



DATE: APRIL 11, 2012

FROM: PLANNING & ECONOMIC DEVELOPMENT

SUBJECT: RESOLUTION NO. _____ - PORT OF LOS ANGELES 2012-2017
STRATEGIC PLAN

SUMMARY:

As competition for Trans-Pacific cargo intensifies with the expansion of the Panama Canal and the growth of North American west coast ports, the Port of Los Angeles (Port) recognizes that maintaining our position as the nation's trade gateway to the Pacific Rim requires a renewed commitment to our key success criteria. Approval of a strategic plan by the Board of Harbor Commissioners (Board) will align the varied activities of the Port and the allocation of resources with a focused vision and identified metrics to measure progress towards implementation of the goals and issues identified in the plan. The Strategic Plan does not obligate the Port to undertake any specific construction project. Any specific projects mentioned in the Strategic Plan would be subject to further environmental review under the California Environmental Quality Act (CEQA).

RECOMMENDATION:

It is recommended that the Board of Harbor Commissioners:

1. Approve the Strategic Plan; and
2. Adopt Resolution No. _____.

DISCUSSION:

Background – In March 2007, the Board adopted a five-year strategic plan for the period 2006-2011. The plan included 12 strategic objectives and presented initiatives for each objective. The plan underwent updates in 2008 and 2010 to reflect objectives and initiatives targeted for completion during those fiscal years.

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In March 2011, the strategic planning process began for a new five-year plan. The process included the creation of a multi-division task force responsible for identifying strategic issues both internal and external to the Port. From this effort, the planning process identified three key result areas (KRAs) in which the Port must achieve success in order to grow. The KRAs included competitive operations, strong relationships, and financial strength. Seven strategic objectives were then developed and prioritized with initiatives associated with each objective to respond to the KRAs. For fiscal year 2012/13, the Port's strategic priorities will focus on delivering critical terminal and infrastructure projects, retaining and attracting new business, maintaining our competitive advantage, updating the Port Master Plan, and developing and implementing a comprehensive communications outreach plan.

Included in the strategic plan are metrics to measure the Port's performance and success in implementing the initiatives under each objective. Progress on the metrics will be reported periodically to the Board, including a performance "dashboard".

With the strategic plan in place for 2012-2017, the Port will focus its efforts on those activities which most support our vision to maintain our position as the nation's #1 container port and the global model for sustainability, security and social responsibility.

ENVIRONMENTAL ASSESSMENT:

The proposed action is adoption of a five-year strategic plan for the period 2012-2017. Specific projects outlined in the plan would be subject to further environmental review under the California Environmental Quality Act (CEQA). As an administrative activity, the Director of Environmental Management has determined that the proposed action is exempt from the requirements of CEQA in accordance with Article II, Section 2(f) of the Los Angeles City CEQA Guidelines.

ECONOMIC BENEFITS:

The Board's action on this staff recommendation will not have a direct employment effect.

FINANCIAL IMPACT:

Implementation of the proposed Strategic Plan will be in conformance with the Board adopted Financial Policies, which seeks to balance prudently the Port's core business requirements and strategic objectives with its financial resources.

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CITY ATTORNEY:

The City Attorney's office has reviewed the Strategic Plan and has identified no legal issues at this time.

TRANSMITTAL:


1. Port of Los Angeles Strategic Plan 2012-2017

FIS Approval: ef (initials)
CA Approval: m (initials)


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