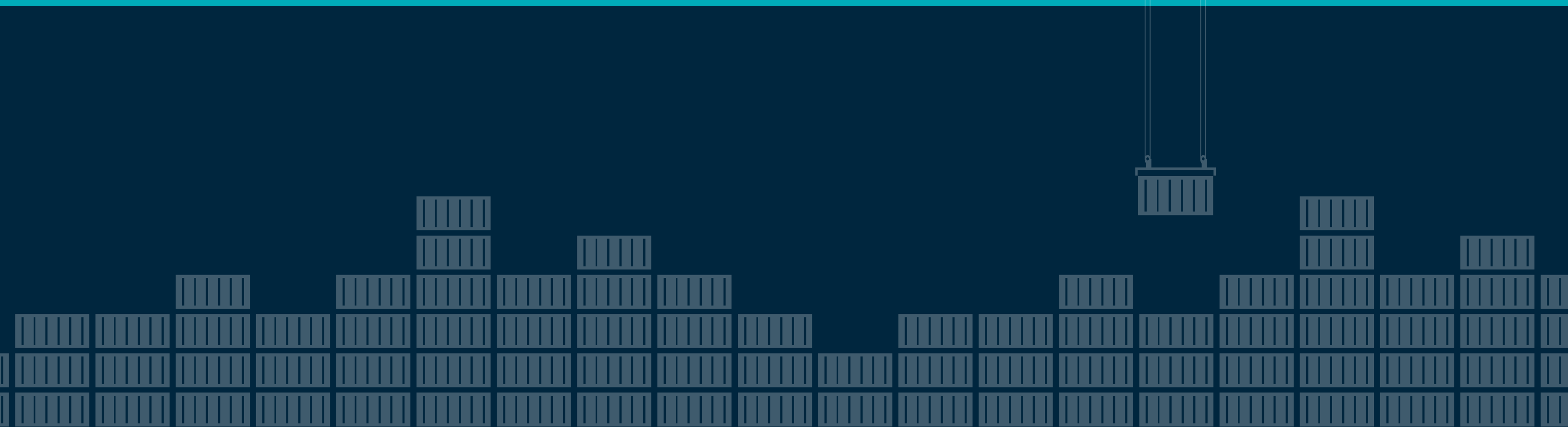




2020 AAPA EXCELLENCE IN COMMUNICATIONS AWARDS

Classification: Miscellaneous

2019 Strategic Plan Update



2019 Strategic Plan Update

Summary:

In the highly competitive world of international trade, a Strategic Plan that charts the future course for the Port of Long Beach is an essential element for success. Periodic updates to the Strategic Plan are critical in order to embrace the industry's volatile dynamics, both anticipated and unexpected.

Working in collaboration with the Port's Master Planning Division, the Port's Communications and Community Relations Division wrote, designed and launched an updated Strategic Plan, based on direction from the Long Beach Board of Harbor Commissioners – governing body for the Port – and Port Executive Director Mario Cordero and his team. Released in April 2019, the update presents a clear vision for the future – one that balances the Port's role as a facilitator of a seamlessly integrated end-to-end supply chain, a world leader in optimized goods movement, an innovator of sustainable infrastructure, a pioneer in environmental stewardship, and an engine for economic prosperity.

Cover of the updated
2019 Strategic Plan



APRIL 2019

7 Communication Challenges and Opportunities

The Port of Long Beach is the Port of Choice – the premier U.S. gateway for trans-Pacific trade and a trailblazer in innovative goods movement, safety, environmental stewardship and sustainability. As the second-busiest container seaport in the United States, the Port handles trade valued at more than \$170 billion annually and supports 2.6 million trade-related jobs across the nation, including more than 575,000 in Southern California. The Port of Long Beach prides itself on its top-notch customer service and operational excellence, and in 2019 industry leaders named it “The Best West Coast Seaport in North America.” Founded in 1911 with a single municipal dock at the mouth of the Los Angeles River, today the Port encompasses 3,200 acres with 35 miles of waterfront, 10 piers, 80 berths and 66 gantry cranes. In 2019, the Port handled 7.6 million container units, the second-best year in its history.

In the highly competitive world of international trade, a Strategic Plan that charts the Port’s course for the future is an essential element for success. Periodic updates to the Strategic Plan are critical in order to embrace the industry’s volatile dynamics, both anticipated and unexpected.

The challenge for the Communications and Community Relations Division, working in collaboration with the Port’s Master Planning Division, was to write, design and launch an updated Strategic Plan, based on direction from the Long Beach Board of Harbor Commissioners – governing body for the Port – and Port Executive Director Mario Cordero and his team.



The Port of Long Beach

2 Complementing the Overall Mission

In 2006, the Port of Long Beach published its first Strategic Plan in more than two decades. First updated in 2009, it articulated a vision for the Port for the following decade. The plan was then updated on an ongoing basis but not a rigid schedule to reflect the evolving priorities and overarching goals driven by the continued operating challenges of bigger ships, transitions in the Port's executive leadership, politics, and other emerging issues affecting trans-Pacific trade, both anticipated and unexpected.

This most recent Strategic Plan update, released in April 2019, presents a clear vision for the future of the Port of Long Beach – one that balances its role as a facilitator of a seamlessly integrated, end-to-end supply chain, a world leader in optimized goods movement, an innovator of sustainable infrastructure, a pioneer in environmental stewardship and an engine for economic prosperity.

