Port of Long Beach Strategic Plan

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Strategic Planning Process

The Strategic Plan is a living document, updated with guidance from the Board of Harbor Commissioners, the five-member body responsible for setting policy for the Port of Long Beach.

Creating the Plan

2006 The Port of Long Beach publishes its first Strategic Plan in more than two decades, outlining the Port’s priorities, responsibilities and capabilities, charting a course for the future by stating our vision, mission and guiding principles, and establishing clear goals and strategies for the next 10 years.

2009 The Plan is updated in the aftermath of the Great Recession, with a review of changes in our operating environment.

2016 A Strategic Plan update follows a watershed shift to bigger ships. The update charted a course for the Port as a world leader in optimized goods movement and sustainable infrastructure.

2017 A Strategic Plan update is built upon the previous year’s version, committing the Port to enhancing financial strength and market share growth.

2019 This updated Strategic Plan builds on the Port’s visionary investments as ocean carriers continue to transition to fleets of ever-larger ships, while expanding the Port’s toolkit to provide operational excellence and, at the same time, meeting the ambitious goals set in the 2017 Clean Air Action Plan Update.
The Port of Long Beach is one of the most successful seaports in the world. In order to remain highly successful in a competitive and rapidly changing global economy, we are committed to being proactive in our preparations for future challenges, and to strategically managing our resources in order to achieve our vision. Focusing our efforts and resources on these priorities will allow us to address our major challenges and balance our role as a facilitator of international trade with our commitment to operational excellence, environmental stewardship, safety, security and community partnership. The Port’s Strategic Plan will serve as our roadmap as we journey into the future.

Our Vision
The Port of Long Beach will be the global leader in operational excellence and environmental stewardship.

Mission
The Port of Long Beach is an international gateway for the reliable, efficient and sustainable movement of goods for the benefit of our local and global economies.

Value Proposition
Our customers choose the Port of Long Beach because we are the most reliable, most cost-effective and greenest gateway for the movement of goods to and from America’s major consumer markets and producers.
Core Values

The Port of Long Beach’s consistently high-level performance is based on the City of Long Beach Harbor Department’s deep commitment to operational excellence through safe, modern and efficient facilities, along with premier customer service and a proactive approach to community engagement. By enabling international trade, the Port generates the significant economic benefits that come with an active, sustainable and beneficial flow of commerce. The Port also understands its duty to be a responsive and responsible community partner and neighbor. With this in mind, we have updated the Port’s Strategic Plan to set our priorities for increasing our competitiveness, financial well-being and environmental sustainability, while also enhancing our positive impact on the economy. We stand at the forefront of innovation and information technology to track our progress in attaining wide-ranging objectives while meeting our immediate responsibilities to our partners, our diverse set of stakeholders and our neighbors.

The Port of Long Beach values . . .

- Visionary Leadership
- Operational Excellence
- Innovation
- Diversity
- Honesty and Integrity
- Superior Customer Service
- Teamwork
- Healthy and Prosperous Communities
Strategic Goals & Objectives

The Port has established six strategic goals to achieve in coming years. These goals define our priorities in our mission and focus our resources in a way that moves us closer to our vision for the future. To realize this vision, it is necessary to successfully achieve each of the following goals:

- Strengthen the Port’s competitive position through secure and efficient movement of cargo while providing outstanding customer service.
- Maintain financial strength and security of assets.
- Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
- Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development.
- Broaden community access to Port-related opportunities and economic benefits.
- Attract, develop and retain a diverse, high-performing workforce.
Strategic Goal:

Strengthen the Port’s competitive position through secure and efficient movement of cargo while providing outstanding customer service.

The Port of Long Beach distinguishes itself among the world’s seaports for its operational excellence and high-quality customer service. For our business partners, this means moving cargo through the Port with speed, efficiency, transparency and reliability, saving them money while being responsive to their needs around the clock.

