



STRATEGIC PLAN

2010/2011





The Port of Los Angeles (Port) released the initial version of this Strategic Plan in 2006. It was developed by Port staff, along with input from the Office of the Mayor, as a five-year rolling plan designed to guide the Port's future development while keeping in mind the needs of our tenants, local community members and stakeholders, and the nation. This is the second update to the Strategic Plan since its initial release. While the Port's overarching principles – commitment to environmental stewardship, addressing tenant needs, goods movement, economic development, and security – have remained largely unchanged, it is important for us to adapt our strategies to meet the challenges of an ever changing local and global environment.

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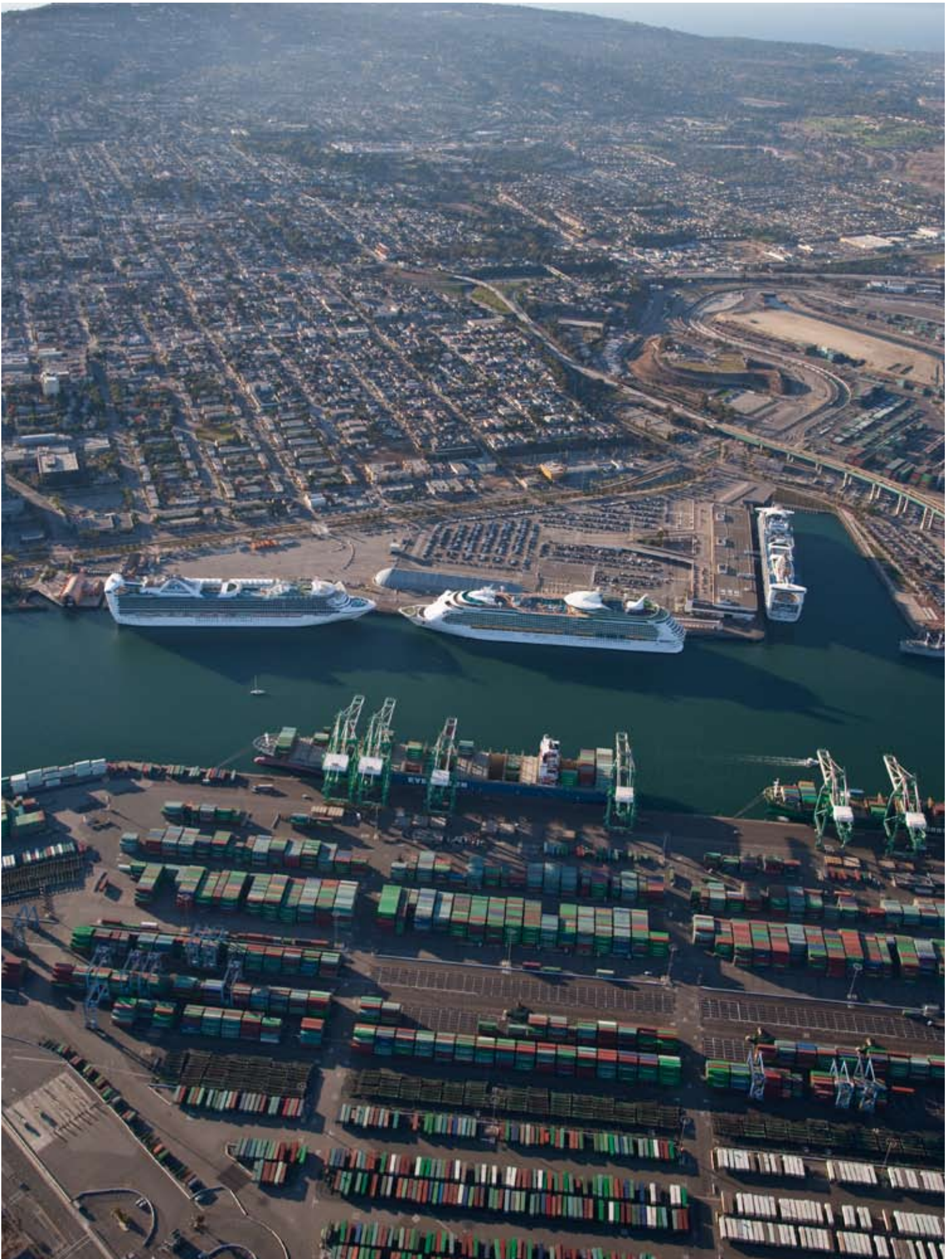
Port of Los Angeles

The Port is among the world's premier ports and is a critical hub for global trade. This prominence brings with it responsibilities and expectations for the highest possible standards for efficiency, safety and security, and environmental leadership.

The Port is the nation's busiest container port and part of the world's fifth busiest port complex, handling 6.7 million twenty-foot equivalent units in 2009.

