



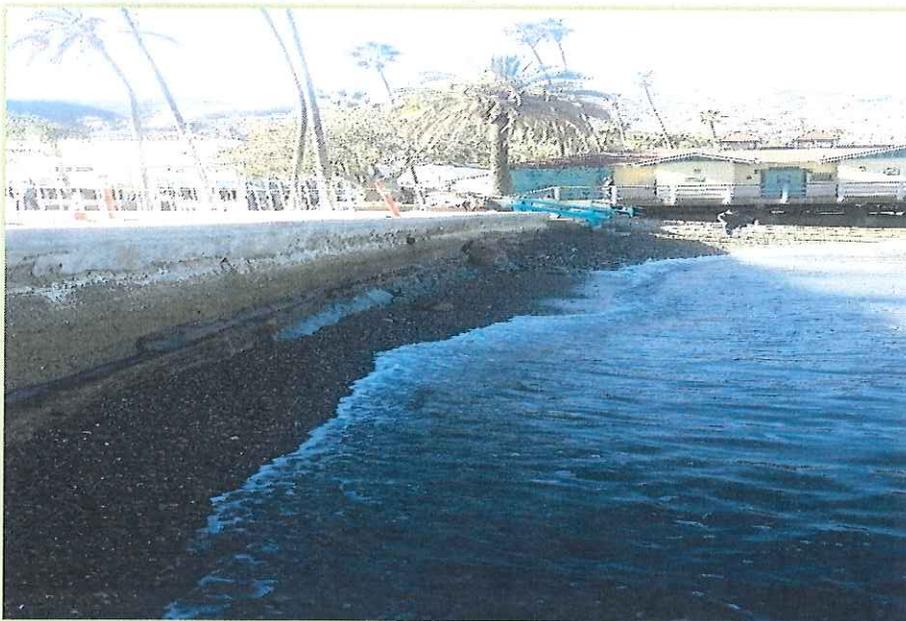
CITY OF AVALON

"Things may come to those who wait, but only the things left by those who hustle."
Abraham Lincoln

December 4, 2016

TO: Mayor Marshall and City Council Members
FROM: City Manager
SUBJECT: **MANAGEMENT UPDATE**

STORMS TELL A STORY



Avalon sea wall at South Beach

Storms are not new to Avalon and Santa Catalina Island residents. They occur periodically with varying degrees of impact. The most recent storms were strong but not record breaking and for that we are grateful.

City public works crews have spent many hours this last weekend cleaning up debris left by the storm.

As these photos show, the storm reveals that Avalon needs help to secure

funding to rebuild or replace an existing seawall over a portion of Avalon Bay to prevent continued erosion of the beach area and return to use this previous recreation venue for the community. In addition, as previously reported, the Avalon City Council has commissioned a study to determine the reason for the loss of sand from South Beach and determine how best to re-establish it there. While there are several ideas regarding why this change has occurred, the study will give us a scientific basis on which to make a determination. Contrary to local humorists and friends, former Harbor Master John Phelps did not steal the sand and hide it somewhere.



Steel grates at the Mole uplifted by the recent storm

Finally, work will soon begin to repair the existing sub-structure of the Mole in anticipation of the proposed reconstruction of entire terminal area. The City's transportation hub (i.e. the Cabrillo Mole) must be functional, accessible, attractive, and inviting facility that serves the Avalon community and the visitors who come to our Island.

All of this work and repair takes money, and City officials will continue to be seeking funding

from State and Federal sources to make the needed repairs.

MEETING WITH THE CALIFORNIA PUBLIC UTILITIES COMMISSION (CPUC)

The City Manager and City Attorney met with two key water division staff members of the California Public Utilities Commission on Friday December 2nd, in San Francisco at the CPUC Headquarters on Van Ness Avenue.

In a meeting that last over one hour, staff reviewed and discussed the following topics: (1) Background on the water system (2) City of Avalon water facts (3) Avalon water usage (4) Impact of the drought designation on locals and business owners and operators (5) City efforts to date to address the problem (6) City desire to solve the water problem and to work cooperatively with SCE (7) The importance of fresh water storage facilities (8) Regulatory help needed (9) Water tariff relief needed and (10) Immediate actions that can be taken by SCE to provide relief.

CPUC staff said that they will evaluate our presentation, meet with SCE staff, and agreed with our suggestion for them to host a joint meeting with all parties to discuss solutions in the near and long term.

GOAL SETTING AND PLANNING SESSION SCHEDULED

The Mayor and City Council members and staff are very interested in and concerned about the long-term welfare of the community and its ability to sustain itself and create opportunities for residents and business owners and operators to be successful. Success does not happen by accident. It occurs because of conscious and strategic steps taken by community leaders to achieve long-term success. Planning and goal setting mean nothing unless the goals are translated into specific steps taken consistently over time.

At the December 15, 2016 City Council goal-setting session, the City Council will hear reports about challenges and opportunities facing the people and stakeholders of Avalon, and then they will provide what direction they think is appropriate. Once the direction is provided on priority goals then the staff will come back to the City Council with a specific work plan for each goal. As most people know, if everything is important, nothing is important. Focus of City resources must be on those matters that urgently need to be resolved and accomplished.

