Los Angeles Harbor Department

Port of Los Angeles Sustainability Assessment And Plan Formulation

Prepared Pursuant to
Mayoral Executive Directive # 10
TABLE OF CONTENTS

EXECUTIVE SUMMARY .................................................................................................1
1.0 INTRODUCTION ......................................................................................................2
2.0 MISSION AND PURPOSE ........................................................................................3
3.0 REVIEW AND ASSESSMENT OF CURRENT DEPARTMENTAL PROGRAMS
   AND PRACTICES .....................................................................................................4
   3.1 Goals of the Mayor’s Executive Directive #10 ...................................................5
4.0 SUSTAINABILITY PLAN FORMULATION ..........................................................15
   4.1 Structure .......................................................................................................15
   4.2 Process ........................................................................................................17
5.0 SUMMARY ..............................................................................................................20

APPENDIX A PROGRAM DESCRIPTIONS ...................................................................A-1
APPENDIX B SUSTAINABILITY PROGRAM ELEMENTS ..........................................B-1
APPENDIX C MAYOR VILLARAIGOSA - EXECUTIVE DIRECTIVE NO. 10 .............C-1

LIST OF TABLES

TABLE 1: SUMMARY OF GOALS AND RANKING .......................................................6
TABLE 2: MATRIX OF EXISTING PROGRAMS BY CATEGORY DEMONSTRATING
        CONSISTENCY WITH EXECUTIVE DIRECTIVE #10 ....................................14

LIST OF FIGURES

FIGURE 1: SUSTAINABILITY TEAM STRUCTURE .......................................................17
FIGURE 2: SUSTAINABILITY PROCESS CYCLE .........................................................19
EXECUTIVE SUMMARY

On July 18, 2007, Mayor Villaraigosa issued Executive Directive No. 10, Sustainable Practices in the City of Los Angeles. This directive sets forth his vision to transform Los Angeles into the most sustainable large city in the country and includes goals in the areas of energy and water, procurement, contracting, waste diversion, non-toxic product selection, air quality, training, and public outreach.

The Port of Los Angeles has evaluated its existing programs and policies against the eight goals identified in the Executive Directive. There are currently at least 32 specific programs already in place that support each of the eight goals in varying degrees. Because some of the programs are more mature or robust than others, there are some areas that provide opportunities for improvement. Overall, the Port is strong in programs relating to existing Port operations, whereas programs related to new development and tenants are emerging.

Some highlights of existing programs include:

- A Green Building Policy requiring LEED Gold certification for new developments such as the TraPac Container Terminal building and the proposed waterfront redevelopment projects in San Pedro and Wilmington;
- A new Environmentally Preferable Purchasing Policy incorporating many existing industry standards that will drive reduction of the use of toxic products;
- ISO certification for the Construction and Maintenance Division Environmental Management System that will increase safety, reduce spills, and increase recycling;
- The San Pedro Bay Clean Air Action Plan designed to reduce air emissions by 45% in a five year time period;
- The Climate Action Plan to reduce greenhouse gas emissions to 35% below 1990 levels by 2030;
- Extensive public outreach and community involvement activities; and
- A strong green leasing policy to extend the Port’s sustainability ethic to tenants.

Key future opportunities include:

- Development of a Sustainable Economic Development Plan that will include strategies to both green existing port operations and pursue green technology development opportunities;
- Identification of additional waste streams that can be recycled and improvements in existing recycling rates;
- Formalization of energy and water conservation actions through the Green Building Policy;
- Increasing tenant, community, and employee outreach and training regarding sustainability; and
- Adoption of portwide Sustainable Engineering Design and Construction Guidelines.

The Port has identified a structure and process that it will use over the coming year to further flesh out improvements that can be made; to identify new programs that may be needed; and to prioritize actions to ensure maximum value. Although this document focuses primarily on describing programs rather than results, a full reporting of accomplishments will be provided in the Annual Report as required by the Executive Directive.
1.0 INTRODUCTION

On July 18, 2007, Mayor Villaraigosa issued Executive Directive No. 10, Sustainable Practices in the City of Los Angeles. This directive sets forth his vision to transform Los Angeles into the most sustainable large city in the country. The Los Angeles Harbor Department, one of three proprietary departments of the City, operates the Port of Los Angeles (Port). The Port is committed to helping achieve this vision by transforming the Port of Los Angeles into the greenest port in the world, where environmental protection, economic prosperity, and social justice co-exist.

The Executive Directive identifies eight goals in the areas of energy and water, procurement, contracting, waste diversion, non-toxic product selection, air quality, training, and public outreach. In accordance with the Executive Directive, the Port evaluated its internal policies and programs against the Mayor’s eight identified goals. In general, the Port has extensive environmental and social programs in place that bring the department into substantial compliance with the Executive Directive. Additionally, there are other Port programs in various stages of development that will further contribute to these efforts. However, the evaluation also identified areas for improvement.