Right now, the 2019 Strategic Plan is the roadmap the entire Port of Long Beach team will follow to achieve the goals it outlines and ensure the Port's continuing success.

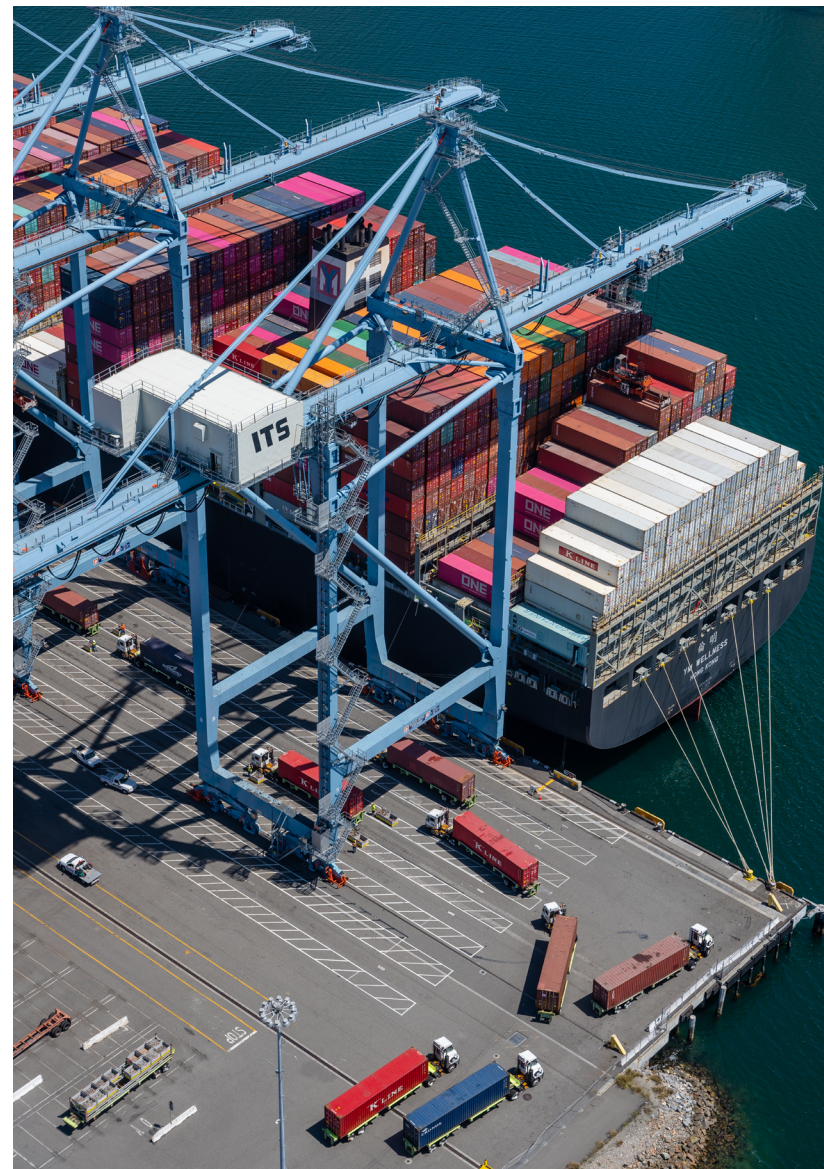


Vessel at the Port

3 Planning and Programming Components

Six strategic goals set the foundation of the updated plan:

- 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.



Container ship YM Wellness, docked at the ITS Terminal at Pier G

Communications Objectives

- Through in-house copywriting and design, accurately and effectively represent the Harbor Commission's six strategic goals and related information in an attractive, downloadable document.
- Continue the design tradition of incorporating colorful, dramatic images from the Port's photo archive, providing new images where required;
- Announce the updated Strategic Plan and make it easily accessible to all internal and external target audiences and track key messages, particularly on social media;
- Utilizing the Port's employee intranet, provide ongoing updates of action plans that have been formulated by division directors to help support Strategic Plan goals and objectives;
- Complete the Strategic Plan update on schedule and with minimal out-of-pocket expense beyond departmental salaries and wages.

Target Audiences

- Harbor Commission, Port leadership, management, staff and contractors who will use the updated Strategic Plan as a roadmap to achieving the six strategic goals;
- Mayor, City Council and other elected and appointed officials: local, state and federal
- Port customers and tenants
- Potential Port customers
- Port contractors and vendors
- All members of the international supply chain
- Long Beach and Southern California business communities
- Long Beach residents and community organizations
- Environmental and regulatory agencies
- Educators, students and potential employees
- Members of the news media

4 Actions Taken and Communication Outputs Used

Overview

The Port of Long Beach Strategic Plan – finalized, approved and launched in April 2019 – was updated over a period of 10 months by the Port's Master Planning and Communications and Community Relations divisions with leadership from the Board of Harbor Commissioners and input from all Harbor Department staff. The document was made available to staff as well as external audiences, especially those in the shipping industry. This updated Strategic Plan also provided the platform for the Port's brand update, including a new brand story, logo and tagline, introduced in February 2020.

Set at \$800, the out-of-pocket budget for the project was minimal, as the writing, design and launch were primarily accomplished by in-house Communications staff. Printing was additional. Most photography was selected from the Port's extensive photo archive, but contractor fees for new photography and video

to announce the launch were also additional.

