2019 Strategic Plan Update
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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.
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.
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.
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.

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.
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

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.
Strategic Planning Process

The Strategic Plan is a living document updated with guidance from the Board of Directors and Management. It serves as a roadmap for achieving our strategic goals.

Creating the Plan
- The Board and Management collaborate to develop the Strategic Plan.
- Meetings are held to discuss and refine the plan.
- The plan is reviewed and updated regularly.

Procedures
- The plan is communicated to all employees.
- The plan is used to guide decision-making and resource allocation.

Implementation
- The plan is reviewed and updated regularly.
- The plan is used to guide decision-making and resource allocation.

Conclusion
- The plan is communicated to all employees.
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Vision, Mission & Value Proposition

The Port of Long Beach is one of the most successful ports in the world, in order to remain locally competitive and continue to serve global megatrends, we are continuously innovating our processes to be prepared for future changes, and for capturing growth in new markets. In order to achieve these visions, Port of Long Beach has defined our Core Values, Vision, and Mission, which guide our actions in our daily work. Our Core Values are: 

- Respect: Appropriate behavior towards all stakeholders 
- Integrity: Ethical and honest behavior 
- Openness: Communication and transparency 
- Service: Customer and community focus 
- Safety: Ensuring a safe work environment and operations 

Our Core Values guide all of our actions, from the decisions we make to the way we interact with stakeholders. These values are reflected in our Vision and Mission statements, which are the foundation of our strategic plan.

Vision

The Port of Long Beach is committed to being the premier gateway for the movement of goods in the Western Hemisphere, providing a safe, efficient, and environmentally responsible transportation network. We strive to be a leader in sustainability and to maintain our position as the world’s leading port. 

Mission

The Port of Long Beach is committed to serving our stakeholders by providing a safe, efficient, and environmentally responsible transportation network. We work to be a leader in sustainability and to maintain our position as the world’s leading port. 

Value Proposition

Our customers choose the Port of Long Beach because we are the most reliable, cost-effective and innovate partner for the movement of goods to and from America’s major consumer markets and destinations.
Strategic Goals & Objectives

The Port has outlined its strategic goals to drive future outcomes. These goals reflect the organisation’s commitment to focus on areas that involve customer experience, service improvement, and innovation. The following goals aim to:

- Strengthen the Port’s competitive position through secure and efficient movement of cargo and containers.
- Maximize financial strength and security of the Port.
- Develop and demonstrate the use of fuel-efficient practices and technologies to reduce environmental impacts.
- Enhance community access to local 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 is recognizing the need to ensure the port’s competitive position through the efficient movement of cargo and containers. This goal addresses the following strategic objectives:

- Enhancing efficiency and reducing carbon emissions through the use of advanced technologies and practices.
- Improving the Port’s financial stability and security.
- Enhancing community access and economic benefits for local residents.
- Attracting, developing, and retaining a diverse, high-performing workforce.

Strategic Objectives:

- Enhance efficiency and reduce carbon emissions through the adoption of advanced technologies and practices.
- Improve the Port’s financial stability and security.
- Enhance community access and economic benefits for local residents.
- Attract, develop, and retain a diverse, high-performing workforce.

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2020 AAPA Excellence in Communications Awards

Port of Long Beach - Classification: Miscellaneous - Strategic Plan

Strategic Goal:
Maintain financial strength and security of assets

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

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Strategic Goal:
Objectives continued

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Strategic Goals & Objectives continued

Strategic Goals & Objectives continued
Strategic Goals & Objectives continued

**Strategic Goal**

_Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development_

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

**Objectives**

- **Objective 1:** Implement new equipment and technologies to reduce emissions and energy consumption.
- **Objective 2:** Enhance customer service through improved communication and responsiveness.
- **Objective 3:** Foster partnerships with local communities to promote environmental stewardship.
- **Objective 4:** Increase public awareness of environmental initiatives and successes through outreach and education campaigns.

