

STRATEGIC MANAGEMENT SERVICES

Role

The Department develops, oversees and manages the Port's strategic management programs and project management for the design and development of strategic Port-wide programs that are required to support the Port's objectives.

Strategic Management Services currently has seventeen permanent budgeted positions. Department employees serve as internal consultants and oversee the following programs:

Strategic Planning

The Department facilitates and oversees the COMPASS strategic planning processes. Included in this role are updates to the plan, implementation planning and monitoring of COMPASS. Other activities related to strategic management are program management of quality initiatives, such as process improvement, the Port's Balanced Scorecard, project management and other District-wide initiatives.

Business Systems Center (BSC)

The Business Systems Center was created April 2005 to achieve the following:

- Combined Business knowledge support and technical support in one team
- Overall ownership of SAP support that is clearly defined in one unit
- Identification of SAP as a key strategic objective in order to optimize the organization's investment
- Retention of overall management of SAP by the organization
- End-to-end support and development capabilities
- Industry 'best practice' for management of enterprise-wide resource programs

Mission Statement

To partner in customer-focused and innovative initiatives that enable business strategy, continuously improve management systems and maximize positive relationships with the San Diego community.

Vision Statement

Catalyst for Performance Excellence!

Current Services

To achieve this Mission/Vision we will continue to offer these Current Services:

- Coordination and facilitation of COMPASS strategic and business planning activities
- Implementation of a District-wide performance management system
- Manage the Port-level Balanced ScoreCard
- Development of programs for strategic initiatives
- Coordination and implementation of internal and external customer surveys
- Development, configuration and support of SAP
- Coordination of Business Process Improvement methodology and initiatives
- Coordination of SAP training program

Objectives

- Reinforce organizational excellence
- Create and sustain positive relationships with stakeholders and the community at large
- Serve as internal consultants to continuously evaluate and improve business systems and processes that integrate into how the Port does business
- Provide, develop and maintain accurate, reliable and secure systems and information
- Deliver customer-focused services in an effective, timely and courteous manner
- Proactively budget to meet short- and long-term needs of the Department
- Control costs
- Recruit and retain a highly skilled, diverse workforce
- Retain the intellectual assets and corporate knowledge of the Port
- Continue to develop and maintain a constructive culture

Strategic Management Services

SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Personnel Expense	\$ 1,946,071	\$ 1,736,600	\$ 1,901,100	\$ 164,500	9.5%
Non-Personnel Expense	533,374	464,400	582,000	117,600	25.3%
Total Direct Expense	\$ 2,479,444	\$ 2,201,000	\$ 2,483,100	\$ 282,100	12.8%
Less: Capitalized Expense	(2,856)	-	(450,000)	(450,000)	-
Equipment Outlay	45,316	-	-	-	-
TOTAL DEPARTMENTAL EXPENSE	\$ 2,521,904	\$ 2,201,000	\$ 2,033,100	\$ (167,900)	-7.6%

PERSONNEL EXPENSE

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Salaries and Wages	\$ 1,308,001	\$ 1,215,500	\$ 1,342,200	\$ 126,700	10.4%
Overtime	1,067	500	500	-	0.0%
Burden	629,656	518,600	556,400	37,800	7.3%
Temporary Personnel	7,347	2,000	2,000	-	0.0%
TOTAL PERSONNEL EXPENSE	\$ 1,946,071	\$ 1,736,600	\$ 1,901,100	\$ 164,500	9.5%

Strategic Management Services

POSITION SUMMARY

Add: 1 Management Analyst

Replace: 1 Budget Administrator with 1 Business Intelligence Supervisor
 2 Applications Developers with 2 Senior Applications Developers
 3 Business System Analysts with 3 Senior Business Systems Analysts

POSITION TITLE	AMENDED BUDGET FY 07/08	BUDGET FY 08/09
Applications Developer	3	1
Budget Administrator	1	0
Business Intelligence Supervisor	0	1
Business Systems Analyst	5	2
Business Systems Supervisor	2	2
Director, Strategic Management Services	1	1
Executive Assistant I (Classified)	1	1
Management Analyst	0	1
Manager, Business Systems	1	1
Program Manager	2	2
Senior Applications Developer	0	2
Senior Business Systems Analyst	0	3
TOTAL	16	17