History, Review and Discovery

The Strategic Plan is a living document, updated as necessary, building on past Plan content. The 2019 update 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 improve operational excellence and, at the same time, meeting the ambitious environmental goals set in the 2017 San Pedro Bay Ports Clean Air Action Plan Update.

Input for the update was gathered in a comprehensive, multi-divisional approach. The Port's Executive Steering Committee worked directly with the Harbor Commission to establish a Strategic Planning Committee involving key divisions. Two working groups of staff team members rounded out the principal focus groups to flesh out goals and objectives as developed

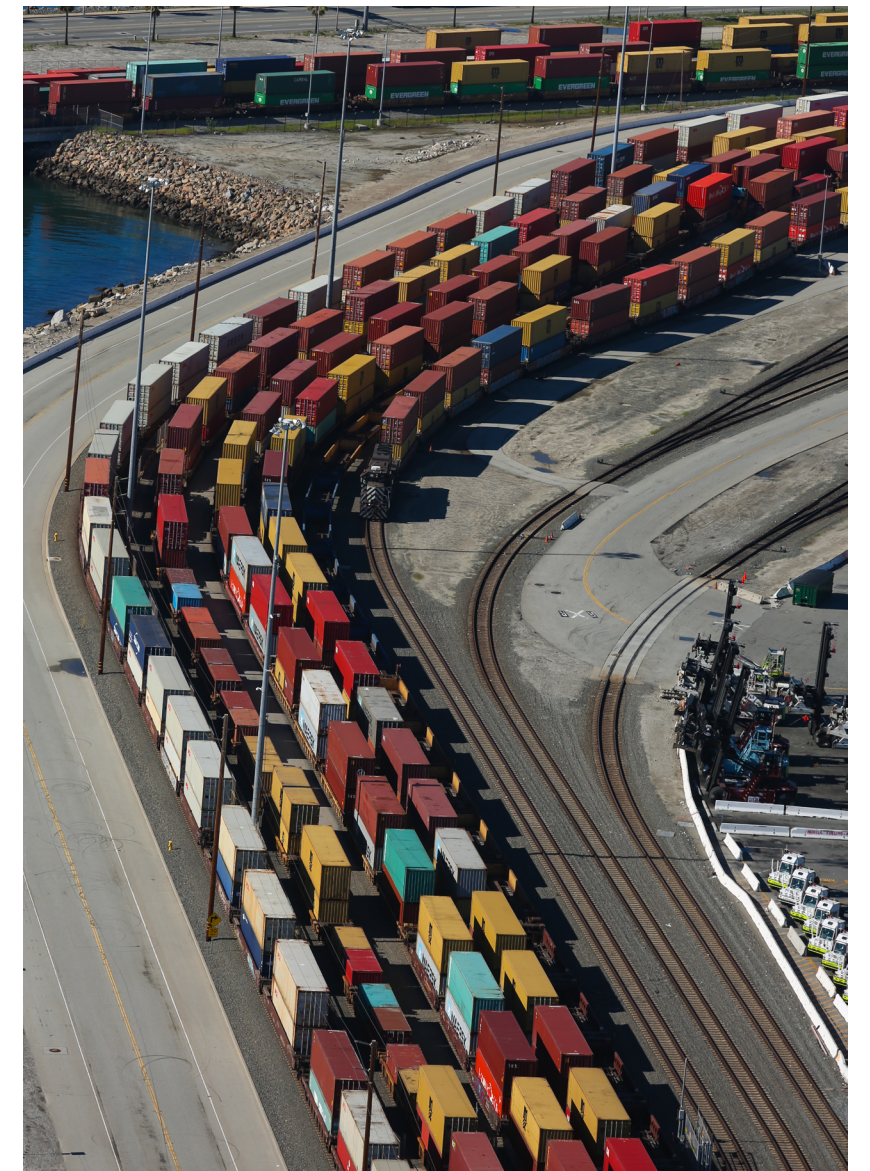
during a series of workshops with the Harbor Commission. Additionally, a survey of all Port employees was undertaken to allow staff to weigh in about the Port's strengths, weaknesses and future direction.

Design and Production

The 2019 Strategic Plan is an 8 ½" x 11", 28-page, full-color document (including front and back covers). It is readable or downloadable at the Strategic Plan page on the Port's website at www.polb.com/strategicplan. Two hundred hard copies were printed for distribution to Port staff.

Photography Content

The document's front and back covers each feature a full-page, aerial view of today's Port of Long Beach. Throughout the document, the left-hand page features a full-page, full-color Port-related image, with copy content on the facing right-hand page.



Rail at the Port – photograph used in Strategic Plan

Copy Content

Throughout the document, copy is on the right-hand page, facing the Port-related images. Copy is tightly edited with a headline and introductory paragraph followed by bullet-pointed specifics. Copy content includes:

Title Page

- Images of the five Harbor Commissioners who approved the 2019 update, as well as the Port's Executive Director and Deputy Executive Directors

Table of Contents

Strategic Planning Process

Detailing the focus of 2006, 2009, 2016, 2017 and 2019 updates.

Vision, Mission & Value Proposition

- 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 values . . .

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

Strategic Goals & Objectives

- An introductory page including a list of all six Strategic Goals;
- Each of the six following pages further details each Strategic Goal with an accompanying list of Strategic Objectives.



