



(1)

BPC Policy No. 080

SUBJECT: UNPLANNED WORK CONSIDERATION

PURPOSE: To standardize the process for evaluating unplanned work

POLICY STATEMENT:

The San Diego Unified Port District (District) receives requests, ideas and recommendations for unplanned work periodically from stakeholders, staff, individual Board members, Advisory Committees and others. Unplanned work is defined as work that is outside of the annual budgeting process.

In view of the:

- 1) District's adoption of the five-year strategic plan,
 - 2) District priorities as adopted by the Board,
 - 3) Annual budget adopted by the Board, and
 - 4) Importance of allocating resources most effectively to achieve District priorities,
- the Board of Port Commissioners recognizes the need for a process to consider how these requests, ideas and recommendations for unplanned work will be systematically addressed in a timely, objective, fair, transparent and consistent manner.

The District, under the discretion of the Executive Director, shall promulgate and revise as necessary, Administrative Procedure 106-117, Unplanned Work Consideration, which describes the practices and procedures to be used in considering unplanned work.

The goal of this policy is to ensure that the District's limited resources are optimally allocated to meet the Board's highest priorities in compliance with regulations and the Port Act.

San Diego Unified Port District
Document No. 59784
Filed JAN 16 2013
Office of the District Clerk

(2)

**REFERENCE
COPY**

RESOLUTION 2012-165

59784

**RESOLUTION ADOPTING BOARD POLICY 080,
UNPLANNED WORK CONSIDERATION**

WHEREAS, the San Diego Unified Port District (District) is a public corporation created by the legislature in 1962 pursuant to the Harbors and Navigation Code Appendix 1 (Port Act); and

WHEREAS, Section 21 of the Port Act authorizes the Board of Port Commissioners (Board) to pass all necessary ordinances and resolutions for the regulation of the District; and

WHEREAS, at its February 2, 2012 Board retreat, the Executive Director raised concerns about aligning District resources with the Board's strategic goals and objectives causing the Board to ask staff to return to the Board at a later date to address the issues raised; and

WHEREAS, a special Board meeting was held in a workshop forum on May 8, 2012 where the Board discussed the District's work plan versus the resources available to perform the work, where unplanned/planned work comes from and how it gets added to the plan, potential solutions to bring the work plan into alignment with resources under the assumption that no additional costs or full-time equivalents (FTEs) would be added and that staff would continue to perform at an exemplary level, and creating a "checks and balances" process to keep the work plan focused on Board priorities while minimizing interferences and optimizing opportunities; and

WHEREAS, from this workshop discussion the District's Executive Leadership Group working with managers and staff began a series of meeting which resulted in the assessment of the organizational capacity, identification of optimal workforce contingency, preparation of a comprehensive annual staff working plan for Fiscal Year 2013, streamlining Board committee work, and developing an optimal Board governance and organizational management system (system); and

WHEREAS, the system developed for optimal Board governance includes multiple components that work together to manage the work through detailed analysis and consideration of any new work that may replace or affect the policy or priorities outlined by the Board in the annual budget which include adopting Board Policy 080, which is supported by Administrative Procedure No. 106-117, which provides a detailed description of the process the District will use to consider unplanned work as it emerges each budget year; and

WHEREAS, adopting Board Policy 080 also provides the Executive Director discretion to implement and maintain a system for effective organizational management.

NOW, THEREFORE, BE IT RESOLVED by the Board of Port Commissioners of the San Diego Unified Port District, that Board of Port Commissioners Policy No. 080, Unplanned Work Consideration, is hereby adopted, and a copy of same is on file in the office of the District Clerk.

PASSED AND ADOPTED by the Board of Port Commissioners of the San Diego Unified Port District, this 13th day of November, 2012, by the following vote:

AYES: Burdick, Malcolm, Moore, Nelson, Smith, Valderrama

NAYS: None.

EXCUSED: Peters.

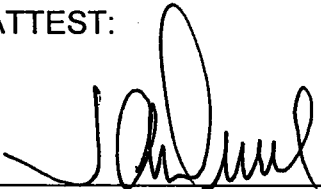
ABSENT: None.

ABSTAIN: None.



Louis M. Smith, Chairman
Board of Port Commissioners

ATTEST:



Timothy A. Deuel
District Clerk

(Seal)

(12)

AGENDA ITEM 24

SAN DIEGO UNIFIED PORT DISTRICT

**REFERENCE
COPY**

DATE: November 13, 2012

59784

**SUBJECT: RESOLUTION ADOPTING BPC POLICY NO. 080, UNPLANNED WORK
CONSIDERATION**

EXECUTIVE SUMMARY:

Staff recommends that the Board of Port Commissioners adopt BPC Policy No. 080, Unplanned Work Consideration (Attachment A). This policy provides discretion to the Executive Director to promulgate and revise as necessary, an administrative procedure for a process for consideration of unplanned work without subsequent Board approval.

RECOMMENDATION:

Adopt a Resolution adopting Board Policy 080, Unplanned Work Consideration.

FISCAL IMPACT:

This agenda item has no fiscal impact.

COMPASS STRATEGIC GOALS:

The officers and other members of the Board of Port Commissioners are responsible for making policy decisions that assist the San Diego Unified Port District (District) in accomplishing all of its Strategic Goals.

This agenda item supports the following Strategic Goal(s).