In accordance with the Mayor’s Directive, the Port has proposed this Sustainability Assessment to guide its functions, practices and policies. It is organized as follows:

- Section 2 describes the mission and purpose of the Port.
- Section 3 contains the required review and assessment of current departmental practices. This section identifies the many Port programs and practices that the Port has in place that support each of the goals of the Directive and provides an assessment that includes areas for improvement.
- Section 4 outlines the organizational structure and process that the Port will use for formulation of the Sustainability Plan. It is through this more detailed process that the Port will identify specific sustainability goals, how existing Port programs support these goals, and areas where more sustainable practices are needed.
- Section 5 provides a summary and describes the next steps to be taken to institutionalize a Sustainability Program at the Port.

Since the beginning of this year, the Port has developed a sustainability structure for the organization and has conducted awareness training. The Port is currently compiling requisite information for the annual sustainability report due to the Mayor’s office at the end of June. Important next steps will be to develop the background information necessary to establish overarching goals for environmental, social and economic elements, in concert with the Port’s strategic plan mission to promote “green growth.”
2.0 MISSION AND PURPOSE

Both the Strategic Plan Mission and the Environmental Management Policy of the Port reflect the importance of stewardship and environmental, social, and economic sustainability.

Port Strategic Plan Mission:

“To be the world’s premier port in planning, design, construction, maintenance and security, and to promote a “grow green” philosophy, while embracing evolving technology and meeting our fiduciary responsibilities while promoting global trade.”

Port Environmental Management Policy:

“The Port of Los Angeles is committed to managing resources and conducting Port developments and operations in both an environmentally and fiscally responsible manner. The Port will strive to improve the quality of life and minimize the impacts of its development and operations on the environment and surrounding communities through the continuous improvement of its environmental performance and the implementation of pollution prevention measures, in a feasible and cost effective manner that is consistent with the Port’s overall mission and goals, as well as with those of its customers and the community.”

The Port of Los Angeles is the nation’s busiest container port and part of the world’s fifth largest container port complex. This prominence brings with it responsibilities and expectations for the highest possible standards for environmental leadership, efficiency, safety and security. In its Strategic Plan 2006-2011, the Port of Los Angeles has already committed to “incorporate a sustainability ethic into all Port activities and communicate to employees, customers, and the community.”
3.0 REVIEW AND ASSESSMENT OF CURRENT DEPARTMENTAL PROGRAMS AND PRACTICES

The Port of Los Angeles has reviewed its existing internal policies, procedures, programs and initiatives to evaluate current practices and identify those areas that could be made more sustainable. The Port identified many programs that contribute to sustainability in addition to the ones that specifically relate to the goals of the Executive Directive. However, only those that fit within the goals were specifically evaluated and are included here. There are currently at least 32 specific programs already in place that support each of the eight goals in varying degrees. In general, the Port is in compliance with the Executive Directive, but has identified some areas for improvement.

Recent Port accomplishments include the adoption of a Green Building Policy and an Environmentally Preferable Purchasing Policy, which in combination with the Environmental Management System developed for construction and maintenance, has “greened” the Port’s procurement system. In addition, the Clean Air Action Plan (including the Port’s Clean Truck Program) is one of the most ambitious programs in the City for reducing emissions. The Port has also developed the air component of the Green Construction Guidelines and expects to have full guidelines for green construction and design in draft form by the summer of 2008.

Potential opportunities for increasing Port sustainability include:

- Implementing a systematic approach to optimizing energy and water consumption,
- Benchmarking of waste streams to identify additional recycling options, and
- Improving tenant and employee outreach on sustainability issues.

The Assessment of existing programs shows that:

- Programs related to existing Port operations are already in place and should be maintained;
- Programs to “green” the Port’s development and construction are either newly in place or still under development, and progress should continue on them. This includes such things as the Sustainable Construction Guidelines, the Sustainable Engineering Design Guidelines, and the Green Leasing Policy;
- Programs to extend the Port’s sustainability philosophy to its tenants should be enhanced.

This Section 3.1 lists each of the goals of the Mayoral Directive and identifies those Port programs that contribute to the goal. A description of each of the programs is included in Appendix A. The Assessment shows that programs exist for each goal; however, some of the programs are still in development or are currently undergoing enhancement. Improvements will be necessary in some areas. Many of these programs were also identified in the Port’s 2007 Harbor Department Climate Action Plan.