Port of Long Beach Strategic Plan

LONG BEACH BOARD OF HARBOR COMMISSIONERS



Title page



3

Contents

Strategic Planning Process.....	6
Vision, Mission & Value Proposition.....	8
Core Values	10
Strategic Goals & Objectives	12
Conclusion	26

4

Table of Contents



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Strategic Planning Process

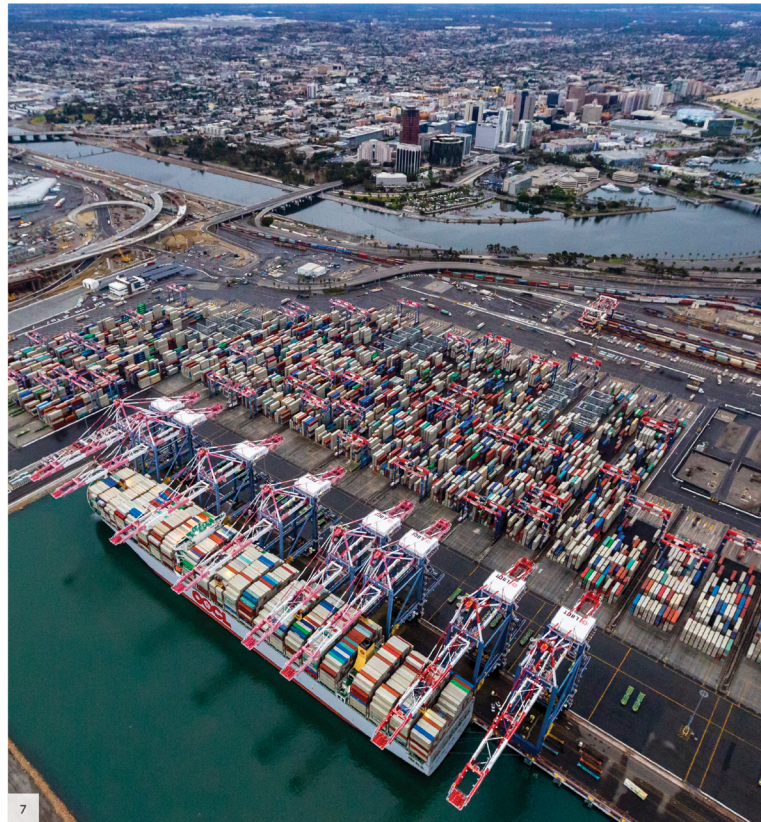
The Strategic Plan is a living document, updated with guidance from the Board of Harbor Commissioners, the five-member body responsible for setting policy for the Port of Long Beach.

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.

6

Strategic Planning Process



7

Vision, Mission & Value Proposition

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.

8

Vision, Mission & Proposition



9

Core Values

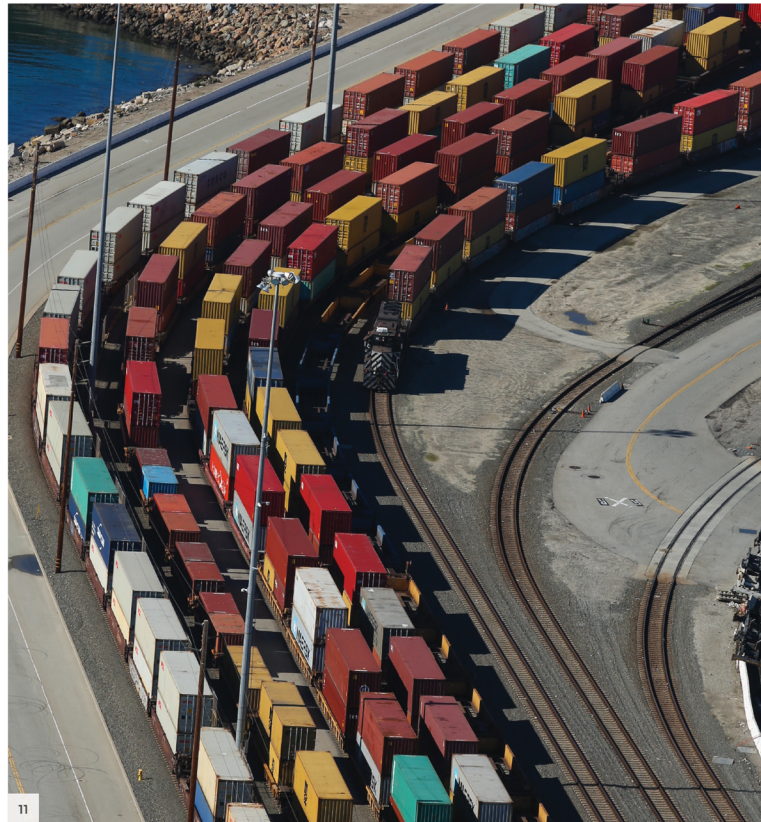
The Port of Long Beach's consistently high-level performance is based on the City of Long Beach Harbor Department's deep commitment to operational excellence through safe, modern and efficient facilities, along with premier customer service and a proactive approach to community engagement. By enabling 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