- A Port that the public understands and trusts.
- A thriving and modern maritime seaport.
- A vibrant waterfront destination where residents and visitors converge.
- A Port with a healthy and sustainable bay and its environment.
- A Port with a comprehensive vision for Port land and water uses integrated to regional plans.
- A Port that is a safe place to visit, work and play.
- A Port with an innovative and motivated workforce.
- A financially sustainable Port that drives job creation and regional economic vitality.

ACTION TAKEN: 11-13-2012 - Resolution 2012-165

DISCUSSION:

At the February 2, 2012 Board retreat, the Executive Director raised the issue of aligning District resources with the Board's strategic goals and objectives. The Board asked staff to return to the Board at a later date to address the issue. A special board meeting was held in a workshop forum on May 8, 2012 and the following items were discussed:

- District's work plan versus the resources available to achieve the work;
- Where unplanned/planned work comes from and how it gets added to the plan;
- Solutions to bring the work plan into alignment with resources under the assumption that no additional costs or full-time equivalents (FTEs) would be added and that staff would continue to perform at an exemplary level; and
- Create a "checks and balances" process to keep the work plan focused on Board priorities while minimizing interferences and optimizing opportunities.

From this workshop discussion the Executive Leadership Group, working with Managers and other District staff, began a series of meetings which resulted in the following actions:

- Assessment of the organizational capacity.
- Identification of optimal workforce contingency.
- Preparation of a comprehensive annual staff working plan for FY13.
- Streamlining of the Board Advisory Committee work.
- Development of an Optimal Board governance and organizational management system (system).

The system developed for optimal Board governance includes multiple components that work together to manage the work through detailed analysis and consideration of any new work that may replace or affect the policy or priorities outlined by the Board in the annual budget. The components include adoption of BPC Policy No. 080, which is supported by Administrative Procedure No. 106-117. This administrative procedure gives detailed description of the process we will use to consider unplanned work as it emerges each budget year.

Adoption of BPC Policy No. 080 provides discretion for the Executive Director to implement and maintain a system for effective organizational management.

Port Attorney's Comments:

The Port Attorney's Office has reviewed the issues set forth in this agenda sheet and there are no legal concerns as presented. The Board may analyze the issues presented and take appropriate action.

Environmental Review:

The proposed Board action does not constitute a "project" under the definition set forth in California Environmental Quality Act (CEQA) Guidelines Section 15378 and is therefore not subject to CEQA.

Equal Opportunity Program:

Not applicable.

PREPARED BY: Karen G. Porteous
Executive Vice President, Administration

Attachment(s):
Attachment A: Draft BPC Policy No. 080



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In view of the:

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 - 2) District priorities as adopted by the Board,
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 - 4) Importance of allocating resources most effectively to achieve District priorities,
- the Board of Port Commissioners recognizes the need for a process to consider how these requests, ideas and recommendations for unplanned work will be systematically addressed in a timely, objective, fair, transparent and consistent manner.

The District, under the discretion of the Executive Director, shall promulgate and revise as necessary, Administrative Procedure 106-117, Unplanned Work Consideration, which describes the practices and procedures to be used in considering unplanned work.

The goal of this policy is to ensure that the District's limited resources are optimally allocated to meet the Board's highest priorities in compliance with regulations and the Port Act.

RESOLUTION _____

**RESOLUTION ADOPTING BOARD POLICY 080,
UNPLANNED WORK CONSIDERATION**

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WHEREAS, Section 21 of the Port Act authorizes the Board of Port Commissioners (Board) to pass all necessary ordinances and resolutions for the regulation of the District; and

WHEREAS, at its February 2, 2012 Board retreat, the Executive Director raised concerns about aligning District resources with the Board's strategic goals and objectives causing the Board to ask staff to return to the Board at a later date to address the issues raised; and

WHEREAS, a special Board meeting was held in a workshop forum on May 8, 2012 where the Board discussed the District's work plan versus the resources available to perform the work, where unplanned/planned work comes from and how it gets added to the plan, potential solutions to bring the work plan into alignment with resources under the assumption that no additional costs or full-time equivalents (FTEs) would be added and that staff would continue to perform at an exemplary level, and creating a "checks and balances" process to keep the work plan focused on Board priorities while minimizing interferences and optimizing opportunities; and

WHEREAS, from this workshop discussion the District's Executive Leadership Group working with managers and staff began a series of meeting which resulted in the assessment of the organizational capacity, identification of optimal workforce contingency, preparation of a comprehensive annual staff working plan for Fiscal Year 2013, streamlining Board committee work, and developing an optimal Board governance and organizational management system (system); and

WHEREAS, the system developed for optimal Board governance includes multiple components that work together to manage the work through detailed analysis and consideration of any new work that may replace or affect the policy or priorities outlined by the Board in the annual budget which include adopting Board Policy 080, which is supported by Administrative Procedure No. 106-117, which provides a detailed description of the process the District will use to consider unplanned work as it emerges each budget year; and

WHEREAS, adopting Board Policy 080 also provides the Executive Director discretion to implement and maintain a system for effective organizational management.

NOW, THEREFORE, BE IT RESOLVED by the Board of Port Commissioners of the San Diego Unified Port District, that Board of Port Commissioners Policy No. 080, Unplanned Work Consideration, is hereby adopted, and a copy of same is on file in the office of the District Clerk.

ADOPTED this _____ day of _____, 2012.