

# Port of Los Angeles 2018-2022 Strategic Plan

## Our Vision

We are America's Port® - the nation's #1 container port and the global model for sustainability, security, and social responsibility.

## Our Mission

We deliver value to our customers by providing superior infrastructure and promoting efficient operations that maintain our essential role in the nation's economy and transportation network as North America's preferred gateway and a catalyst for job growth.

## Objective 1:

World-Class Infrastructure that Promotes Growth

### Initiative 1

Develop key near-term cargo-related infrastructure projects that improve the Port's operational strength and financial sustainability

*Metrics:*

- a. *Schedule milestones*
- b. *Dollars budgeted versus dollars spent*
- c. *Rate of return for proposed projects*

### Initiative 2

Develop a plan with City of Los Angeles Department of Water and Power (LADWP) to deliver electricity generation and transmission infrastructure to support the Port's long-term power needs

*Metrics:*

- a. *Progress towards plan completion*
- b. *Monthly meetings with LADWP*

### Initiative 3

Identify other long-term infrastructure and transportation needs and develop responses

*Metric:*

- a. *Development of "2050 plan"*

## Objective 2:

An Efficient, Secure, and Environmentally Sustainable Supply Chain

### Initiative 1

Facilitate supply chain efficiencies and terminal velocity with supply chain partners.

*Metrics:*

- a. *Terminal velocity*
- b. *Berth, gate and rail productivity*
- c. *TEU productivity per acre*

### Initiative 2

Implement security and public safety strategies that support goods movement and mitigate risk.

*Metrics:*

- a. *Number of vessel and terminal safety inspections*
- b. *Number and effectiveness of joint preparedness exercises*

Initiative 3

Develop strategy and tactical plans for delivering the 2017 Clean Air Action Plan and meeting its commitments.

*Metric:*

- a. *Emissions vs. Clean Air Action Plan standards for air pollutants (NOx, SOx, DPM) from Port-related sources*

Objective 3

Improved Financial Performance of Port Assets

Initiative 1

Increase cargo revenue by attracting new volumes and establishing long term volume commitments.

*Metrics:*

- a. *Cargo volume and market share*
- b. *Revenue*

Initiative 2

Increase the utilization of Port facilities.

*Metric:*

- a. *Percent of leasable land under lease or with planned or programmed use*

Initiative 3

Ensure that Port properties are revenue efficient and reflect current land values and market-based compensation.

*Metric:*

- a. *Revenue per acre*

Objective 4

Strong Relationships with Stakeholders

Initiative 1

Deliver key LA Waterfront development projects on time and on budget; attract visitors to the LA Waterfront; and identify other public investment opportunities

*Metric:*

- a. *Schedule milestones*
- b. *Dollars budgeted versus dollars spent*
- c. *Number of LA Waterfront visitors*

Initiative 2

Promote stakeholder awareness and engagement with the Port

*Metrics:*

- a. *Customer service survey results*
- b. *News coverage and audience growth*
- c. *Promotion of trade education for small- and mid-sized enterprises*

Initiative 3

Make the Harbor Department the employer of choice by promoting excellence and providing opportunities for professional development.

*Metrics:*

- a. *Employee professional development*
- b. *Succession planning*
- c. *Employee survey results*