10

Core Values



11

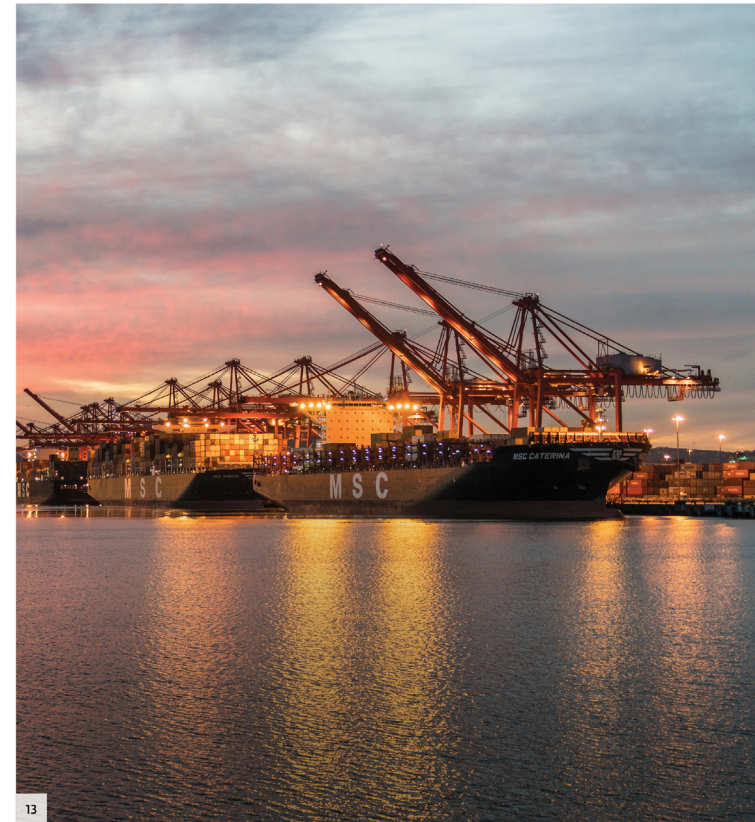
Strategic Goals & Objectives

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.

12

Strategic Goals & Objectives



13

Strategic Goals and Objectives

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.

14

Strategic Goals & Objectives continued



15

Strategic Goals and Objectives

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.

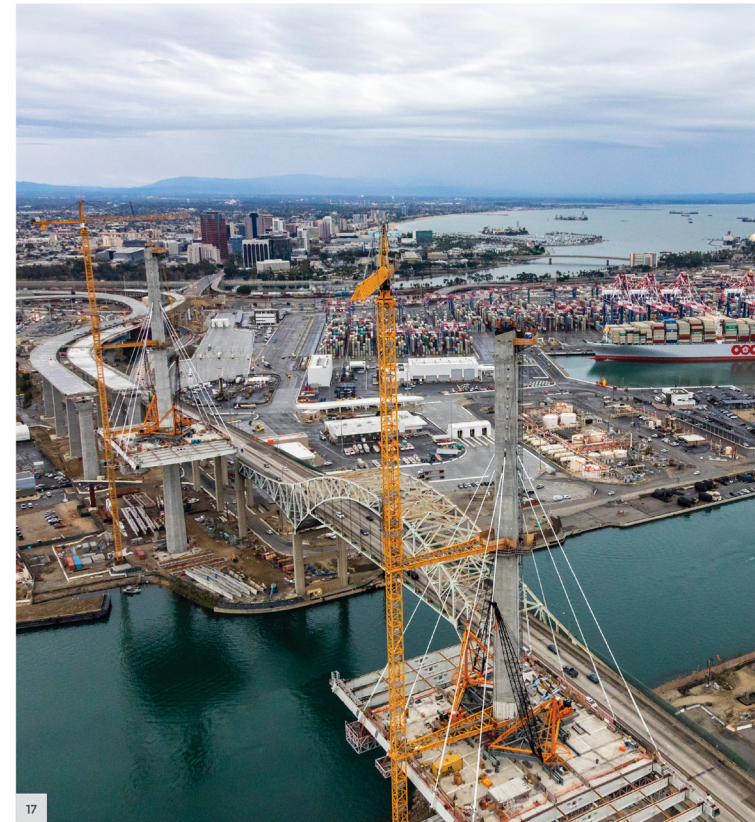
The Port is committed to maintaining its secure, stable finances by managing its internal operations effectively and demonstrating continued progress toward enhancing short-term and long-term financial strength; achieving key milestones of the ongoing 10-year Capital Improvement Plan; attracting, developing 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.

16

Strategic Goals & Objectives continued



17

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.

18

Strategic Goals & Objectives continued



19

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.

20

Strategic Goals & Objectives continued



21

Strategic Goals and Objectives

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.

22

Strategic Goals & Objectives continued



23

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.

24

Strategic Goals & Objectives continued



25

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.