It is important to continuously seek improvement and incorporate new concepts and technologies as they become available. Therefore, each program will be evaluated for opportunities to improve or modify over the coming year pursuant to the process outlined in section four.
3.1 Goals of the Mayor’s Executive Directive #10

The Executive Directive identifies eight specific goals to be evaluated. Each goal is identified below followed by a listing of Port programs that contribute to meeting that goal. Please refer to the Appendix for a brief description of each program.

For each goal, there is also a self-rating of red, yellow or green.

- Green indicates that programs are well established and currently contributing to the goal;
- Yellow indicates that programs are new or being developed, but if implemented, have the potential to increase contribution to the goal;
- Red indicates that improvements should be made to better contribute to the goal.

Finally, for each goal there is a more detailed assessment of the current status of achievement and opportunities for improvement. The following table identifies each of the eight Executive Directive goals with its respective rating.
Table 1. Summary of Goals and Ranking

<table>
<thead>
<tr>
<th>Mayor’s Executive Directive Goals</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Energy and Water</td>
<td>Yellow</td>
</tr>
<tr>
<td>2. Procurement</td>
<td>Yellow</td>
</tr>
<tr>
<td>3. Contracting</td>
<td>Green</td>
</tr>
<tr>
<td>4. Waste Division</td>
<td>Yellow</td>
</tr>
<tr>
<td>5. Non-toxic Product Selection</td>
<td>Yellow</td>
</tr>
<tr>
<td>6. Air Quality</td>
<td>Green</td>
</tr>
<tr>
<td>7. Training</td>
<td>Red</td>
</tr>
<tr>
<td>8. Public Outreach</td>
<td>Green</td>
</tr>
</tbody>
</table>

**Key**

- **Green**: Programs are well established and currently contributing to the goal
- **Yellow**: Programs are new or being developed, but if implemented have the potential to increase contribution to the goal
- **Red**: Improvements should be made to better contribute to the goal
1) ENERGY & WATER

**Mayor’s Executive Directive Goal:** Reduce energy and water use in all City facilities and operations to the maximum extent feasible

**Programs:**
- Green Building Policy
- Port Leasing Policy
- Sustainable Engineering Design Guidelines (Under Development)
- Renewable Energy Program (Under Development)
- Environmentally Preferable Purchasing (EPP) Policy
- Water Conservation Activities and Water Reuse Infrastructure

**Rating:** Yellow

**Assessment:** Green Buildings can reduce electrical consumption by 20% or more. For future facilities, the Green Building Policy and Sustainable Engineering Design Guidelines currently being developed will assist in meeting this goal. The Port has also developed the air component of the green construction guidelines and expects to have full guidelines for green construction and design in draft form by the end of June 2008.

Compliance by port tenants will be enforced through the Port Leasing Policy, where environmental requirements are included in lease agreements, and through the California Environmental Quality Act (CEQA) review process.

Three projects that exemplify the Port’s commitment to energy and water conservation are the Berths 136-147 Container Terminal (TraPac) project and the redevelopment of the San Pedro and Wilmington Waterfronts. For example, the Port has already committed to Leadership Energy and Environmental Design (LEED) Gold certification for the new terminal buildings constructed as part of the TraPac project. And, proposed new buildings and landscaped public open spaces constructed as part of the Port’s waterfront redevelopment projects (totaling 500 acres) in San Pedro and Wilmington will meet the LEED Gold building standard and implement water conservation measures, including the use of recycled water.

Regarding existing buildings, a limited energy audit was conducted by LADWP in 2006 for the following six existing Port-administered buildings: 425 Palos Verdes Street; 250 W 5th Street (Port of Los Angeles High School); Liberty Hill Plaza - The Boys and Girls Club; Berth 68 (Port Pilots); 500 Pier A; Port of Los Angeles Maintenance and Construction Yard. Port staff is currently conducting a more extensive survey to evaluate building retrofits needed to achieve reductions in water and energy use and obtain LEED Existing Building (EB) certification for these facilities. In addition, the Port will require, through new leases, all container terminal tenants to conduct energy audits on terminal buildings to identify energy savings measures.

The Port intends to construct a 10 mega-watt photovoltaic solar system to offset annually approximately 17,000 metric tons of carbon dioxide equivalent (CO₂) annually.* A 1-mega-watt system is targeted to be operational by February 15, 2009 at the Cruise Terminal Harbor Building. The design is complete and the remainder of the 9-mega-watt system is in the
planning stages and is targeted to be completed by 2013. The Port is working with the Los Angeles Department of Water and Power (LADWP) on a Power Purchase Agreement which will increase the percentage of renewable power purchased by the Port.

On March 12, 2008, the Port held a Solar Photovoltaic Workshop which for vendors, POLA tenants, selected LADWP customers, and representatives from Councilwoman Janice Hahn, Los Angeles Unified School District, Port of Long Beach, Bank of America, and other entities. The Workshop was well received and attendees found it was beneficial in learning about the solar program as well as the LADWP Solar Incentive Credit Program.

