Rey in a hassle-free and relaxing way. Beach shuttle operates weekends and during the Thursday Marina del Rey Summer Concerts, which begin July 7th.

For more information call: Marina del Rey Visitor Center (310) 305-9545

SHORE FISHING

Dockweiler Youth Center ♦ 12505 Vista del Mar ♦ Los Angeles ♦ 90245
Saturdays: April 23 and April 30
8:00 am – 10:00 am

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. A parking pass is available for \$2 at the Dockweiler Youth Center office. All ages are welcome. Anyone under the age of 12 years old must be accompanied by an adult. Anyone over the age of 16 years old must present a valid California fishing license to participate. **Please call to pre-register at (310) 726-4128. Limited to 10 participants per session.**

For more information call: (310) 726-4128

RICHSTONE PIER TO PIER WALK

City of Hermosa Beach
Saturday, April 30
7:30 am – 9:30 am

The Pier-to-Pier Walk is a great way to spend your Saturday morning while raising money for the prevention and treatment of child abuse.

Walk begins at Manhattan Beach Pier to the Hermosa Beach Pier and ends back at the Manhattan Beach Pier for a distance of 3.4 miles.

For more information call: (310) 970-1921 or visit website www.richstonefamily.org

FIESTA HERMOSA

Hermosa Beach
Memorial Day Weekend
May 28-30, 2011
10:00 am – 6:00 pm

The annual Memorial Day weekend of festivities will take place in downtown Hermosa along Hermosa Avenue, Pier Avenue and Pier Plaza. The three-day event, organized by the Chamber of Commerce, will include over 300 vendors, food booths, children's rides, entertainment stages and a beer garden.

For more information call: Chamber of Commerce at (310) 376-0951 or visit www.fiestahermosa.com

**VENICE CHAMPIONSHIP BODYBUILDING
AND FIGURE CONTEST**

Venice Beach
1800 Ocean Front Walk
Memorial Day Weekend
May 28-30, 2011

Bodybuilding competition on Venice Beach, open to the public. Admission is free.

For more information call: (310) 399-2775 or visit www.musclebeachvenice.com

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, May 19 at 4:00 pm and June 23 at 9:00 am

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) 301-9152.**

For more information call: (310) 301-9152

SUNSET SERIES SAILBOAT RACES

Marina del Rey
Wednesdays through September 7
5:30 pm – 8:00 pm

Spectators can enjoy these races from the comfort of one of the restaurants with views of the Main Channel on Wednesday evenings between 5:30 pm (sailboats leaving the harbor) and 8:00 pm (race finishes at California Yacht Club).

For more information visit: sunsetseries@hotmail.com

FISHERMAN'S VILLAGE WEEKEND CONCERTS

Sponsored by Pacific Ocean Management, LLC
All concerts from 2:00 pm – 5:00 pm

Saturday, April 23

The Nina Beck Quintet, playing Latin Jazz

Sunday, April 24

The John Zambricki Band, playing Folk & Pop

Saturday, April 30

Jimbo Ross & the Bodacious Blues Band, playing Jazz & Blues

Sunday, May 1

Upstream, playing Caribbean Style

Saturday, May 7

The Get Down Boys, playing Bluegrass

Sunday, May 8

The Susie Hansen Latin Band, playing Latin Jazz, Salsa

Saturday, May 14

The Elian Project, playing Contemporary Latin

Sunday, May 15

2AZZ1 Body & Soul Band, playing Smooth Jazz

Saturday, May 21

Jimbo Ross & the Bodacious Blues Band, playing Jazz & Blues

Sunday, May 22

Bernie Meisinger, playing American Song Book & Jazz Standards

Saturday, May 28

Friends, playing Rhythm & Blues

Sunday, May 29

The Sullivan Hall Band, Playing Soul Review

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

SHK:ks



To enrich lives through effective and caring service

April 21, 2011



Santos H. Kreimann
Director

Kerry Silverstrom
Chief Deputy

TO: Beach Commission
FROM: *Kerry Silverstrom for*
Santos H. Kreimann, Director

SUBJECT: **AGENDA ITEM 5D – CAPITAL PROJECTS STATUS REPORT**

Item 5D on your agenda provides the Commission with a status report on the Department's six beach capital projects.