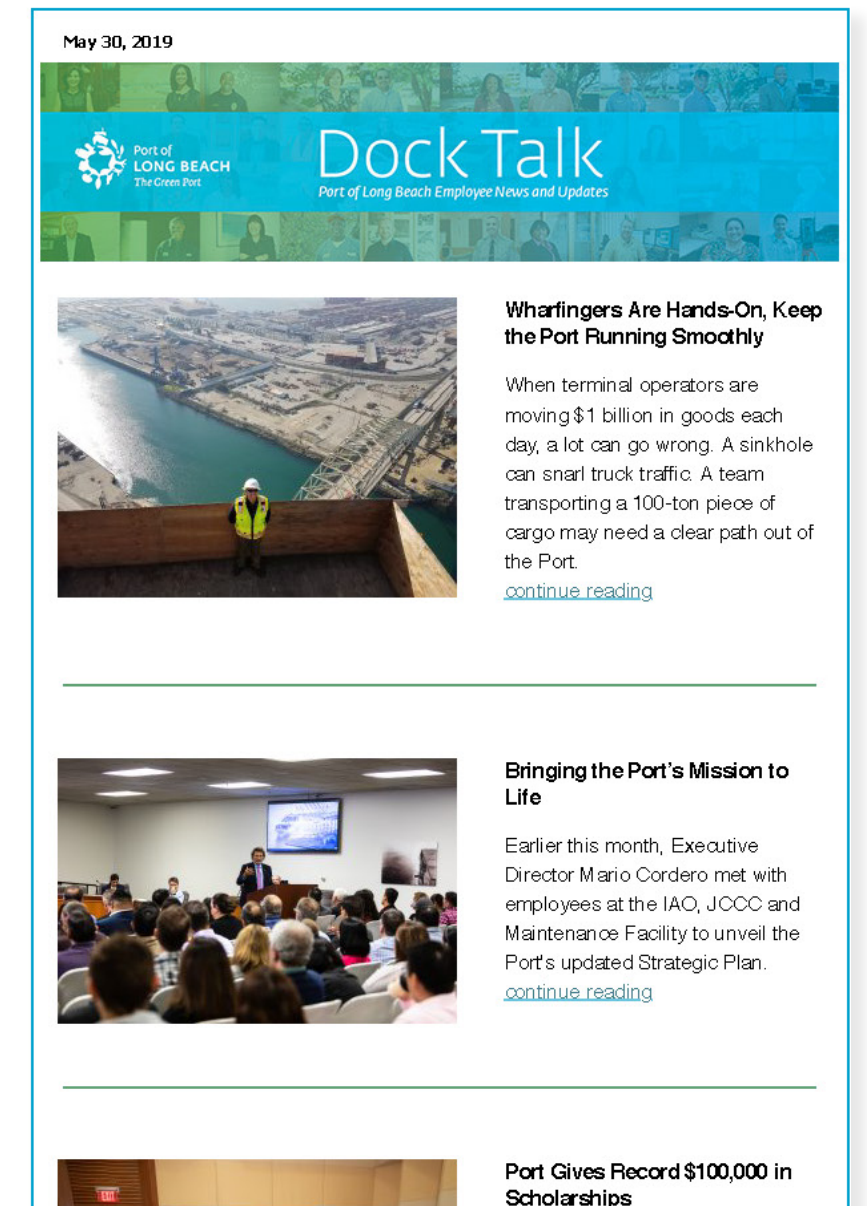
With the guidance of the Board and the expertise of the staff, we will transition from the Port of Today into the Port of the Future.

26

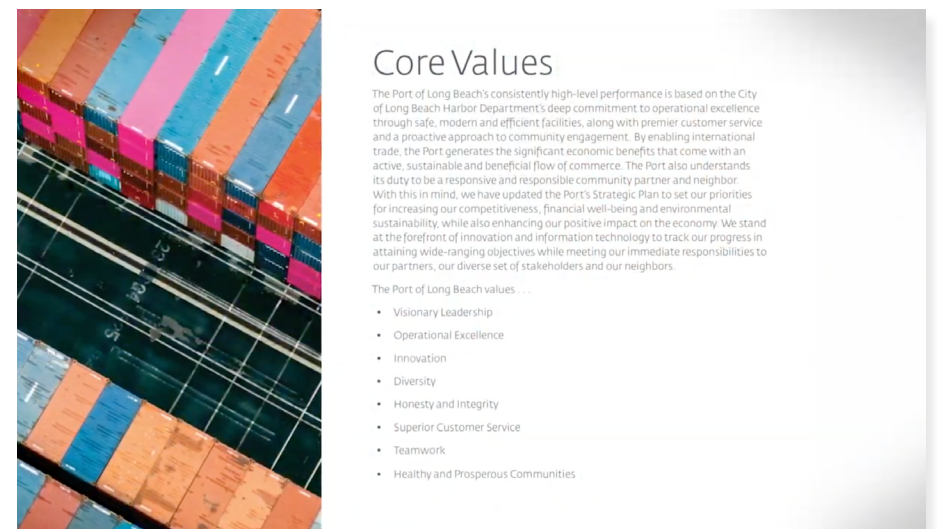
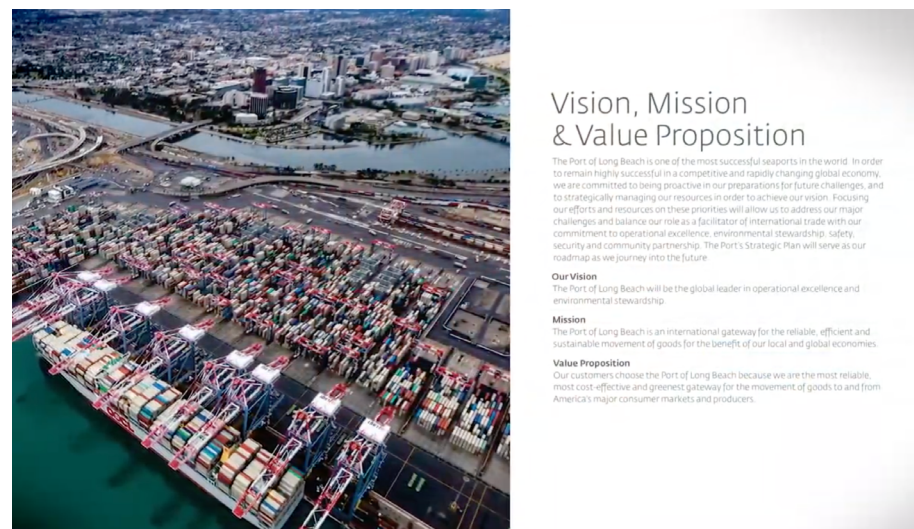
Conclusion