**Strategic Goals & Objectives continued**

**Strategic Goal**

_Broaden community access to Port-related opportunities and economic benefits_

_Broaden community access to Port-related opportunities and economic benefits._

**Objectives**

- **Objective 1:** Develop and implement a community engagement program to foster partnerships with local communities.
- **Objective 2:** Increase access to Port-related employment opportunities through SkillPath and other workforce development initiatives.
- **Objective 3:** Enhance youth engagement in Port-related activities through educational programs and internships.
- **Objective 4:** Promote environmental stewardship and sustainability practices to mitigate negative impacts on the environment.
Strategic Goal:
Attract, develop and retain a diverse, high-performing workforce

A highly skilled, high-performance workforce is critical to the Port’s ability to consistently meet customer service and achieve operational excellence. The Port is a leader in the industry and is a valued component of the community. A diverse, high-performing workforce is essential to our sustainability and success. The Port is committed to maintaining a workforce that reflects and engages with people from various backgrounds and experiences. A diverse, skilled, and motivated workforce is a cornerstone of our operations.

Strategic Objectives:
- Identify methods for supporting and encouraging cultural diversity within the department workforce
- Implement a strategic planning process that clearly communicates organizational priorities, strategic goals and supports key performance indicators.
- Design and establish a comprehensive succession plan in order to be proactive in hiring new staff.
- Foster a safe, well-trained and collaborative environment that integrates people, processes and business, and communicates culture with professional and personal growth.

Conclusion

This Strategic Plan charts our priorities for enhancing competitiveness, financial strength and potential value - vitally also broadening our social benefits and support to our community and region.

The Port of Long Beach is a global leader and we have determined that it remains at the forefront of goods movement, supply chain innovation, environmental stewardship, advanced facilities and community support. Through the establishment of strategic priorities, implementation of sound business planning, focused program management with sound and technical operations, cargo owners, shippers and other stakeholders, we continue to ensure that the Port serves the economy and the many people who make their living in ports, to global trade and logistics. And we commit to being a great neighborhood, providing cleaner and safer ways to develop and operate the Port, in a green and sustainable manner.

With this guidance at the Board and the support of our staff, we will continue to come from the third of decades in the face of the future.

Strategic Goals & Objectives continued
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/ntusipnmjhtpzw/Strategic%20Plan%20Key%20Messages_040519%20%281%29.pdf?dl=0](https://www.dropbox.com/s/ntusipnmjhtpzw/Strategic%20Plan%20Key%20Messages_040519%20%281%29.pdf?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](https://mailchi.mp/polb/strategic-plan-2019-employee-letter)

• **Website** – The Strategic Plan page on the Port’s website at [www.polb.com/strategicplan](http://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.


• **Newsletters** – Feature articles were included in the Port’s newsletters, all distributed via email.


• **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](https://mailchi.mp/polb/tie-lines-april-2019)


• **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://www.youtube.com/shorts/Dzw7Z1esdw](https://www.youtube.com/shorts/Dzw7Z1esdw)
Vision, Mission & Value Proposition

The Port of Long Beach is committed to providing a reliable, efficient, and sustainable shipping environment that supports economic growth. Our vision is to be the premier global seaport, leading the way in innovation, efficiency, and sustainability. Our mission is to deliver value to our customers, employees, and the community through excellence in customer service, environmental stewardship, and economic growth.

Strategic Goals & Objectives

The Port of Long Beach is dedicated to achieving its strategic goals in the following areas:

- **Economic Development**: Enhancing the economic vitality of the region through investment in infrastructure, job creation, and business growth.
- **Environmental Stewardship**: Reducing emissions and improving air quality through innovative practices and technology.
- **Operational Excellence**: Improving efficiency and productivity through operational excellence and technology advancement.
- **Community Engagement**: Engaging with the community to ensure a positive impact on local communities.
- **Strategic Partnerships**: Building strategic partnerships to achieve shared goals and objectives.

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).

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**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:

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>7-7:45 a.m.</td>
<td>Maintenance Facility, First Floor Meeting Room</td>
</tr>
<tr>
<td>8-8:45 a.m.</td>
<td>Joint Command and Control Center, Second Floor Conference Room</td>
</tr>
<tr>
<td>10-10:45 a.m.</td>
<td>Interim Administrative Offices, Board Room</td>
</tr>
<tr>
<td>11-11:45 a.m.</td>
<td>Interim Administrative Offices, Board Room</td>
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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.
Port of LONG BEACH
The Great 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
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.

Strategic Plan

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Mission
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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.

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
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.

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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