Ultimately, the Avalon General Plan establishes long term land-use and growth goals for the City and is the constitution for land use development. All development within the City limits must, as a matter of State law, be consistent with the City's adopted General Plan.

MISSION STATEMENT

The following statements come from the City's adopted 2013 General Plan and set an over-arching mission for City government.

- *“Maintain a population size that is consistent with the natural resources, public services and other factors, while continuing to attract, accommodate and satisfy tourists upon which the local economy depends;*
- *Maintain and enhance Avalon's unique ecology and environmental features for the long-term enjoyment of residents and visitors;*
- *Exemplify environmental awareness and stewardship through use of new technologies, conduct practices that are energy efficient, reduce pollution and waste, conserve water, and protect the environment, natural features, and open spaces for the City and the island; and*
- *Provide services to all types of visitors and maintain the sense of place that is part of the draw for tourists and residents alike.”*

PROPOSED GOALS

Local elected leaders do not have the money, time, or personnel to undertake all things requested by City Departments so the need arises to establish priorities for those things that are most important and most critical even while continuing the efficient and effective delivery of services to the people of Avalon. Goal setting is not a static process and should be re-examined annually in advance of the budget process. Because one thing is a top priority does not mean that other things cannot be worked on.

Then following are ideas for action that are not necessarily in priority order:

1. **Pursue** the enactment of an annual Federal appropriation for City and Island infrastructure and preservation initiatives that would be known as the Avalon and Catalina Island Restoration and Preservation Act. Invite the new President of the United States and Congressional Leaders to the first Avalon and Catalina Island Summit to be held in 2017.

2. **Insist on an adequate fresh water supply** – The City’s top priority should be ensuring that Avalon has an adequate fresh water supply to serve residents, businesses, and the vacationers who visit here on a year-round basis. Building adequate fresh water storage produced from desalinization and new salt water wells should be the most critical item on the City agenda in the most cost-effective manner possible and minimizing the burden on City rate payers.

City policy makers and staff should continue to actively seek cooperation and support from SCE for City fresh water initiatives.

- a. Until such a source of water is available, pursue State government approval for private desalinization solutions.

3. **Change the water drought rules now** - City policy must be focused on seeking an immediate amendment to the existing CPUC tariff that places Avalon in an artificial drought condition when in fact SCE desalinization facilities can produce adequate fresh water daily to meet most needs.
4. **Cooperate with and urge SCE to provide immediate water regulatory relief for residents and businesses**
5. **Encourage and support seeking grant funds for a City and Island-wide ground water quality and capacity study.** How much fresh water is in the ground, how much non-potable water is in the ground, and what are the long-term impacts of pumping down this supply?
6. **Develop an effective plan and financing strategy** to encourage construction of affordable housing, including programs that promote home ownership for existing residents.
7. **Pursue development and use of recycled water** program and identify grant resources to achieve same.
8. **Proceed with work to strengthen and repair** the under-structure of the Cabrillo Mole and develop a plan to revitalize and reconstruct a new transportation center that is attractive, accessible to locals and visitors, and compatible to the unique architecture of Avalon.
9. **Improve City’s wastewater treatment plant and sewer collector system** and seek Federal and State grants to make needed improvements.
10. **Seek grants funds and implement plans** to construct a protective reinforced sea wall in Avalon Bay and a wall to protect travelers on Pebbly Beach Road.
11. **Develop and implement** an integrated transportation plan for Avalon that recognizes the importance of all modes of transportation in City and between the mainland and integrates them efficiently and effectively. Transportation options in Avalon are clearly different than those available on the mainland.
12. **Develop a business success strategy** that serves the interests of the people of Avalon first and encourages and supports the existing business community.
13. **Pursue grant funding** to create a green and sustainable community for Avalon including solar power.
14. **Place the City budget on an accrual basis** rather than a cash basis and determine as a

matter of policy what should be adequate reserves in the general fund and enterprise funds. Accrual method of accounting allows for better budgeting and planning because it looks at when liabilities are incurred and revenue earned and not when cash is paid

15. **Acquire ownership** of sufficient land for developing a community park and amenities like a recreation center, pool and dog park and examine opportunities for same on City-owned or managed lands.
16. **Develop a recreation and landscaping master plan and** implementation of a strategy with financing.
17. **Explore** acquisition of that portion of the fuel dock property not in City trusteeship for the State of California.
18. **Complete Local Coastal Plan Update** and pursue policies that create a sustainable and energy-efficient community.
19. **Reorganize** existing office space at City Hall to maximize efficiency.
20. **Develop** a succession plan for the City Organization that examines the entire organization.
21. **Develop** a comprehensive City safety plan and appoint a City safety coordinator from among existing staff.
22. **Modernize** the existing City maintenance yard facility.
23. **Secure and engage** the services of a grant advocate/lobbyist in Washington D.C. on a performance basis to seek and advocate for Federal funds for top City priorities.

AVALON MEMORIAL CEMETERY IMPROVEMENTS



Public works crews have now prepared the ground and seeded the Avalon Memorial Cemetery, and they are ensuring that this sacred site is properly maintained. City crews have taken great pride in restoring this site, and they are happy with the positive comments they and City leaders are receiving for the work done.

Respectfully submitted,

David M. Jinkens, M.P.A.