Supervisorial District 3

(1) Will Rogers SB - Coastline Drive Development	\$ 9,713,588
(2) Dan Blocker-West Improvement Project	4,790,000
(3) Beach Restroom Septic System Replacement Program	13,788,000
(4) Venice Beach Parking Lot Reconstruction	1,252,000
(5) Malibu Tank Removal	<u>394,960</u>

Subtotal \$29,938,548

Supervisorial District 4

(6) Redondo Beach Renourishment Project	<u>6,860,000</u>
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Subtotal \$ 6,860,000

Grand Total: \$ 36,798,548

(1) Will Rogers SB – Coastline Drive Development

The project includes: reconstruction of the parking lot; construction of an engineered seawall and slope; removal to below grade of the existing wooden pilings; construction of a view deck and ADA-compliant beach access ramp; and landscaping, irrigation and security lighting improvements.

Current Status: Finalization of the construction documents continues, as does work with the U.S. Army Corps of Engineers (USACE) and the Regional Water Quality Control Board (RWQCB) to obtain permits. The underwater surveys for the expanded Essential Fish Habitat study are complete and the final report is being prepared. Once completed, the project's Mitigated Negative Declaration, which will include the results of the expanded Essential Fish Habitat study, will thereafter be finalized.

(2) Dan Blocker Beach-West Improvement Project

The project involves the development of an unimproved westerly portion of this beach site, all of which will be ADA-complaint and includes a small paved parking lot; ramp to the beach; bluff top trail; benches and picnic facilities with protective railings; new perimeter fencing; and bluff top and slope native planting, with minimal irrigation for erosion control.

Current Status: In its review of the County's \$203,500 offer for property purchase, the Adamson Company requested a copy of the County's property appraisal, which was provided on April 5, 2011. Work on the final project design continues to address the City of Malibu's comments on the project's Mitigated Negative Declaration and for issuance of the Coastal Development Permit.

(3) Beach Restroom Septic System Replacement Program

This program consists of the replacement of septic systems and leach fields at 16 County operated beach locations in the Topanga and Malibu area. Each project includes the removal of existing septic pumps and tanks and installation of an advanced treatment septic system, including pumps, tanks, telemetry monitoring system, filter pods, and leach field.

Current Status: On April 13, 2011, construction started at Point Dume restrooms #1, #2, and #3, with completion expected by May 27, 2011. The Zuma Maintenance Yard and Zuma restrooms are scheduled as follows:

September 2011 - Zuma Maintenance Yard and Zuma restrooms #2, #6; and #7
January 2012 - Zuma restrooms #8 and #9

(4) Venice Parking Lot Reconstruction

This project will reconstruct the parking lots at Rose Avenue and Washington Blvd.

Current Status: Reconstruction of half of the Rose Avenue parking lot has been completed and opened to the public; completion of the second half is expected by the end of May 2011, making the entire lot available for public use in the summer. The Washington Blvd. parking lot will begin construction after summer's end.

(5) Malibu Tank

This project has been revised to retain the Adamson swimming pool underground saltwater tank in place, filling it with a sand/cement mixture to prevent collapse into any future depressions and then covering it with sand. The concrete tank was uncovered during the storms of 2004-05.

Current Status: Resolution with the State Parks representative was just reached relative to leaving the tank safely in place and, thus, revised project specifications will now be developed.

(6) Redondo Beach Renourishment Project

This project will renourish the beach between the Topaz Groin and the Redondo Pier, with approximately 160,000 cubic yards of sand.

Current Status: Efforts continue to secure adequate funding to fully perform the Marina del Rey dredging project, the clean sediment of which will be barged to Redondo Beach for beach renourishment purposes.

SHK:ks