Global trade and goods movement are Southern California's strongest industries in terms of jobs and economic activity. The Port of Los Angeles powers these industries, handling almost a quarter of the cargo that enters the United States annually. Through the Port's activities, over 900,000 jobs are created in Southern California and over three million nationwide.

In order to maintain our position among the world's premier ports, the Port is continually addressing the demands for providing modern and efficient cargo handling terminals as well as transportation and infrastructure projects. Protecting one of the nation's most vital economic hubs is also an on-going challenge. Finally, promoting a sustainable "grow green" philosophy and ensuring that we are the leader among ports in promoting environmental stewardship is a strategic objective of the Port.



Strategic Plan

DEFINITION

A strategic plan is a management tool used to improve the performance of an organization and outlines the organization's direction and priorities.

OBJECTIVES

This plan identifies the Port's twelve strategic objectives for the next five years. Each of the objectives identifies a series of initiatives that the Port will undertake to accomplish that objective. While these objectives are organization-focused and require the coordination of resources throughout the Port, each one will be championed by a bureau, and the divisions within that bureau, as follows:

Strategic Objective 1:

LAND USE

Business Development Bureau (Planning & Economic Development and Real Estate Divisions)

Strategic Objective 2:

DEVELOPMENT

Development Bureau (Engineering and Construction Divisions)

Strategic Objective 3:

TRANSPORTATION AND GOODS MOVEMENT

Development Bureau (Goods Movement Division)

Strategic Objective 4:

FINANCIAL

Finance and Administration Bureau (Risk Management, Accounting, Financial Management, Internal/Management Audit, and Contracts & Purchasing Divisions)

Strategic Objective 5:

ENVIRONMENTAL

Development Bureau (Environmental Management Division)

Strategic Objective 6:

TECHNOLOGY AND GREEN ENERGY

Development Bureau (Engineering and Environmental Management Divisions)

Strategic Objective 7:

SAFETY AND SECURITY

Operations Bureau (Port Police)

Strategic Objective 8:

OPERATIONS

Operations Bureau (Construction & Maintenance and Wharfingers Divisions)

Strategic Objective 9:

EXTERNAL RELATIONS

External Relations Bureau (Government Affairs, Communications, Community Relations, Corporate Communications, and Media Relations Divisions)

Strategic Objective 10:

BUSINESS DEVELOPMENT

Business Development Bureau (Marketing, Trade Services, and Planning & Economic Development Divisions)

Strategic Objective 11:

ORGANIZATIONAL DEVELOPMENT

Finance and Administration Bureau (Human Resources and Information Technology Divisions)

Strategic Objective 12:

EMPLOYEES

Finance and Administration Bureau (Human Resources Division)

Port of Los Angeles Mission

To provide our customers with the world's most secure and advanced seaport facilities to stimulate the economy and attract business, while promoting a sustainable "grow green" philosophy and embracing evolving technology.



Land Use

Strategic Objective 1

Implement development strategies to ensure the Port maintains and efficiently manages a diversity of cargo and land uses while maximizing land use compatibility and minimizing land use conflicts

Initiatives

1.1 Land Use Planning

- 1.1.1 Develop a comprehensive plan for the Wilmington Marina area. This effort includes a land-use study of the Cerritos Channel/East Basin Marina, identifying uses for the 40-acre Anchorage Road Storage Site after its closure, determining the local boatyard capacity for small recreational craft repair and maintenance, and establishing a Wilmington Youth Sailing Facility.
- 1.1.2 Develop a Non Water-Dependent Use Plan which preserves land areas for the traditional maritime uses that are water-dependent and protect them from encroachment by non-maritime and often non water-dependent uses.
- 1.1.3 Identify opportunities for the vacant land and prepare analysis to determine best land use and steps to move forward.
- 1.1.4 Find a short-term customer for Berths 206-209 until the long-term plan is completed.



Strategic Initiatives status:

BLUE: Consistent with Mayor Villaraigosa's strategic priorities

RED: To be completed in Fiscal Year 2010/2011

BLACK: Ongoing or to be completed within five years

GREEN: Accomplishments

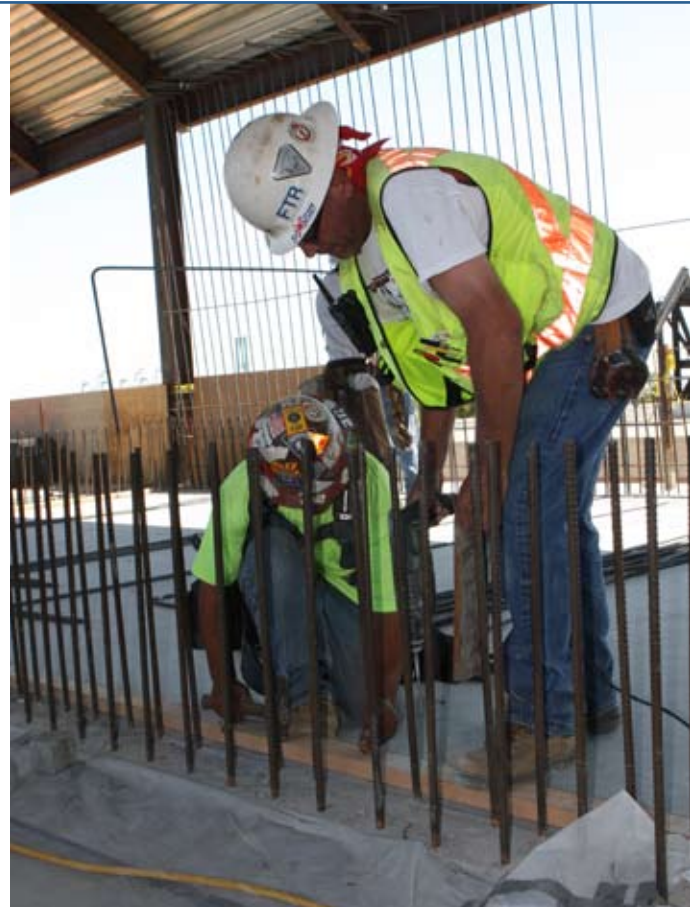
Development

Strategic Objective 2

Deliver cost-effective facilities and infrastructure in a timely manner consistent with the land use plan

Initiatives

- 2.1 Customer Requirements
 - 2.1.1 Identify existing customers' expansion plans along with growth opportunities and pursue development that meets their needs.
- 2.2 Facility Development and Maintenance
 - 2.2.1 Develop and implement an affordable multi-year capital improvement program to modernize facilities and improve security and safety.
 - 2.2.2 Modernize recreational boating facilities in Wilmington and in the San Pedro West Channel.
- 2.3 Waterfront
 - 2.3.1 Implement the San Pedro and Wilmington Waterfront infrastructure elements.
- 2.4 Aesthetics
 - 2.4.1 Create an attractive physical presence, particularly at the Port/community interface, that is distinctive, recognizable, and well maintained throughout the Port.



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Transportation & Goods Movement

Strategic Objective 3

Promote, develop, and provide a safe and efficient transportation system for the movement of goods and people in the Port vicinity and throughout the region, state, and nation in a cost-effective and environmentally sensitive and sustainable manner



Initiatives

3.1 Transportation

3.1.1 Expand involvement in federal/state/regional transportation planning activities to advocate for goods movement issues and public funding for goods movement projects.

3.1.2 Continue to assess Port area transportation needs through on-going environmental documentation, traffic studies, and terminal master planning efforts.

3.1.3 Continue active participation in the I-710 Corridor project.

3.1.4 Aggressively seek and accommodate higher on-dock rail usage via policy development, comprehensive coordination with the railroads, steamship lines, and terminal operators, and the provision of the necessary rail infrastructure.

3.1.5 Implement and continue to pursue technology deployment to improve traffic operations and reduce truck trips (e.g., Ports of Long Beach/Los Angeles Advanced Transportation Management, Information, and Security System, and Zero Emission Container Movement System).

3.1.6 Facilitate grant funding on Port and goods movement projects.

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Financial

Strategic Objective 4

Maintain financial strength and flexibility to implement strategic and policy priorities



Initiatives

- | | |
|---|--|
| <p>4.1 Insurance & Risk Management</p> <p>4.1.1 Partner with each division by providing specialized safety training to enable them to incorporate these safer working methods.</p> <p>4.1.2 Reduce injury-on-duty hours and workers' compensation claims by 5 percent every year.</p> <p>4.1.3 Improve vehicle fleet safety program.</p> <p>4.1.4 Assist contract administrators with their insurance compliance by providing easy-to-use resources.</p> <p>4.1.5 Expand and develop wellness program to lower workers' compensation costs, increase morale, and reduce injuries and sick time usage.</p> | <p>4.2 Pursue Outside Sources of Funding</p> <p>4.2.1 Pursue all sources of grant funding for which the Port may be eligible.</p> <p>4.3 Increase Financial Transparency and Monitoring</p> <p>4.3.1 Focus internal audits to increase administrative efficiency.</p> <p>4.3.2 Modernize the Port's accounting systems.</p> <p>4.4 Protect Port's Financial Assets</p> <p>4.4.1 Streamline contracts and purchasing processes, while maintaining safeguards.</p> |
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Environmental

