



SAN DIEGO UNIFIED PORT DISTRICT BOARD OF PORT COMMISSIONERS SPECIAL MEETING AGENDA

November 2, 2011

9:30 a.m.

Dempsey Holder Safety Center
950 Ocean Lane
Imperial Beach, California

PLEASE COMPLETE A "REQUEST TO SPEAK" FORM PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE DISTRICT CLERK.

Agendas are available in alternative formats upon request. If you require assistance or auxiliary aids in order to participate at public meetings, please contact Office of the District Clerk at publicrecords@portofsandiego.org or (619) 686-6206 within 24 hours of the meeting.

1. Roll Call
2. Public Communications (3 minutes each). No actions may be taken on these items.
3. Strategic Planning Workshop

Directions from I - 5 South:

- Take exit 5A for CA 75 N/Palm Ave
- Turn left onto Palm Avenue
- Turn left onto Seacoast Drive
- Parking will be available at the corner of Elkwood Avenue and Seacoast Drive (approximately 1 1/2 block south of the Dempsey Holder Safety Center).
- Street parking is also available in the area.

SAN DIEGO UNIFIED PORT DISTRICT
MEMORANDUM

AGENDA RELATED

Date: October 28, 2011
To: Board of Port Commissioners
From: Brandy D. Christian
Vice President, Strategy & Business Development
bchristi@portofsandiego.org
Subject: Update on COMPASS Strategic Plan Renewal and Board Strategic Planning Workshop

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The purpose of this memo is to provide the Board with progress and next steps on the COMPASS strategic planning process performed by the Board's Strategic Planning Ad Hoc Committee and staff.

Since the last update at the end of July, the Ad Hoc Committee held three additional meetings to review stakeholder feedback and created a draft plan (Attachment A) containing a mission and vision statement, values, goals and strategies. In between the Committee meetings, the Port Senior Team staff gave feedback during each stage of development. Key activities during the planning process included stakeholder feedback sessions held with staff from other public agencies, Port Tenants, employees and the public at the Port Pavilion and Pier 32 in the South Bay. This information served as critical information in the Ad Hoc Committee's and senior staff strategy discussions throughout the planning process (Attachment B).

On November 2, 2011, we will be conducting a Board Strategic Planning Workshop at the Dempsey Holder Safety Center in Imperial Beach. The primary purpose of the workshop is to formulate a draft strategic plan for the Board to adopt at a future Board meeting. The strategic planning process and the strategic plan focus is on confirming the Port's mission, vision, values, goals and strategies (Attachment C). The strategic plan does not include the identification of the individual projects or programs that will be created to implement the strategies, or the resource allocation, which will be performed by staff during the development of annual plans, capital improvement plan, and budget process.

The Board's Strategic Planning Workshop will allow time for the full Board to review and discuss the draft strategic plan. The strategic plan will not be approved at the workshop. Staff intends to bring the final COMPASS Strategic Plan to the December 13, 2011 Board meeting. Should you have any questions or comments in preparation for the workshop, please contact me at (619) 725-6029.

Attachments

Vision:

To Foster a World Class Port through Excellence in Public Service

Mission:

The San Diego Unified Port District will protect the Tidelands Trust resources by providing economic vitality and community benefit to the region and the people of California through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship, and public safety.

Draft Strategic Goals and Strategies 2011

(Note: The goals are not in any order, the numbers are for referencing only and do not indicate priority.)

1. **Goal:** A Port that the public understands and trusts

Strategies:

- 1.1 Solicit feedback from stakeholders and respond to input
- 1.2 Increase understanding of the Port's mission, identity, social and economic impact
- 1.3 Maximize technology to provide the public access to information
- 1.4 Foster an environment of employee charitable giving and volunteerism
- 1.5 Develop a legislative agenda that furthers the Port's policies and initiatives
- 1.6 Demonstrate fair and consistent decision-making processes

2. **Goal:** A thriving and modern maritime seaport

Strategies:

- 2.1 Advocate for a national system of ports
- 2.2 Upgrade infrastructure, equipment and facilities for a safe working port
- 2.3 Practice environmentally smart and efficient goods movement
- 2.4 Increase export and import potential through the identification of key target markets to maintain, grow and capture new business
- 2.5 Become an integral link in the maritime supply chain
- 2.6 Support the growth and retention of shipbuilding and repair
- 2.7 Develop maritime-related industry niche businesses and services
- 2.8 Pursue and acquire funding for infrastructure projects