Although clearly the actions identified above contribute to the reduction of energy and water use, there are further improvements that could be made. This will be one of the key areas to be evaluated during the coming year through the process identified in Section 4.

2) PROCUREMENT

**Mayor’s Executive Directive Goal:** Procure environmentally preferable products whenever possible, consistent with the City Charter and other legally-prescribed purchasing requirements, where criteria have been established by governmental or other widely recognized authorities, such as the Environmental Protection Agency Recycled Materials Advisory Notice Purchasing Guidelines

**Programs:**
- Environmentally Preferable Purchasing (EPP) Policy
- Port Construction and Maintenance Division Environmental Management System (EMS)

**Rating:** 🟢 Yellow

*This means all six greenhouse gases (GHG) identified by Kyoto Protocol are targeted. Each has a different global warming potential (GWP). CO2 equivalent is a conversion of these gases to relate to a common unit of CO2.*

**Assessment:** The EPP Policy was adopted by the Board of Harbor Commissioners on March 12, 2008. Operational controls related to chemical purchasing have been developed to support the EMS for the Port’s Construction and Maintenance yard. This effort has included the creation of an evaluation process for testing new products, starting with replacing cleaning supplies frequently used in the division. Implementation of a port wide EPP Policy will expand these efforts to all Port purchases of supplies, equipment, and services. The EPP Policy identifies the following recognized standards: Energy Star, Green Seal, EPA Recycled Materials Advisory Notice (RMAN) Purchasing Guidelines, Power Smart, and the Forest Stewardship Council.
3) CONTRACTING

**Mayor’s Executive Directive Goal:** Incorporate sustainable policies and goals into contracting opportunities wherever possible

**Programs:**
- Small Business Development Program
- Port Leasing Policy
- Source Control & Inspection Program (required in applicable leases)
- Environmentally Preferable Purchasing (EPP) Policy

**Rating:** ✽ Green

**Assessment:** In general, the existing Port programs meet this goal. Implementation of the EPP Policy, which will encourage contractors to offer environmentally preferable products and services at competitive prices and reduce environmental impacts of service delivery, will assist in further meeting this goal.

4) WASTE DIVERSION

**Mayor’s Executive Directive Goal:** Implement programs to assist the City in meeting or exceeding the goal of 70 percent waste diversion by 2015

**Programs:**
- Port Recycling Program
- Water Resources Action Plan (Sediment Quality Management Program (under development))
- Sustainable Construction Guidelines (portions complete; portions under development)
- Port Leasing Policy
- Port Construction and Maintenance Division Environmental Management System (EMS)

**Rating:** ✽ Yellow

**Assessment:** The Port diversion rates vary from year to year largely due to fluctuations in construction waste. This occurs because of the high percentage of materials recycled during a construction project. An example of this fluctuation is that, in 2005, 1,998 tons were recycled, resulting in a 42% diversion rate. In 2006, 3,738 tons were recycled which resulted in a 48.5% diversion rate. The rate for non-construction waste recycling has remained fairly stable over the years, presenting an opportunity for analysis on whether existing programs are at peak or could be expanded. (Note: the diversion rate is the percentage of total waste that is diverted from disposal through reduction, reuse, recycling programs, and composting programs.)

In general, the Port programs are comprehensive, but there is an opportunity for improvement in the area of tenant waste reduction and tenant outreach.
5) NON-TOXIC PRODUCT SELECTION

**Mayor’s Executive Directive Goal:** Use non-toxic products whenever possible for operations and maintenance activities

**Programs:**
- Environmentally Preferable Purchasing Policy
- Environmental Management System for Construction & Maintenance
- Hazardous Materials Management Program
- Water Resources Action Plan (Clean Marina Program)
- Port Leasing Policy

**Rating:** Yellow

**Assessment:** The Construction and Maintenance Environmental Management System has specific requirements for source reduction, recycling and best management practice development. Additionally, the Port is implementing the Environmentally Preferable Purchasing Policy. Although the Policy is far-reaching, the challenge is in its application to specific products and ensuring that the best choices are made given the Port’s priorities. The Hazardous Materials Management Program ensures that all products are used appropriately throughout their life cycle.