Launch

- **Key Messages** – The Communications team prepared and distributed a “Key Messages” document to be referenced for all communications about the updated plan.
<https://www.dropbox.com/s/ntusiipnmjhnjz7/Strategic%20Plan%20key%20messages%20040519%20%281%29.docx?dl=0>
- **Letter to Employees** – The Communications team prepared a letter to employees from Executive Director Mario Cordero on the release of the Plan, urging staff to read it and refer to it often. The letter, distributed by email on April 25, also thanked Communications, Master Planning and all other employees who worked on the project.
<https://mailchi.mp/polb/strategic-plan-2019-employee-letter>
- **Website** – The Strategic Plan page on the Port’s website at www.polb.com/strategicplan was updated with a link to the plan document to either read or download it. All communications about the new Strategic Plan included this link.
- **News Release** – Following the April 2019 approval of the updated Strategic Plan, a news release was emailed to all POLB lists, including news media, customers, tenants and other target markets, a total of 5,170 recipients.
<https://www.polb.com/port-info/news-and-press/port-sets-course-for-operational-excellence-2-04-23-2019/>
- **Newsletters** – Feature articles were included in the Port’s newsletters, all distributed via email.
 - YOURPORT Community Newsletter – May 2019 issue – sent to 5,035 recipients
<https://mailchi.mp/polb/your-port-march-217101>
- Tie Lines, newsletter to industry stakeholders – April/May 2019 issue – sent to 1,880 external recipients and to approximately 535 employees
<https://mailchi.mp/polb/tie-lines-april-2019>
- Dock Talk employee newsletter – May 2019 issue – sent to approximately 535 Port employees
<https://www.dropbox.com/s/02dfton7s94zmq1/Dock-Talk-May-30-2019.pdf?dl=0>
- **Video** – A two-minute video was produced as part of the Port’s internal Port Talk series by Port contractor Media 360. Primarily for Port employees and stakeholders, YouTube views currently number about 90.
https://youtu.be/_D2w7Zje5dw



May 2019 issue of Dock Talk



Screenshots from the May 13, 2019 Port Talk video on YouTube

- **Social Media** – Messages were posted to the Port's social media accounts (Facebook, Twitter and Instagram) including trackable text about goals and objectives from the Strategic Plan.
- **All-Hands Meetings** – All Port employees were emailed an invitation to learn about the Strategic Plan during all-hands meetings with Executive Director Mario Cordero. Meetings to accommodate all employees were scheduled at three convenient locations during the morning of May 16.
- **Strategic Plan Library** – A letter from Executive Director Mario Cordero was emailed to all Port employees in December 2019 announcing a milestone in the implementation of the 2019 Strategic Plan – a list of 60 Action Plans posted on the Port's employee Intranet for their review (document only available on Port internal network).



Learn About The Strategic Plan With Executive Director Mario Cordero

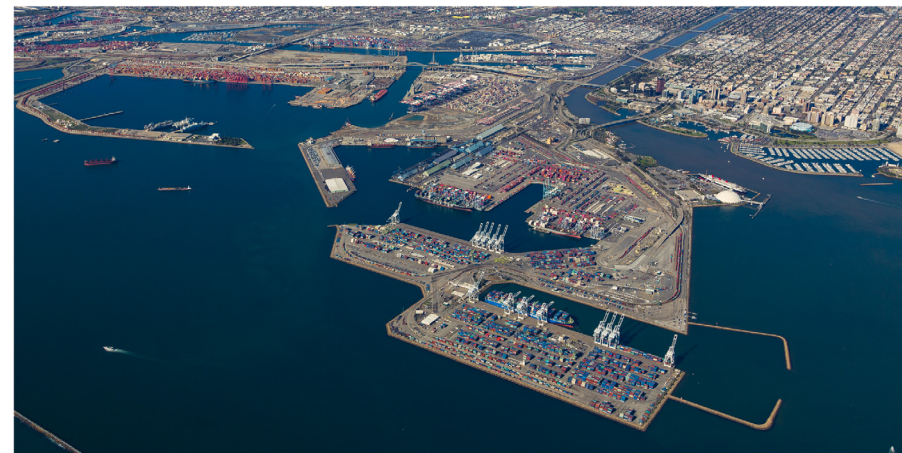
ALL-HANDS MEETINGS

Thursday, May 16

Find out all about the Port's new Strategic Plan, and your role in putting it into action. Port contributors should plan to attend one of the following meetings on May 16:

- 7-7:45 a.m.: *Maintenance Facility, First Floor Meeting Room*
- 8-8:45 a.m.: *Joint Command and Control Center, Second Floor Conference Room*
- 10-10:45 a.m.: *Interim Administrative Offices, Board Room*
- 11-11:45 a.m.: *Interim Administrative Offices, Board Room*

The updated Strategic Plan, approved by the Long Beach Board of Harbor Commissioners, lays out the key goals and objectives for the Port to continue prospering, meeting the needs of the industry and serving the community.



Left
Flyer of the
All-Hands Meeting for
Thursday, May 16



Right
Photos of the All-
Hands meetings held
at the three sites,
capturing all of the
Port's employees



Port of LONG BEACH
The Green Port

Strategic Plan

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

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Strategic Plan

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. 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.