Strategic Objective 5

Be the greenest port in the world

Initiatives

- 5.1 Clean Air/Greenhouse Gases
 - 5.1.1 Publish and implement an updated Clean Air Action Plan.
 - 5.1.2 Publish the Port's Climate Action Plan and begin Implementation.
 - 5.1.3 Promote the World Port Climate Initiative.
- 5.2 Sustainability Ethic
 - 5.2.1 Incorporate a sustainability ethic into all Port activities and communicate this ethic to employees, customers, and the community.
- 5.3 CEQA/Mitigation
 - 5.3.1 Implement the first reader-friendly Environmental Impact Report (EIR).
 - 5.3.2 Complete facility and terminal development, rail, and remedial action EIRs (BNSF Railway Southern California International Gateway Proposal, APL, Union Pacific Railroad Intermodal Container Transfer Facility, Al Larson, and City Dock 1).
 - 5.3.3 Implement Mitigation Monitoring and Reporting Program tracking system.
- 5.4 Clean Water/Habitat Management
 - 5.4.1 Implement Water Resources Action Plan including Sediment Management Plan and tenant storm water outreach program.



- 5.4.2 Proactively participate in and define Dominguez Watershed Total Maximum Daily Load development and implementation.
- 5.4.3 Resolve bacteria problem at Inner Cabrillo Beach.
- 5.5 Clean Soil & Groundwater
 - 5.5.1 Provide timely and cost-effective hazmat services in support of capital development construction projects.
 - 5.5.2 Create and implement clean soil and groundwater action plan.
 - 5.5.3 Implement an effective cost recovery process from responsible parties for contaminated sites in the Port.
- 5.6 Compliance Measures
 - 5.6.1 Environmental Compliance Plans for customer leases.

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Technology & Green Energy

Strategic Objective 6

Be the leading port for new, emerging and environmentally-friendly cargo movement technology and energy sources

Initiatives

- 6.1 Alternative Cargo Handling and Transportation Equipment
 - 6.1.1 Work with technology providers to develop and implement electrified cargo handling equipment such as yard tractors, rubber tire gantry cranes, and side and top picks.
 - 6.1.2 Explore emerging alternative container transport technology that can be used within and beyond Port boundaries.
 - 6.1.3 Continue development of electric-powered heavy-duty truck for short haul drayage and terminal operations.
 - 6.1.4 Facilitate commercialization of new technologies to reduce emissions and increase efficiency at port terminals.
 - 6.1.5 Advance technological programs that will achieve the long-term goal of an emissions-free port.
- 6.2 Port Tech Los Angeles
 - 6.2.1 Support the Port Tech Los Angeles' efforts in assisting small and startup companies in developing technology applications to assist the maritime industry.



- 6.3 Electrification of the Port
 - 6.3.1 Lead discussions in exploring feasible conversion of processes and or equipment utilized within Port operations which currently use fossil fuels to operate using electrical energy at attractive rates.

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Safety & Security

Strategic Objective 7

Maintain the Port as a world-class model for crime prevention, counter-terrorism detection, maritime security training, and emergency incident response and mitigation

Initiatives

- 7.1 Public Safety
 - 7.1.1 Develop Port-wide and City-wide emergency operations contingencies.
 - 7.1.2 Complete the Maritime Law Enforcement Training Center and begin classes.
 - 7.1.3 Complete an audit of Safety and Security staffing.
- 7.2 Homeland Security/Emergency Preparedness
 - 7.2.1 Install a Port-wide emergency public notification system.
 - 7.2.2 Continue to improve the capability of the Port to prevent or detect an event, to respond to an incident, mitigate its effects on the Port and the community, and resume critical operations.
 - 7.2.3 Continue security upgrades at all critical locations.



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Operations

Strategic Objective 8

Maintain the Port as a world-class model for efficient operations and outstanding customer service

Initiatives

- 8.1 Port Operations and Maintenance
 - 8.1.1 Continue the implementation of the Construction & Maintenance audit.
 - 8.1.2 Continue implementation of the Clean Truck Program while minimizing financial impact.
 - 8.1.3 Improve existing processes to gain efficiency and reduce spending.
 - 8.1.4 Continue to enhance operational efficiency and service to our customers.



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External Relations

Strategic Objective 9

Strengthen relations with all internal and external stakeholders through education, advocacy, meaningful interaction and engaging events/ initiatives that benefit the community

Initiatives

9.1 Media Relations & Marketing Communications

9.1.1 Pursue/place news stories that underscore the Port's business-friendly focus.

9.1.2 Develop materials and advertisements that underscore the Port's business-friendly focus and support Business Development activities.

9.2 Community Outreach

9.2.1 Maintain the high level of interaction with a broad array of community stakeholders that was achieved during San Pedro Waterfront Project outreach.

9.2.2 Provide strong and sustaining stakeholder outreach in support of LA Waterfront community meetings, workshops, special events and continuous project updates through Web, newsletter and news stories.

9.2.3 Assess the Port Community Advisory Committee's role and mission and implement adjustments that benefit the Port and the community.