6) AIR QUALITY

**Mayor’s Executive Directive Goal:** Limit air pollutants from daily activities, including vehicle emissions

**Programs:**
- San Pedro Bay Ports Clean Air Action Plan (CAAP)
  - Source Specific Control Measures (heavy duty vehicles (trucks), ocean-going vessels, cargo handling equipment, harbor craft, and railroad locomotives)
  - Construction Activity Initiative
  - Technology Advancement Program
  - Infrastructure and Operational Efficiency Improvements
  - Real-time Air Quality Monitoring
  - Criteria Pollutant and Greenhouse Gas (GHG) Emissions Inventories
- Climate Action Plan
- Clean Air Grants
- Sustainable Construction Guidelines (adopted for air emissions reductions)
- Renewable Energy Program
- Employee Rideshare Program
- Tree Planting Program

**Rating:** Green
Assessment: The Port has made significant strides in the implementation of programs to reduce emissions associated with Port and tenant operations, creating some of the most stringent standards and innovative programs for emissions reductions in the world. The San Pedro Bay Ports Clean Air Action Plan (CAAP) was passed in late 2006. It is a first-ever joint blueprint to aggressively reduce the emissions from port operations. On March 20, 2008 the Los Angeles Harbor Commission approved a landmark Clean Truck Program (CTP) designed to achieve long-term sustainability, accelerate the replacement of high-polluting trucks with cleaner trucks, and provide market incentives to encourage private investment and create a capitalized, asset-based short-haul trucking or “drayage” system.

On March 24, 2008, Los Angeles and Long Beach Harbor Commissioners approved an incentive program aimed at accelerating cargo vessel operators’ use of cleaner burning fuel when transiting within 40 miles of San Pedro Bay and at berth in either port. The ports will earmark millions of dollars to pay vessel operators to use cleaner-burning, low-sulfur fuel in their main propulsion engines. Sulfur oxides will be cut by as much as 11 percent and particulate matter by 9 percent, accelerating air-quality improvements ahead of an already aggressive schedule set by the CAAP.

The Port also utilizes hybrid city cars and purchases alternative fuel fleet vehicles and equipment whenever possible. The Port’s fleet includes 105 on-road alternative fuel vehicles (AFVs) and 12 off-road AFVs. Over 93 percent of the vans, SUVs, and sedans owned by the Harbor Department (excluding emergency response vehicles) operate using CNG, electricity, or hybrid electric technology. Every vehicle procurement request at the Harbor Department must consider whether an alternative fueled vehicle is available and if that vehicle will meet the needs of the Port. If an AFV is not available, the Harbor Department procurement policy will be modified to ensure that a hybrid vehicle will be considered so that fuel efficiency will be maximized.

The Harbor Department also owns and operates 14 harbor craft vessels, including pilot boats and the Angelina II. The Angelina II currently operates on 20 percent biodiesel, which can reduce CO2 emissions by over 15 percent. The engines on these vessels will be repowered or replaced to meet more fuel efficient Tier 2 standards within the next two years. The Harbor Department will also adopt use of hybrid tugs and other fuel-saving technologies to the maximum extent feasible.

Many of the construction and maintenance activities such as substitution of solvent use, also have a positive corollary effect on air emissions. Because of projected growth in port operations and regional air quality problems, this area of air quality will continue to be a primary focus of Port resources and attention for improvement.

7) TRAINING

Mayor’s Executive Directive Goal: Provide periodic training to staff on environmental policies, practices and programs
Programs:

• Port Construction and Maintenance Division Environmental Management System (EMS)
• Port Employee Training Program
• Port Recycling Program
• Environmentally Preferable Purchasing (EPP) Policy

Rating: Red

Assessment: A training component is included in most Port guidelines and initiatives to ensure that program objectives are achieved. Although these training activities occur, there is room for improvement and expansion in this area to reach more employees more frequently regarding a host of environmental and sustainability issues. The EPP Policy requires outreach to employees on environmental issues affecting product lifecycles. Training is an essential mechanism for meeting the metrics of the Port’s sustainability plan to be developed over the next year.

8) PUBLIC OUTREACH

Mayor’s Executive Directive Goal: Integrate sustainable policies into all public outreach and operational interaction

Programs:

• Water Resources Action Plan (Clean Marina Program, NPDES Permit Compliance Program)
• Air Quality Mitigation Improvement Program
• Aesthetics Mitigation Program
• Tree Planting Program
• Port Community Advisory Committee (PCAC)
• Neighborhood Council Participation
• Boat Tours and Educational Outreach
• Historic Preservation Program (including Maritime Museum)
• Tenant Outreach Activities
• California Environmental Quality Act (CEQA) Environmental Review Process
• Public Affairs Outreach and Special Events
• Port Pantry (Food services at HAB)
• Environmental Corner (What’s New Crew)