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The Port of Long Beach values . . .

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



Visual assets used
for Implementation
Action Plan

Left
Mouse Pads

Right
Strategic Plan Posters

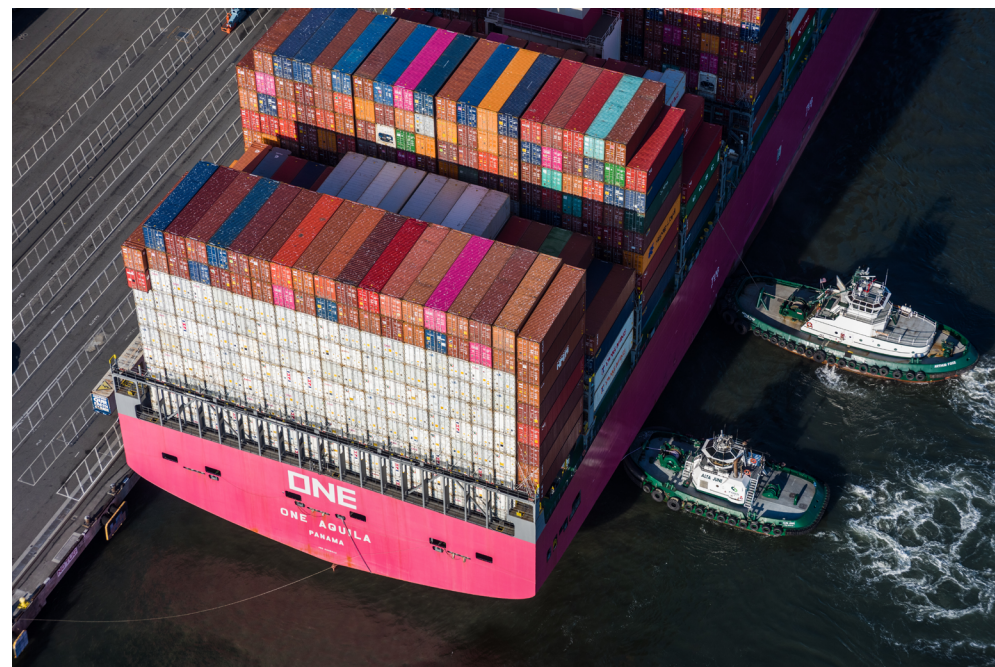
5 Communication Outcomes and Evaluation Methods

All Communications objectives were accomplished for the development, design and launch of the 2019 Strategic Plan update. The concise, visually attractive document contained well-organized, accurate, information and stunning photography.

The document is easily accessible for all target markets on the Port's website to either read, print or download, and hard copies are available on request.

Port management and staff, those charged with implementing the goals and objectives of the Strategic Plan, received thorough orientation via newsletters, videos, team meetings and access to the Strategic Plan Library.

And, finally, following much editing and fine-tuning by all participants, the 2019 Strategic Plan was approved in a timely manner by the Board of Harbor Commissioners with minimal out-of-pocket expense.



ONE Vessel at the Port.

Distribution

Following the news release's distribution on April 23, several media outlets covered the release of the updated Strategic Plan:

- Long Beach Business Journal (brief, followed by larger article featuring interview with then-Harbor Commission President Tracy Egoscue)
- Logistics Management
- Maritime Professional
- Port Technology

Social Media

Since the plan's publication, each piece of Port social media content has been internally tagged with one of the six Strategic Plan categories. The Port then tracked metrics for each different category to see how fans interacted. On Facebook the engagement rate is a metric that tracks how actively involved with your content your audience is. Engaged followers interact with Port content through likes, comments and sharing. An average "good" engagement rate is about 1.5%-

3.5%. These are the results through April 2020.

Facebook

- Environmental – 19 posts, 4.7% engagement rate
- Cargo Movement – 31 posts, 7.4% engagement rate
- Community – 31 posts, 4.3% engagement rate
- Security/Finance – 3 posts, 9% engagement rate
- Infrastructure – 17 posts, 6.4% engagement rate
- Workforce: 18 posts, 4% average engagement rate

Twitter

- Environmental – 23 posts, 5.8 average likes per post
- Cargo Movement – 41 posts, 7 average likes per post
- Community – 52 posts, 3.8 average likes per post
- Security/Finance – 1 post, 2 likes
- Infrastructure – 18 posts, 7.8 average likes per post
- Workforce: 26 posts, average 7 likes per tweet

"As Harbor Commissioners, we have a responsibility to ensure that the Port is doing everything it can to meet the needs of our customers, our industry, and the community we serve. This updated Strategic Plan will guide our team as we meet the challenges and opportunities ahead."

*– Bonnie Lowenthal,
President, Long Beach Board of Harbor Commissioners*

"In a highly competitive industry like ours, we must think strategically. The Strategic Plan, as created with the leadership of our Board of Harbor Commissioners, defines how we will maintain our longstanding commitment to operational excellence well into the next decade."

*– Mario Cordero,
Executive Director, Port of Long Beach*

"I think all Port divisions appreciate the incredible tool this Strategic Plan provides for us. I know we do in Communications and Community Relations, and we're proud of the part we played in the copy, design and launch of this update. It means we're all making our own contributions, but merging on the same pathway to achieving the six goals laid out in the plan. And since it's a living, updatable document, that guidance is ongoing."

*– Kerry Gerot
Director, Communications and Community Relations
Division, Port of Long Beach*

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