9.3 Government Affairs & Advocacy

9.3.1 Build a strong and efficient Government Affairs Division with people and processes that deliver excellent internal customer service and tangible support for external Port business development, environmental, security and infrastructure objectives.

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9.3.2 Develop and maintain relationships with local, regional, state, federal and international government officials, especially those involved in transportation, environmental, and security policy and funding decisions.

9.3.3 Consolidate grant sourcing, writing and management Port-wide into a grants function that will optimize the Port's pursuit and processing of government and non-profit foundation grant funding.

9.3.4 Oversee and drive support for the launch of the transformative City Dock No. 1 project.

9.3.5 Jointly work with the other West Coast Ports and Railroads (U.S. West Coast Collaboration team) to develop legislative programs that retain cargo business on the West Coast before the Panama Canal opens in 2014.

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Business Development

Strategic Objective 10

Realize the potential of the diversity of Los Angeles' population by expanding opportunity; retain and develop more high-quality jobs with an emphasis on green technology

Initiatives

10.1 Marketing

10.1.1 Divide up the United States among the Marketing team members and reach out to the top 100 Beneficial Cargo Owners and promote the Port of Los Angeles gateway by sharing the Port's advantages including the extensive rail network and state of the art facilities.

10.1.2 Retain and grow market share by developing cargo incentives and customer initiatives. Review current programs and make recommendations on their future need. Identify creative new opportunities to remain competitive in the market place.

10.1.3 Identify potential new shipping lines/ cruise lines, meet with them and outline the Port's advantages, introduce them to Marine Terminal Operators, and encourage their future commitment to the Port.

10.1.4 Promote the benefits of the Port of Los Angeles by personally meeting with Shipping Lines, Cruise Lines, and Marine Terminal Operators and by attending key trade conferences. Share the Port's accomplishments and future vision to handle the volumes of the future.

10.1.5 Connect customers with new equipment technology which meets their environmental and business initiatives.

10.1.6 Identify new business (shipping and cruise) opportunities for the Port.

10.1.7 Identify new business opportunities in all business sectors that will drive additional cargo volume via the Port of Los Angeles and connect them with the appropriate parties.

10.1.8 Ensure shipping lines and cruise lines connect to shore power following infrastructure completion.

10.2 Trade Services Program

10.2.1 Continue trade and business development outreach programs in Los Angeles Council Districts through the Trade Connect Program.

10.2.2 Expand the Trade Connect Program to include cooperation with other Los Angeles City agencies and outreach for the Port's Small Business Development Program in Los Angeles City Council Districts.

10.3 Jobs/Economic Impacts

10.3.1 Promote economic development in San Pedro and Wilmington through local hire programs and direct business support.

10.3.2 Incorporate the Port into the adjacent redevelopment areas.

10.4 Small Business Enterprise

10.4.1 Work in cooperation with local Chambers, SCORE, and the Small Business Exchange to develop a written mentoring program for area Small Business Enterprises.

10.4.2 Assist with the mentoring of minority and women owned businesses in cooperation with the Los Angeles Minority Business Opportunity Center and Minority Business Enterprise Center, the Alameda Corridor Jobs Coalition, and other appropriate organizations.

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Organizational Development

Strategic Objective 11

Ensure Port leadership, staff, and facilities are in place to meet current and future workforce needs

Initiatives

11.1 Leadership Development

11.1.1 Develop the leaders of the organization to meet current and future needs.

11.2 Training

11.2.1 Enhance and develop staff skills and capabilities by working with each Bureau head to explore and assess staff needs.

11.3 Human Resources Management

11.3.1 Prioritize the work output so that it can be efficiently handled by a reduced Port staff.

11.4 Information Technology

11.4.1 Execute Year 2 activities in the IT Strategic Plan.

11.5 Workplace Environment

11.5.1 Create a safe, healthy, and comfortable working environment for employees to encourage collaboration and team building.

11.6 Efficiency/Port Mandate

11.6.1 Cut administrative bureaucracy by focusing on Port mandate and streamlining required City process.



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Employees

Strategic Objective 12

Make the Port a Great Place to Work

Initiatives

12.1 Morale

12.1.1 Review, assess, and implement actions that improve employee morale.

12.2 Office Space

12.2.1 Develop short-term and long-term plans to provide adequate facilities for employees, including a gathering space within the existing facility for employee informal collaboration.

12.3 Empowerment

12.3.1 Create a culture that supports strategic thinking at all levels and quality internal customer service.

12.3.2 Empower employees to make decisions in order to improve customer service.

12.4 Internal Communications

12.4.1 Work with Communications to implement a program that re-energizes our internal culture and re-ignites Port employees' passion, pride and understanding of what the Port represents as an organization to the stakeholders we serve.