As the nation’s second-busiest seaport, Long Beach is taking the opportunity to modernize the goods-movement industry by investing in innovations that come in many forms, from zero-emissions trucks to data-sharing technology that enhances customer visibility, to advances in oceangoing vessel technologies that increase efficiency and environmental sustainability. The Harbor Department strives to build upon these advantages each day, in all work products and interactions with customers, agency peers and members of the public.

Strategic Objectives:

• Work collaboratively with public agencies and regulators throughout the supply chain to increase the velocity of cargo movement through the Port.

• Identify and implement actionable recommendations from supply chain stakeholders to improve operational efficiency and increase Port productivity.

• Identify technology investments that improve supply chain efficiency, security and visibility.

• Attract and retain customers by delivering industry-leading customer service.
Strategic Goal:
Maintain financial strength and security of assets

Major financial rating agencies continue to demonstrate confidence in the Port due to its dominant West Coast market position, naturally deep water, state-of-the-art facilities, diverse revenue stream and stable finances, with both Standard & Poor’s and Fitch Ratings awarding AA ratings for the Port’s senior debt, with stable outlook. The Port aims to remain competitive and secure market share by aggressively identifying and pursuing new business opportunities while also retaining current customers.

The Port is committed to maintaining its secure, stable finances by managing its internal operations effectively and demonstrating continued progress toward enhancing short-term and long-term financial strength; achieving key milestones of the ongoing 10-year Capital Improvement Plan; attracting, developing and retaining a high-performing, diverse workforce; and strengthening business relationships with industry partners around the world.

Strategic Objectives:
• Enhance and diversify revenue streams.
• Ensure alignment of organizational budget priorities through collaborative engagement between the Board of Harbor Commissioners and staff.
• Adopt a balanced budget that exceeds the minimum financial requirements of Board-approved Debt Ordinance.
• Update the 10-year cash flow plan and forecast on a semi-annual basis, including stress-test scenarios.
• Protect and secure Port property and resources through 24/7 situational awareness and response and through the efficient application of technology, personnel and intelligence.
• Protect the Port’s information systems and intellectual capital to ensure integrity of data and secure Port-wide operations.
Strategic Goals and Objectives

**Strategic Goal:**
Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement

The Port is nearing the completion of a decade-long, $4 billion modernization program that is the largest of any seaport in the nation. These infrastructure projects place the Port at an operational advantage over many of its peers. Deeper channels, reconfigured terminals, expanded rail networks, taller cranes and other facilities improvements have also made way for the new generation of ships and growing demand for global trade.

Through close coordination with industry partners, the Port plans and pursues physical improvements that complement technological advancements in terminal equipment, cargo visibility and information exchange. Future projects that will enhance on-dock rail capacity are underway and are vital to operational success and the achievement of key environmental goals. Collectively, these modernization projects build upon the Port’s longstanding commitment to delivering the outstanding customer service, operational excellence, business continuity, energy security and environmental stewardship that continue to make Long Beach the Port of Choice for our business partners.

**Strategic Objectives:**
- Complete current high-impact capital programs on time and within budget.
- Prioritize existing and anticipated capital projects and communicate those priorities throughout the organization.
- Engage local, regional, state and federal agencies to ensure the Harbor Department evaluates, designs and implements projects that align with the priorities of regional planning agencies.
- Identify and plan for future investment needs to support operational efficiency, environmental and energy sustainability and technology requirements.
- Proactively manage the infrastructure from development to maintenance to replacement.
Strategic Goals and Objectives

Strategic Goal:

Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development.

Known worldwide for its leadership in environmental stewardship in the seaport industry, the Port of Long Beach is the Green Port of the Future. With a long record of trailblazing initiatives that have dramatically reduced impacts, the Port continues to seek cutting-edge measures that will further enhance the environment for workers, neighbors and wildlife.