3. **Goal:** A vibrant waterfront destination where residents and visitors converge

Strategies:

- 3.1 Market and improve the Port's cruise industry offerings
- 3.2 Market Port Tidelands as a tourism destination
- 3.3 Promote Port's tourism and business offerings with measurable initiatives
- 3.4 Energize the waterfront with development of new and dynamic attractions and events
- 3.5 Increase and promote safe waterside activities and recreational boating events
- 3.6 Integrate tourist development and programming with travel and tourism organizations and destinations

- 3.7 Analyze and implement best business practices to manage special event venues and parks
- 3.8 Utilize Port public art to bring people to the waterfront
- 3.9 Engage and market the Bay's natural ecotourism offerings

4. Goal: A healthy and sustainable bay and its environment

Strategies:

- 4.1 Continue and promote Green Port programs, including water and energy conservation and recycling programs for Port facilities
- 4.2 Pursue grants, government funding and partnering with business to implement and maintain sustainable, green practices
- 4.3 Ensure compliance with environmental regulations for Port tenants and Port-sponsored activities
- 4.4 Develop long-term planning documents in a manner that prepares for sea level rise
- 4.5 Preserve and promote habitat restoration, indigenous wildlife and prevention of invasive species
- 4.6 Create public programs that educate and enlighten on the Port environment, including environmental education for students
- 4.7 Collaborate with partners in adjacent communities to foster a healthy environment

5. Goal: A comprehensive vision for Port land and water uses integrated to regional plans

Strategies:

- 5.1 Define planning vision to create consistent planning goals and strategies for all Port communities, including overlays for public access
- 5.2 Update the Port Master Plan to review adjacent uses and integrate regional and land use transportation and infrastructure plans
- 5.3 Incorporate sea level rise and other environmental concerns into a plan
- 5.4 Advocate for regional transportation infrastructure for effective goods movement

6. Goal: A safe place to visit, work and play

Strategies:

- 6.1 Maximize regional resources through public safety agency(ies) partnerships
- 6.2 Leverage inter-operability, knowledge and grant funding
- 6.3 Obtain external grant and government funding
- 6.4 Dedicate resources to prevent, detect, prepare, respond and recover from natural or manmade disasters
- 6.5 Execute on a well-coordinated infrastructure maintenance program
- 6.6 Establish and maintain a culture of safety
- 6.7 Visible police presence on land and water to provide a safe and secure environment
- 6.8 Utilize technologies to improve Port safety and security operations

7. Goal: An innovative and motivated workforce

Strategies:

- 7.1 Invest in professional development and training
- 7.2 Implement leading edge practices and technology for effective delivery of valued services
- 7.3 Foster a culture of innovation
- 7.4 Improve internal communications through systematic processes and teamwork
- 7.5 Build a competitive compensation and benefit structure for retention and recruitment
- 7.6 Ensure succession planning to support long term sustainability of the Port

8. Goal: A financially sustainable Port that drives job creation and regional economic vitality

Strategies:

- 8.1 Generate revenues
- 8.2 Support rational regulatory requirements
- 8.3 Facilitate the strategic development and re-development of Port properties
- 8.4 Pursue new investment capital for project funding
- 8.5 Develop and maintain infrastructure for expansion of business activities
- 8.6 Develop the Port into an attractive place for business and community
- 8.7 Maximize external funding for Port projects and programs
- 8.8 Ensure cost containment
- 8.9 Partner with outside governmental agencies
- 8.10 Implement decision making that anticipates long term global opportunities and threats

Proposed Additional Values:

- Transparency** *Transparency is a commitment to our partners, stakeholders and the community to enhance openness, public participation, and access to information, outreach and collaboration. Transparency promotes accountability, increasing public trust, and makes a more efficient, effective and public focused organization.*
- Innovation** *Innovation is creative thinking and continually improving performance. We stress quality, productivity, growth and best practices and measurement. We strive to be the best in our public service.*
- Inclusiveness** *Inclusiveness is a sense of belonging and feeling respected. It is being valued for who you are and that you are essential to the success of the organization. You feel a level of support and commitment from others so that you can do your best work. (Replaces Diversity)*
- Commitment** *Commitment is honoring our agreements to our stakeholders, the community and each other. We accept personal responsibility to meet commitments, be transparent and hold ourselves accountable.*

Current Values:

- Courage** Courage is setting aside fears and standing by personal principles; facing challenges with fortitude; taking intellectual risks; extending beyond personal comfort zones to achieve goals; persevering in the face of adversity; and taking responsibility for actions. (Part of courage is the willingness to innovate and fail)
- Fairness** Fairness is behaving in an objective and consistent manner. Fairness is listening to and respecting the opinions, values and interests of others. (Fairness is a reason for transparency)
- Fun** Fun is creating an environment where employees can enjoy spontaneity, levity and productivity. Fun is celebrating successes and accomplishments with your colleagues.
- Integrity** Integrity is consistently honoring agreements and acting truthfully, honestly and ethically. It is the commitment to our set of shared core values applied equally to all.
- Teamwork** Teamwork is promoting and practicing collective cooperation. It involves open communication, respect, trust and the commitment to common goals. An effective team shares the workload, credit and consequences of its actions.
- Diversity** **(Suggest replacing with Inclusiveness.)** Diversity is respecting and appreciating the differences of individuals, and acting inclusively without prejudice or bias. It promotes a diverse workforce and encourages the widest range of ideas and perspectives.

Strategic Planning Process & Timeline

Date	Activity
May 20	Ad Hoc Board Advisory Committee: <ul style="list-style-type: none"> • Overview of planning components • Overview of data and information • Discussion of Stakeholder Outreach Approaches
July 27	Survey Senior Team for input to the Committee
July 29	Survey Employees
Aug 4	Ad Hoc Board Advisory Committee: <ul style="list-style-type: none"> • Review Strategic Intelligence – SKEPTIC, SWOT, Key Assumptions, Board input (via survey) • Review Mission (our core purpose), Vision (what we want to be), Values (the way we behave) • Identify critical Key Success Factors • Draft Strategic Goals
Aug 12 & 26	Sr. Team Meeting: <ul style="list-style-type: none"> • Review output from Committee • Make recommendations and give input on measurable objectives and strategies that support the proposed goals
Aug 15	Regional Public Agency Roundtable Forum on August 15 at the Port Administration Building
Aug 16	2011 Port Strategic Planning Forum event at the Port Pavilion
Aug 24	San Diego Port Tenants Association Quarterly Roundtable on August 24 – Port Tenant input to strategic planning
Sept 6	Ad Hoc Board Advisory Committee: <ul style="list-style-type: none"> • Review any new intelligence (stakeholder input) • Identify / Review draft Measurable Objectives • Identify / Review Strategic Issues related to each goal • Identify / Review suggested Strategies to reach goals and address issues • Develop content and agenda for Board Workshop
Sept 23	Sr. Team Meeting: <ul style="list-style-type: none"> • Reviews and provides input to committee's recommendations
Sept 26	South Bay Stakeholder Event at Pier 32
Oct 1 - 31	Staff works with Steve A. to finalize Board workshop agenda. Approval of agenda and content from Ad Hoc Committee via e-mail or briefings
Oct 20, 25, 28	Board Briefings on Strategic Planning Process
Oct 26	Ad Hoc Board Advisory Committee: Dry run of workshop
Nov 2	Board Workshop: <ul style="list-style-type: none"> • Entire Board reviews, changes and creates draft Strategic Plan to be approved at Nov. Board meeting
Nov 7	Ad Hoc Board Advisory Committee: <ul style="list-style-type: none"> • Prepare draft Strategic Plan for Board Adoption
Nov 16	Sir Team Meeting: <ul style="list-style-type: none"> • Review and input to draft Strategic Plan for Board Adoption

Date	Activity
Dec 14	Board Meeting: <ul style="list-style-type: none"><li data-bbox="250 212 776 243">• Board approves the Strategic Plan
Ongoing	Continue regular outreach to stakeholders for input to strategies

Strategic Planning Components

Vision – Ideal state the Port is striving to achieve and the ideal state that the Port sees for society.

Mission – The term “mission” refers to the overall function of an organization. The mission answers the questions, “What is this organization attempting to accomplish?”.

Values – Principles, which can be described as actions that guide behaviors and decision making.

Goals - General statements about what needs to be accomplished to meet the mission and address major issues facing the organization.

Strategies – Strategies are short statements of direction that have an associated set of projects. They consist of systematic plan(s) of action that are taken in order to achieve a goal(s). They are dynamic and may need to be modified based on new knowledge or changing circumstances.