12.4.2 Facilitate and support the Port's need for stronger internal communications as divisions are re-organized in the wake of Early Retirement Incentive Program-related departures.

12.4.3 Improve communication and information sharing with employees by emphasizing the Port's priorities frequently so that all employees can use them as a guide in prioritizing their daily work.

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Accomplishments

The following are the Port's initiatives that have been accomplished since this Strategic Plan has been in place. Initiatives are broken down by their corresponding Strategic Objective and are listed according to the year in which they were accomplished. Many of these initiatives have resulted in ongoing policy changes.

Land Use

- Developed a conceptual facilities plan for a maritime research complex at City Dock No. 1 that will accommodate academic and governmental marine research labs, a research and development park and business incubator for emerging marine environmental companies and educational support facilities. (2009)
- Developed an Ancillary Uses plan that addresses the land and water needs of a variety of harbor support services (tugboats, barges, water taxis, pilots, sport fishing, and harbor tour vessels) as well as public safety facilities, consistent with the comprehensive port land use plan. (2009)
- Developed a specific plan for the long term use of Knoll Hill after the relocation of the temporary use by Eastview Little League. (2009)
- Developed a partnership with the City Planning Department and the Community Redevelopment Agency (CRA) to effectively plan physical and economic linkages between the Port and the community. (2009)
- Updated cargo forecast examining potential long-range influence of Mexican and Canadian ports and the Panama Canal expansion. (2008)
- Developed a comprehensive land use plan that recognizes the needs of commerce and recreation; establish land areas that consolidate liquid bulk storage facilities; retain economically viable breakbulk operations; promote the expansion of water-dependent institutional/research facilities and develop appropriate recreational facilities. (2008)
- Consolidated and modernized proposed commercial fishing facilities that meet fishing industry forecasts and local fishing industry needs. (2008)



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Development

- Implemented record-setting capital improvement program with over one million dollars per day of investment into Port infrastructure, creating jobs and prosperity for the region, and providing facilities needed to ensure the Port holds its #1 ranking through the upcoming economic recovery. (2009)
- Met the Mayor's Million Trees Los Angeles Planting Program requirements within the Port area. (2009)

Transportation And Goods Movement

- Analyzed Port rail needs, including on-dock and off-dock. (2009)
- Completed Caltrans Project Report traffic studies needed for environmental documentation and California Transportation Commission final allocation of Prop 1B funds. (2009)
- Secured Prop 1B Trade Corridors Improvement Funds and Air Quality funds. (2009)

Financial

- Increased usefulness of the operating budget as a management planning tool for near-term resource allocation. (2009)
- Provided a health fair for all employees. (2009)
- Established accountability of the budget process within each division. (2009)
- Refined financial management reporting to support decision making. (2009)
- Promoted wellness and a healthy workplace through a wellness program, activities and events to reduce illnesses, injuries, and absenteeism. (2009)
- Developed an equitable compensation strategy for Port leases while promoting business objectives of the customer and the Port. (2009)
- Developed comprehensive capital plan to assist management with long-term priority setting. (2008)
- Implemented new budget system. (2008)
- Completed audits of the Engineering and Construction & Maintenance divisions. (2008)

Environmental

- Completed all Phase 2 Cabrillo Beach Measures. (Engineering) (2009/2010)
- Implemented major elements of Clean Air Action Plan. (2009)
- Rolled out World Ports Climate Initiative framework and footprinting document. (2009)
- Completed six major CEQA evaluations implementing green measures. (2006/09)
- Received joint board approval of the Water Resources Action Plan. (2009)
- Completed Governmental Accounting Standards Board and remedial action documentation in support of Port waterfront and terminal projects. (2009)

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Technology And Green Energy

- Completed installation of first electric rubber tire gantry crane in North America. (2009/2010)
- Funded development of first lithium ion batteries for electric trucks. (2009)
- Funded 15 projects under the Technology Advancement Program. (2006/2010)
- Established Port Tech Los Angeles. (2009)
- Developed power rate structures with Los Angeles Department of Water and Power (LADWP) to enhance customer receptivity to Alternative Maritime Power/Cold-ironing. (2009)
- Invested in green power production with LADWP to ensure power rate stability for Port customers. (2009)
- Installed the first 1 megawatt (MW) of solar power at the Port. (2009)
- Collaborated with LADWP to implement a Power Purchase agreement as a basis for the remaining 9 MW of solar power at the Port. (2009)
- Encouraged Port tenants to implement solar power projects. (2009)
- Executed a Memorandum of Understanding with Attorney General for solar production within the Port. (2008)