Rating: Green

Assessment: The Port conducts the above outlined outreach and public involvement activities. The Port has assigned representatives to each of the four Neighborhood Councils that attend monthly meetings to ensure ongoing dialogue with the community. Port staff is also assigned to PCAC to actively participate in the monthly meetings as well as the five subcommittee meetings which are held monthly or on an as needed basis. At both the Neighborhood Councils and the PCAC, the Port routinely provides updates on ongoing projects of interest to the community.
The Port website is key to Public Affairs Outreach as there are a million hits per month. 72,000 post cards are sent to the local communities for each public meeting (San Pedro, Harbor City, Wilmington, and parts of Rancho Palos Verdes). The National Geographic Channel premiered America’s Port, a new eight-part weekly series that delivers an insider’s view of the Port and the individuals charged with keeping it running smoothly 365 days a year. The Port also participates in the Los Angeles Times and Education program for 418 schools. The Maritime Adventure LAUSD approved curriculum is provided to 100,000 children in grades 4 through 12.

Coordination of tenant operational interactions regarding environmental issues could be strengthened and will be considered over the coming year. Sustainable practices for port facilities and special events, employee communications, and public outreach will also be considered.

3.2 Sustainability Matrix

In addition to the goals outlined in the Mayor’s Executive Directive, sustainability is often described as the “three-legged stool” or the “triple bottom line.” This means that the three categories of economic, social and environmental have all been considered, balanced and are mutually reinforcing. Table 2 below identifies Port programs and their status as existing (E) or under development (D). In addition, the table identifies each program within the categories of economic, social and environmental, including identifying primary (P) or supporting (S) roles in achieving sustainability. Guided by the Sustainability Plan, these programs, plans, and initiatives will become components of the Port’s Sustainability Program.
Table 2: Matrix of Existing Programs by Category Demonstrating Consistency With Executive Directive #10

<table>
<thead>
<tr>
<th>PROGRAMS, PLANS, INITIATIVES</th>
<th>STATUS</th>
<th>ENVMTNL</th>
<th>ECONOMIC</th>
<th>SOCIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clean Air Grants</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>2. San Pedro Bay Ports Clean Air Action Plan</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td>S</td>
</tr>
<tr>
<td>3. Climate Action Plan</td>
<td>E</td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Air Quality Mitigation Improvement Program</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>5. Water Conservation Activities and Reuse Infrastructure</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>7. Port Recycling Program</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>8. Environmental Management System Construction &amp;</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>9. Renewable Energy Program</td>
<td>D</td>
<td>P</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>11. Source Control and Inspection Program</td>
<td>E</td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Port Leasing Policy</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>13. Green Building Policy</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td>S</td>
</tr>
<tr>
<td>15. Sustainable Construction Guidelines</td>
<td>D</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>16. Environmentally Preferable Purchasing Policy</td>
<td>D</td>
<td>P</td>
<td>S</td>
<td>S</td>
</tr>
<tr>
<td>17. Small Business Development Program</td>
<td>E</td>
<td></td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>18. Aesthetics Mitigation Program</td>
<td>E</td>
<td></td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>19. PCAC Participation</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>20. Neighborhood Council Participation</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>21. Tree Planting Program</td>
<td>E</td>
<td></td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>22. Boat Tours and Educational Outreach</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>23. Historic Preservation Program</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>24. Employee Rideshare Program</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>25. Port Employee Training Program</td>
<td>E</td>
<td></td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>26. Tenant Outreach Activities</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>27. California Environmental Quality Act (CEQA) Environmental Review Process</td>
<td>E</td>
<td>P</td>
<td>S</td>
<td>S</td>
</tr>
<tr>
<td>28. Public Affairs Outreach and Special Events</td>
<td>E</td>
<td></td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>29. Port Pantry (Food Services at HAB)</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>30. Environmental Corner (What’s New Crew)</td>
<td>E</td>
<td>S</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

LEGEND FOR CATEGORIES:  P=Primary;  S=Supporting
LEGEND FOR STATUS:  E=Existing;  D=Under Development
4.0 SUSTAINABILITY PLAN FORMULATION

The Port of Los Angeles is committed to doing its part to help achieve the goals set forth in the Mayor’s Executive Directive #10 by developing a Sustainability Plan for its operations that includes Port employees, tenants, and adjacent communities. The assessment identifies some areas where improvements are needed as well as some areas where substantial work has already been done. In addition to the programs identified in Section 2 that relate to the Mayor’s Directive, the Port has many other programs that implement sustainability initiatives more broadly.

The Port believes that its Sustainability Plan should be fully reflective of the Port’s commitment, its priorities, and the resources available for implementation. To that end, the Port has developed the following structure for a Port Sustainability Program Team and a process to develop a framework within which its actions can be evaluated and measured in the context of sustainability goals. It is expected that this process will occur over the coming year and that the Sustainability Plan, when developed, will be a living document that allows the Port to be responsive to change and to continuously improve. The 2009 Annual Sustainability Report will document the Port’s progress in this effort.