Our actions also improve the business climate, making way for our customers and industry partners to participate in and benefit from a cleaner, more efficient supply chain. The path to zero-emissions will bring new opportunities that will make possible a sustainable supply chain and uphold the principles of the Green Port Policy, the Port’s historic commitment to a sustainable future. Improvements to environmental quality will continue to be the foundation of the Port’s operational excellence, as we join with our industry partners to deliver a sustainable supply chain.

Strategic Objectives:

- Fully implement the 2017 Clean Air Action Plan Update, facilitating the transition to zero-emissions Port operations.
- Implement the Energy Initiative Roadmap to ensure the availability of reliable, resilient, cost-effective and sustainable energy to power the Green Port of the Future.
- Leverage the Port’s role as a regional leader to promote sustainable and innovative environmental practices that complement the economic, regulatory and quality of life needs of industry, government agencies and the public.
- Employ the principles of sustainable development at every stage of project development, including environmental review, design, construction and operation.
- Develop and implement Harbor Department-wide sustainability programs within our administrative practices.
Strategic Goal:
Broaden community access to Port-related opportunities and economic benefits

We strive to build positive relationships that inform the community about its Port while also delivering economic benefits to the region. Programs include sponsoring and hosting community events, education outreach to nurture future industry leaders, expansive workforce development offered in conjunction with industry and educational partners, and funding for local organizations to reduce environmental impacts. Annual events such as the State of the Port and the Pulse of the Ports Peak Season Forecast offer insights on future performance, and are only two of the hundreds of engagement opportunities each year.

The Port partners with the Long Beach Unified School District to support the innovative Academy of Global Logistics at Cabrillo High School, a four-year pathway for students interested in trade and maritime careers. The Port links with Long Beach City College and California State University, Long Beach, to offer training, study pathways for logistics careers, and professional development programs. New grant-funded demonstrations of zero-emissions and other clean port technology include workforce development and training outreach for local jobseekers. This engagement underscores the Port’s commitment to making Long Beach a better place to live and work.

Strategic Objectives:

- Explore opportunities to leverage existing mitigation grant programs to maximize benefits to the community.
- Expand community access to current and future job opportunities by building on our education and workforce development initiatives.
- Expand the diversity of community sponsorships through increased education and outreach for new applicants.
- Explore opportunities to enhance equity, access and diversity in educational and workforce development through enhanced scholarship and internship support.
Strategic Goals and Objectives

Strategic Goal:
Attract, develop and retain a diverse, high-performing workforce

A highly trained, highly skilled workforce is at the core of the Port of Long Beach’s ability to provide premier customer service and to achieve operational excellence. The Port should reflect the diversity and inclusiveness of the community it serves. The reliable and efficient movement of cargo benefiting our economy starts with people. The Port values people’s differences and strengths, and strives to be a collaborative, supportive workplace.

Strategic Objectives:
• Identify methods for supporting and measuring cultural diversity within the Harbor Department’s workforce.
• Implement a strategic planning process that clearly communicates organizational priorities, engages staff and supports key performance indicators.
• Design and establish the Department’s Succession Planning Initiative to be implemented Port-wide.
• Foster a safe, well-trained and collaborative organization that integrates people, process and technology, and promotes a team-oriented culture with professional and personal growth.
Conclusion

This Strategic Plan outlines our priorities for enhancing competitiveness, financial strength and sustainability – while also broadening economic benefits and support to our community and beyond.

The Port of Long Beach is a global leader and we are determined to see that it remains at the forefront of goods movement, supply-chain innovation, environmental stewardship, advanced facilities and community support. Our Strategic Plan is designed to encompass and embrace partnerships with vessel and terminal operators, cargo owners, longshore workers, truckers and other stakeholders. We serve this Port to ensure that in turn it serves the economy and the many people who make their living thanks to global trade and logistics. And we commit to being a good neighbor, always finding newer and better ways to develop and operate the Port in a green and sustainable manner.

With the guidance of the Board and the expertise of the staff, we will transition from the Port of Today into the Port of the Future.