

**Quality and Productivity Commission
30th Annual Productivity and Quality Awards Program
"Heritage of Excellence"**

2016 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: MARINA DEL REY HISTORIC HARBOR TOURS

DATE OF IMPLEMENTATION/ADOPTION: 4/10/2015
(Must have been implemented at least one year - on or before July 1, 2015)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.


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As part of a year-long celebration of Marina del Rey's 50th birthday, the Department partnered with the Marina del Rey Historical Society (Historical Society), the Hornblower Cruises and Events boating charter operator (Hornblower), and dedicated community-based volunteers to develop and execute historical, on-the-water tours of the harbor. The high quality boat touring product developed through this collaboration provided an enjoyable, educational experience to members of the public and helped brand the recreational harbor as "LA's Marina." However, at more than \$17,000 a month, DBH could not continue to pay the cost of the tours when the Marina's year-long, 50th birthday celebration ended. Fortunately, Hornblower realized the value of the tour product and reinstated the tours this summer (2016) as a commercial venture, enabling visitors to the Marina to continue to enjoy the opportunity to get out on the water, learn about the history of Marina del Rey, and discover all that "LA's Marina" has to offer.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$204,000	\$0	\$0	\$ 204,000	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Beaches and Harbors 13837 Fiji Way Marina del Rey, CA 90292		TELEPHONE NUMBER (310) 577-5736
PROGRAM MANAGER'S NAME Carol Baker		TELEPHONE NUMBER (310) 305-9562 EMAIL cbaker@bh.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Nicolette Taylor SIGNATURE ON FILE	DATE 07/12/2016	TELEPHONE NUMBER (310) 577-5736 EMAIL ntaylor@bh.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Gary Jones 	DATE 07/12/2016	TELEPHONE NUMBER (310) 305-9522

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font.

CHALLENGE

Through the unique collaboration between the County, Historical Society, Hornblower and volunteers, the harbor tours were developed and first initiated as part of a three-day birthday celebration weekend in April 2015. They were extended through the summer of 2015, and, then, due to their immense popularity, were continued into the fall months of that year-long celebration, ultimately serving more than 9,000 people. Because DBH paid the cost of the tours with special funds allocated to celebrate the Marina's 50th birthday, Hornblower was able to charge members of the public only \$1 each for the on-the-water experience. However, at more than \$17,000 a month, DBH could not continue to subsidize the harbor tours after the year-long celebration ended. The program was suspended in early November.

SOLUTION

During the three-day birthday celebration on April 10-12, 2015, the 20-minute harbor tours were given by more than a dozen docents, mostly on pontoon boats provided by Hornblower. In providing the tours, docents used a script developed earlier by the Historical Society and DBH staff. Following that celebratory weekend, DBH staff worked with the docents and members of the Historical Society to modify the tour script in an effort to improve its quality and make the oral narrative more robust and appealing to general audiences seeking to learn about Marina del Rey's history, how the community has evolved, and what "LA's Marina" has to offer.

As summer commenced, the captains of Hornblower's *Cabaret* and *Marina Hornblower* cruising vessels used the modified script to begin providing 45-minute harbor tours on Fridays, Saturdays, and Sundays. Based on DBH staff observations of the first tours and feedback from the vessels' captains, DBH staff again worked with Historical Society members to further refine the tour script. These efforts ultimately resulted in a highly professional, informative, and entertaining narration of the scenic harbor tours offered Fridays through Sundays.

The numbers of weekend tour takers steadily increased to nearly 6,000 over 10 weeks during the summer, and public demand for the tours intensified, eventually prompting DBH to extend them through the fall. Over a subsequent nine-week period beginning in September, more than 3,000 additional individuals took the tours offered several times a day on Fridays, Saturdays, and Sundays. Passengers could view the Marina from inside the vessels' windowed-cabins or from the boats' top decks while listening to the captains' entertaining, live narration.

Fortunately, due to the high quality of the tour product developed through this unique partnership, Hornblower opted to resume these historical tours of Marina del Rey as a commercial venture during the summer of 2016.

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BENEFITS

The County will avoid cost in the amount of \$204,000 (\$17,000 x 12).

At a cost of \$12 per person, the harbor tour experience will remain an accessible value to many visitors to the Marina who might otherwise have no opportunity to get out on the water on a boat, which is generally a more costly experience. Moreover, Hornblower's resumption of the tours means members of the public may continue to learn about the unique history of the Marina and its current offerings, while also enjoying a look at marine animals such as the harbor's sea lion population and seabirds. They may also peruse and even purchase historical materials on Marina del Rey onboard Hornblower's tour vessels.

Ultimately, the Department's collaboration with both community stakeholders, the Historical Society and Hornblower provided a unique opportunity to develop, test, and launch an on-the-water tour product of such a high quality that the charter operator, recognizing its commercial value, now offers the tour as a staple in its summer recreational and leisure charter service offerings. Residents from throughout LA County now have a new, exciting, and low-cost recreational opportunity to enhance their quality of life on the waters of Marina del Rey, "LA's Marina."

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font

This project is consistent with the County's Strategic Plan Goal of Operational Effectiveness/Fiscal Sustainability (Goal 1); by planning and executing historical, on-the-water tours of the Marina del Rey harbor, DBH not only helped provide more than 12,000 visitors with an enriching educational and recreational experience, but also worked with stakeholders to provide a tour product of such high value that it ultimately was appropriated by a private boat charter operator as a commercial venture, enabling the popular service to continue without the Department having to subsidize it. The County Strategic Plan Goal of Community Support and Responsiveness (Goal 2) was also advanced with the Department's successful collaboration with key community stakeholders in the planning and execution of the popular historical harbor tours.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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