4.1 Structure

The Port has established an internal Port Sustainability Team structure (See Figure 1) tasked with development and implementation of a Sustainability Plan and Program. The role of tenants and stakeholders in the implementation of the Sustainability Plan and Program will be developed in the coming months as the Team determines its project timeline and schedule to complete its task.

- Geraldine Knatz, Executive Director, serves as the Champion of the Port’s Sustainability Program, as a major priority for the organization is achieving green growth. In that role, she is responsible for providing a bold vision, ensuring that the organization is properly aligned to achieve the desired outcomes, and that the appropriate communications occur.

- A Sustainability Liaison, Jan Green Rebstock, has been appointed in accordance with the Mayor’s Directive. The Sustainability Liaison reviews department policies and programs, leads development and administration of the Sustainability Plan, ensures the engagement of stakeholders, and coordinates with the Mayor’s Office and City’s Environmental Affairs Division. The Sustainability Liaison also facilitates communication among the members of the Port Sustainability Team, provides leadership, and reports on progress towards sustainability goals by creating an Annual Sustainability Report.

- The Advisory Council is composed of the Port senior management. The four Deputy Executive Directors, Mike Christensen, Kathryn McDermott, John Holmes, and Molly Campbell make up this group and provide policy direction. The Advisory Council encourages innovation, monitors progress and ensures that the appropriate resources are allocated to this effort.
• The Coordination Committee is composed of the Directors of the various Port divisions. This key group prioritizes sustainability initiatives, sets targets, and coordinates and implements applicable projects. The Committee will regularly report progress to the Sustainability Liaison, Advisory Council, and Champion.

• The Coordination Committee is supported by Implementation Workgroups. These Workgroups will be cross-functional and outcome focused, as they have the task of evaluating priorities, programs, and gaps for implementing specific sustainability initiatives, and making recommendations to the Coordination Committee for appropriate actions, timelines, or needed resources. The number and composition of the workgroups will be determined throughout this process. The Workgroups will be made up of Port staff, with assistance and facilitation from Port consultants.

• Institutional adoption and full implementation of the Port’s Sustainability Program will encourage Port employees, tenants, and other stakeholders to adopt sustainable practices and operations in their daily activities. Once completed, the Sustainability Plan will be communicated to all Port stakeholders. The Port maintains a landlord relationship with its tenants and will encourage sustainability in its outreach efforts, as well as incorporate terminal and tenant appropriate sustainability measures into lease agreements.
4.2 Process

1) The Port has already initiated many activities in support of sustainability. At this point, it is important to integrate decision making regarding programs, priorities and resources into a single process where sustainability goals and gaps can be identified.

2) On March 6, 2008, the Port conducted a Sustainability Awareness Workshop for Port Division Heads and staff managing key Port programs. The purposes of the workshop were: to ensure a common understanding of the concept of sustainability; to review the requirements of Executive Directive #10; to engage in interactive exercises to start evaluating the Port’s goals and the organizational roles and responsibilities; and to apply sustainability principles to a case study.
3) On April 18, 2008, this review of current department programs and plan formulation for creating a Port Sustainability Plan and Program will be submitted to the Mayor’s office in compliance with Executive Directive #10.

3) On June 30, 2008, the first Annual Sustainability Report will be submitted to the Mayor’s office to highlight the accomplishments of the previous year.

4) In summer of 2008, the Coordination Committee will participate in a workshop to take the existing Mayoral and Port goals and evaluate broadening them to develop overarching sustainability goals for the Port. The outcome of this Goals Workshop will be long term (20 year) goals that consider economic, social and environmental issues. These goals will allow the Port to identify alignment with objectives in the Port Strategic Plan, set priorities for the next steps, and establish a framework within which Port actions can be evaluated and measured for success in the context of sustainability.

5) Upon completion of the Goals Workshop, appropriate Implementation Workgroups will be identified. Membership will include cross-functional departmental representation. Commitment of needed resources will be obtained from the Coordination Committee.

6) Upon identification of specific Implementation Workgroups, a schedule for phasing of the work of the groups will be established. The Port recognizes that it will be challenging to support an effort of more than three Workgroups at any given time for a given quarter. It is expected that the Workgroup implementation schedule will span at least a one year time period.

7) As the Workgroups convene throughout 2008-09, they will evaluate existing programs, identify gaps, evaluate priorities and resources, and then make recommendations to the Coordination Committee for appropriate actions and timelines. The Workgroups may also make recommendations for appropriate metrics.

8) As the Implementation Workgroups complete their work and make recommendations to the Coordination Committee, the Sustainability Plan will begin to be developed. A compilation of Workgroup activity will support the Sustainability Plan.