Safety And Security

- Updated emergency procedure and Port recovery plans. (2009)
- Conducted a real-time evacuation exercise that involved the Port and the community. (2009)
- Worked with the Transportation Security Administration to initiate implementation of the Transportation Worker Identification Credential program. (2009)
- Promoted increased scanning of cargo prior to loading at overseas ports. (2009)
- Developed a security awareness training program for Port, terminal, and dock workers. (2009)
- Enhanced outreach to terminals, labor, and educational institutions. (2009)
- Expanded the Port Police personnel, facilities, and operations. (2009)
- Established a police substation in Wilmington and increase marine and land patrol. (2009)
- Established 24-hour waterborne patrol. (2009)
- Expanded Port Police communication capabilities. (2009)
- Enhanced vehicle and cargo inspection capabilities. (2009)



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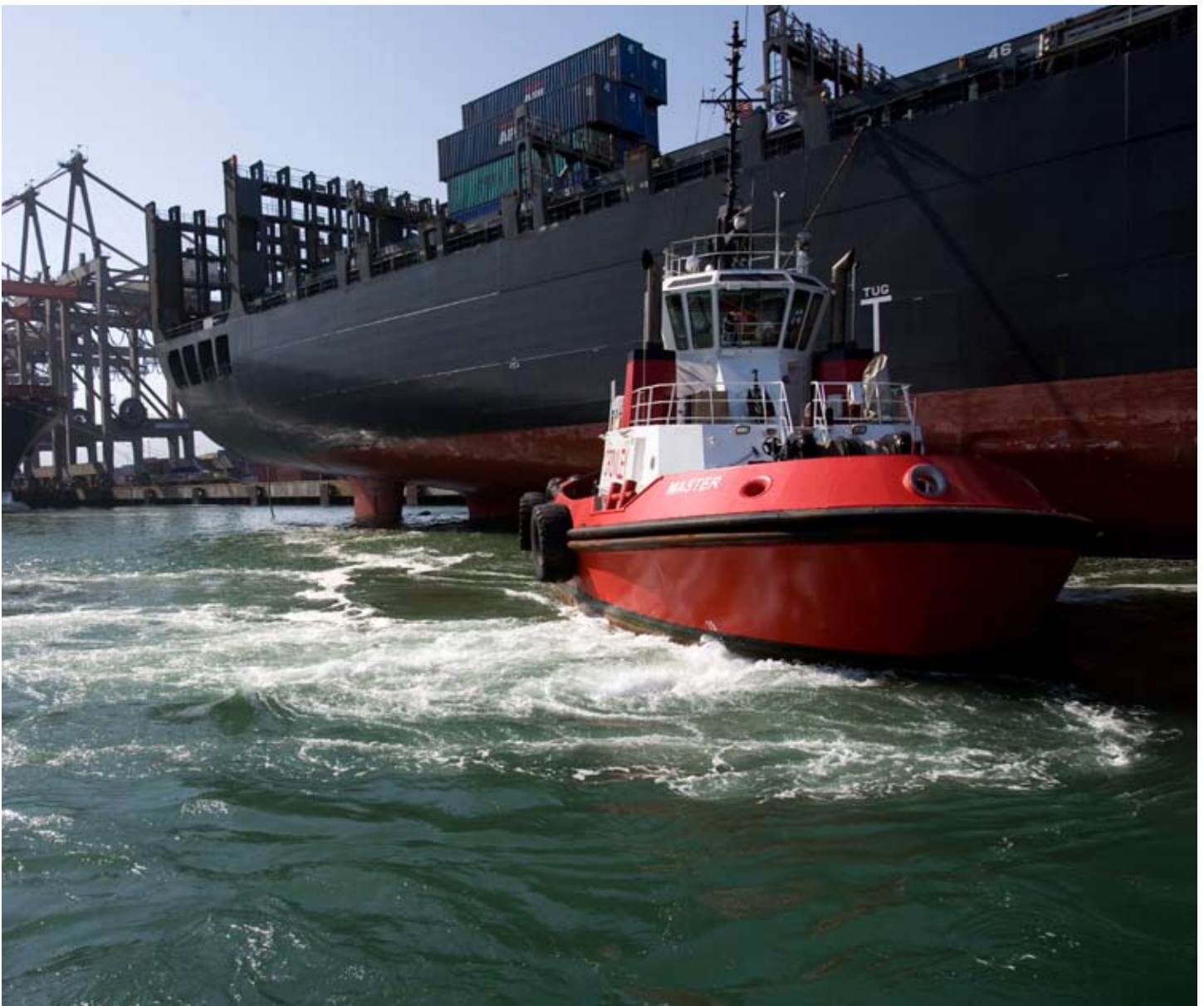
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Operations

