

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 security, sustainability, 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.

Metrics:

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

Initiative 2

Develop a plan with 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*

Initiative 3

Identify and plan for other long-term infrastructure and transportation needs.

Metric:

- a. *Progress on 2050 plan for infrastructure and operations*

Objective 2:

A Secure, Efficient, and Environmentally Sustainable Supply Chain

Initiative 1

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

Metrics:

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

Initiative 2

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 3

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

Metrics:

- a. *Emissions vs. CAAP standards for air pollutants (NOx, SOx, DPM, GHG) from Port-related sources*
- b. *Tactical plan milestones*

Objective 3

Improved Financial Performance of Port Assets

Initiative 1

Increase revenue by attracting new cargo volumes and establishing long term volume commitments and additional lines of business.

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/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.

Metrics:

- a. *Schedule milestones*
- b. *Dollars budgeted vs. 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-size enterprises*
- d. *Support of women- and minority-owned businesses*

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*