Strategic Management Services

NON-PERSONNEL EXPENSE DETAILS

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Books & Periodicals	2,178	2,200	2,500	300	13.6%
Employee Recognition	83	500	500	-	0.0%
Memberships & Dues	3,615	2,900	3,500	600	20.7%
Seminars & Training	16,921	39,100	39,100	-	0.0%
STAFF DEVELOPMENT	\$ 22,796	\$ 44,700	\$ 45,600	\$ 900	2.0%
Mileage Reimbursement	4,904	5,100	5,100	-	0.0%
Travel	16,708	16,400	16,400	-	0.0%
TRAVEL	\$ 21,612	\$ 21,500	\$ 21,500	\$ -	0.0%
Services - Professional & Other	282,900	194,500	300,000	105,500	54.2%
CONTRACTUAL SERVICES	\$ 282,900	\$ 194,500	\$ 300,000	\$ 105,500	54.2%
Equipment & Systems	7,889	21,600	24,800	3,200	14.8%
Equipment Rental/Leasing	84	500	500	-	0.0%
Office & Operating Supplies	6,442	6,000	4,500	(1,500)	-25.0%
Postage & Shipping	467	100	200	100	100.0%
SUPPLIES & EQUIPMENT	\$ 14,882	\$ 28,200	\$ 30,000	\$ 1,800	6.4%
Space Rental	41,118	-	-	-	-
Telephone & Communications	5,664	5,300	5,800	500	9.4%
FACILITIES EXPENSE	\$ 46,782	\$ 5,300	\$ 5,800	\$ 500	9.4%
Equipment Maintenance-Supplies	-	500	500	-	0.0%
Equipment Maintenance-Outside Services	807	500	500	-	0.0%
Software Maintenance	136,947	162,700	176,700	14,000	8.6%
MAINTENANCE & REPAIRS	\$ 137,753	\$ 163,700	\$ 177,700	\$ 14,000	8.6%
Advertising	5,208	6,000	-	(6,000)	-100.0%
Promotional Services	115	-	400	400	-
Promotional Materials	1,324	500	1,000	500	100.0%
COMMUNITY & ENVIRONMENTAL	\$ 6,648	\$ 6,500	\$ 1,400	\$ (5,100)	-78.5%
TOTAL NON PERSONNEL EXPENSE	\$ 533,374	\$ 464,400	\$ 582,000	\$ 117,600	25.3%

Note:

Services - Professional & Other will increase by \$105,500 due to new professional service contracts for technical support in security and applications administration.

**Strategic Management Services
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED		
					dollars	pct	
600110 Overtime							
MISCELLANEOUS		\$ 500		\$ 500			
Total:	\$ 1,067	\$ 500	\$ 500	\$ 500	\$ -	0%	
600120 Temporary Personnel							
MISCELLANEOUS		\$ 2,000		\$ 2,000			
Total:	\$ 7,347	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0%	
SUBTOTAL: OVERTIME & TEMPS	\$ 8,414	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0%	
610110 Books & Periodicals							
MISCELLANEOUS		\$ 2,200		\$ 2,500			
Total:	\$ 2,178	\$ 2,200	\$ 2,200	\$ 2,500	\$ 300	14%	
610115 Employee Recognition							
MISCELLANEOUS		\$ 500		\$ 500			
Total:	\$ 83	\$ 500	\$ 500	\$ 500	\$ -	0%	
610120 Memberships & Dues							
MISCELLANEOUS		\$ 2,900		\$ 3,500			
Total:	\$ 3,615	\$ 2,900	\$ 2,900	\$ 3,500	\$ 600	21%	
610140 Seminars & Training							
MISCELLANEOUS		\$ 39,100		\$ 39,100			
Total:	\$ 16,921	\$ 39,100	\$ 39,100	\$ 39,100	\$ -	0%	
615100 Mileage Reimbursement							
DIRECTOR'S CAR ALLOWANCE		\$ 4,800		\$ 4,800			
MILEAGE REIMBURSEMENT		200		200			
MISCELLANEOUS PARKING & FEES		100		100			
Total:	\$ 4,904	\$ 5,100	\$ 5,100	\$ 5,100	\$ -	0%	
615110 Travel							
MISCELLANEOUS		\$ 16,400		\$ 16,400			
Total:	\$ 16,708	\$ 16,400	\$ 16,400	\$ 16,400	\$ -	0%	
620100 Services - Professional & Other							
CRM SERVICES		\$ -		\$ 40,000			
EA		-		75,000			
FUJITSU		-		50,000			
MISCELLANEOUS SERVICES		5,000		-			
PERFORMANCE MANAGEMENT		4,500		10,000			
REMOTE SUPPORT		-		75,000			
SAP PROFESSIONAL SERVICES		175,000		-			
SECURITY MANAGEMENT		-		15,000			
SECURITY WEAVER		-		25,000			
STRATEGIC PLANNING		10,000		10,000			
Total:	\$ 282,900	\$ 194,500	\$ 194,500	\$ 300,000	\$ 105,500	54%	