- Improved internal communications in the Operations Bureau. (2009)
- Automated pilot and dockage invoicing. (2009)
- Streamlined access to truck gate, rail gate, and Alameda Corridor Transportation Authority data for improved revenue verification. (2009)
- Implemented internet-based pilot order system. (2009)
- Implemented an electronic customer feedback system. (2009)
- Implemented the operational aspects of the Clean Truck Program. (2009)
- Implemented the Construction & Maintenance Division audit recommendations. (2009)
- Implemented a “Responsible Marina” program. (2008)



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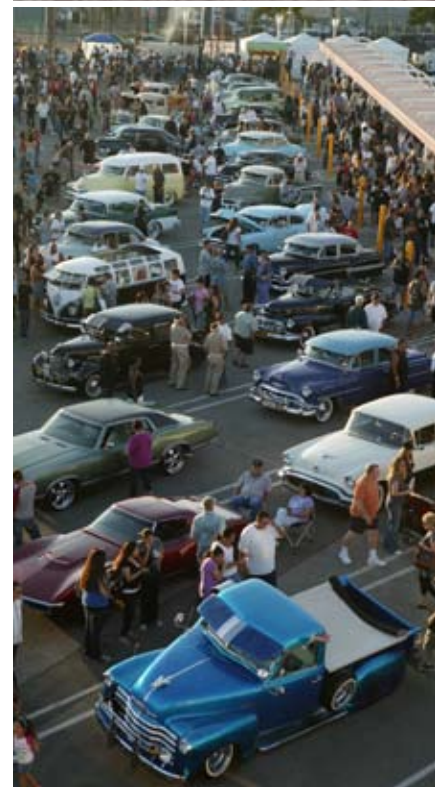
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External Relations

- Created an electronic newsletter for expanded communication to local, regional, state, and federal elected officials and their respective staff. (2010)
- Mounted a successful community outreach campaign that delivered a strong turn-out of local community stakeholders at the Sept. 29, 2009 board meeting where San Pedro Waterfront Project was approved by the Harbor Commission. (2009)
- Enhanced community outreach by adding a Community Affairs Advocate for San Pedro-specific community relations and creating an online “Project Update” electronic newsletter as another outreach channel to keep the community informed and engaged in the Waterfront Development Process. (2010)
- Successfully expanded educational and community outreach throughout the greater Los Angeles area with The TransPORTer mobile exhibit. (2009)
- Created two new and very popular waterfront events at the Gateway Fountain – Cars & Stripes Forever! and an annual holiday season music event. (2008-2009)
- Successfully expanded public outreach channels into the social media arena through FaceBook and Twitter. (2009)
- Secured more funding than any other port in the country from the American Recovery & Reinvestment Act, the federal stimulus bill, including \$21 million for the Harry Bridges Boulevard Improvement Project, \$6 million for a homeland security related fiber optic project, \$2 million for harbor fleet and craft diesel retrofits, and \$1.75 million for energy efficiency and conservation projects. (2009)
- Enhanced Port intergovernmental funding efforts leading to more funding applied for, more secured, and better information sharing among port staff, board, Mayor’s staff, and state and federal officials. (2009)
- Automated the booking process for school boat tours. (2009)
- Retain and continue to build the Port’s network of supportive Harbor Area businesses and residents. (2009)
- Executed loan to the Community Redevelopment Agency. (2008)
- Utilized the Port’s year-long Centennial Celebration as a milestone opportunity to educate Southern Californians and out-of-area visitors about the Port. (2008)



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Business Development

- Retained and grew market share by creating cargo incentives for the Port. (2009)
- Promoted the Foreign Trade Zone program. (2009)
- Facilitated entry into the workforce for all City residents by creation of a workforce development program. (2009)
- Identified the jobs and economic impacts that the Port provides to local communities. (2008)

Organizational Development

- Reduced workers' compensation claims, injury on duty hours, and light duty through safety training and communication. (2009)
- Initiated five year IT strategic plan development. (2008)
- Enhanced labor relations through the use of a newly created specialized position. (2008)
- Reviewed the role of Construction & Maintenance Division and ensured the proper amount of equipment and staff are in place to meet future needs. (2008)

Employees

- Increased laughter by 30 percent. (2009)
- Fostered "Make it Happen" philosophy where employees are empowered to make the decisions that need to be made on a daily basis. (2009)
- Worked with the A-Team to make recommendations to senior management on action items needed to address the areas needing improvement as described by our Employee Opinion Survey. (2009)
- Improved communication and information sharing with employees by emphasizing the five 2008/2009 budget priorities frequently so that all employees could use them as a guide in prioritizing their daily work. (2009)
- Developed ways to become competitive to attract and retain quality employees. (2009)
- Employee opinion survey completed. (2008)

Strategic Initiatives status:

BLUE: Consistent with Mayor Villaraigosa's strategic priorities

RED: To be completed in Fiscal Year 2010/2011

BLACK: Ongoing or to be completed within five years

GREEN: Accomplishments

Notes



**THE PORT
OF LOS ANGELES**



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