**Strategic Management Services
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED	
					dollars	pct
630110 Equipment & Systems NEW COMPUTERS OLDER THAN 3 YEA SAP LICENSES		1,600 20,000		4,800 20,000		
Total:	\$ 7,889	\$ 21,600	\$ 21,600	\$ 24,800	\$ 3,200	15%
630120 Equipment Rental/Leasing MISCELLANEOUS		\$ 500		\$ 500		
Total:	\$ 84	\$ 500	\$ 500	\$ 500	\$ -	0%
630130 Office & Operating Supplies MISCELLANEOUS		\$ 6,000		\$ 4,500		
Total:	\$ 6,442	\$ 6,000	\$ 6,000	\$ 4,500	\$ (1,500)	-25%
630140 Postage & Shipping MISCELLANEOUS		\$ 100		\$ 200		
Total:	\$ 467	\$ 100	\$ 100	\$ 200	\$ 100	100%
640100 Space Rental						
Total:	\$ 41,118	\$ -	\$ -	\$ -	\$ -	N/A
640110 Telephone & Communications CELLULAR TELEPHONE GENERAL TELEPHONE PAGERS MISCELLANEOUS		\$ 1,200 3,900 200 -		\$ - - - 5,800		
Total:	\$ 5,664	\$ 5,300	\$ 5,300	\$ 5,800	\$ 500	9%
650120 Equipment Maintenance-Supplies MISCELLANEOUS		\$ 500		\$ 500		
Total:	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0%
650130 Equipment Maintenance-Outside Services MISCELLANEOUS		\$ 500		\$ 500		
Total:	\$ 807	\$ 500	\$ 500	\$ 500	\$ -	0%
650140 Software Maintenance SAP ANNUAL MAINTENANCE SAP FAX (MESSAGE MANAGER) SAP OSS/REMOTE SAP PLANT MAINTENANCE LICENSES SECURITY WEAVER SYS DEVEL BSI TAX FACTORY SYSTEM SUP DOCUSOLUTION		105,900 2,500 2,200 8,700 - 4,900 38,500		110,200 2,700 2,200 - 17,000 4,900 39,700		
Total:	\$ 136,947	\$ 162,700	\$ 162,700	\$ 176,700	\$ 14,000	9%

Strategic Management Services
EXPENSE BUDGET BREAKDOWN

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED	
					dollars	pct
660100 Advertising						
YELLOW/WHITE PAGE ADVERTISING		\$ 6,000		\$ -		
Total:	\$ 5,208	\$ 6,000	\$ 6,000	\$ -	\$ (6,000)	-100%
660110 Promotional Services						
MISCELLANEOUS		\$ -		\$ 400		
Total:	\$ 115	\$ -	\$ -	\$ 400	\$ 400	N/A
660120 Promotional Materials						
MISCELLANEOUS		\$ 500		\$ 1,000		
Total:	\$ 1,324	\$ 500	\$ 500	\$ 1,000	\$ 500	100%
SUBTOTAL: NON-PERSONNEL EXPENSE	\$ 533,374	\$ 464,400	\$ 464,400	\$ 582,000	\$ 117,600	25%
GRAND TOTAL:	\$ 541,788	\$ 466,900	\$ 466,900	\$ 584,500	\$ 117,600	25%

THIS PAGE INTENTIONALLY LEFT BLANK