9) The activities and accomplishments of the previous year will be described in the Second Annual Sustainability Report that will be submitted to the Mayor’s office June 30, 2009.

10) The Sustainability Plan will be updated periodically as necessary to reflect progress as well as changing priorities.

The process as described in Section 3.2 is a linear process expected to take approximately one year. However, progress toward sustainability will be ongoing even after the completion of the first iteration of the Sustainability Plan. The following figure shows the sustainability process cycle that will continue over multiple years. It basically follows the traditional Plan, Do, Check, Act cycle.
Figure 2. Sustainability Process Cycle

**SUSTAINABILITY PROCESS CYCLE**

1. **Sustainability Plan**
   - Port identifies practical steps to improve sustainability performance.

2. **Implementation of Plan**
   - By Port divisions.

3. **Action & Monitoring Plans**
   - Port creates plans, allocates responsibilities, identifies resources & metrics.

4. **Review**
   - Port reviews progress against sustainability plan, re-evaluates goals. Process continues...

5. **Sustainability Assessment**
   - Port self-assesses current performance & identifies gaps.
5.0 SUMMARY

The mandates of Mayor Villaraigosa’s Executive Directive #10 are currently being met. The Port of Los Angeles has at least 32 programs in place that support the Mayor’s ED#10 goals and required actions, as well as help the organization conduct its business in a sustainable way. These activities contribute to the City of Los Angeles’ goal of becoming the cleanest and greenest big city in the country.

Since the beginning of this year, the Port has developed a structure for the sustainability program and conducted awareness training. The Port is currently compiling information for the annual sustainability report due to the Mayor’s office at the end of June. Important next steps will be to develop the background information necessary to establish Port sustainability goals in concert with the Port’s strategic plan mission to promote “green growth.”

Recent Port accomplishments include the adoption of a Green Building Policy, Environmentally Preferable Purchasing Policy, and Sustainable Construction Guidelines for the Reduction of Air Emissions. The Port expects to have draft comprehensive Sustainable Engineering Design and Construction Guidelines by the summer of 2008. The Port also adopted a Small Business Development Program and obtained ISO Certification for the Construction and Maintenance Division’s Environmental Management System. In addition, the Port adopted the Clean Trucks Program and Low Sulfur-Fuel Incentive Program to further implement the Clean Air Action Plan and a Climate Action Plan to target the reduction of greenhouse gas emissions.

Potential opportunities for increasing Port sustainability include implementation of a more systematic approach to optimizing energy and water consumption through the Green Building Policy, benchmarking waste streams to identify additional recycling options or improvements in existing recycling methods, and improving tenant, community, and employee outreach and training on sustainability issues. Additionally, the Port’s Sustainable Economic Development Plan will target the development of green technologies as a local economic development strategy for the Port. More work is needed to strengthen the connections between this Plan and the Port’s Technology Advancement Program.

As the Port continues to grow and evaluates changes and improvements, the Sustainability Plan can provide a framework within which to make decisions. The Assessment and Plan Formulation process will be another measure to help the Port stay in the forefront of evolving technologies and practices and implement those that will contribute to the combined bottom line of being successful economically, environmentally and socially.

By June 30, 2008, the Port will submit an Annual Report which will highlight the many accomplishments of the Port that contribute to sustainability. Other activities that go beyond ED#10 requirements will also be highlighted in the Annual report. Additionally, the Port will embark on the work described in this Assessment in Section 4 to evaluate and clarify overarching goals and establish Implementation Teams to further review priorities and needed areas for continuous improvement. The progress on these actions will be reported in the second Annual Report in June of 2009.
With the inclusion of commitments to sustainability and being “green” in its Mission, Environmental Policy and Strategic Plan, the Port of Los Angeles is well positioned to continue to be a leader among ports and Los Angeles City Departments on the journey to a sustainable future.
APPENDIX A
PROGRAM DESCRIPTIONS

1) **Clean Air Grants**

The Port of Los Angeles and several other organizations have grant programs available to support air quality improvements from Port operations. Grant funds are available from local, state and federal agencies for air emission reductions that go beyond current regulatory requirements.

2) **San Pedro Bay Ports Clean Air Action Plan**

The ports of Long Beach and Los Angeles adopted the San Pedro Bay Ports Clean Air Action Plan (CAAP) in November 2006 to curb port-related air pollution from trucks, ships, locomotives and other equipment by at least 45 percent in five years. The CAAP consists of wide-reaching measures to significantly reduce air emissions and health risks while allowing for the development of much-needed port efficiency projects. The CAAP includes Source Specific Control Measures for heavy duty vehicles (trucks), ocean-going vessels, cargo handling equipment, harbor craft, and railroad locomotives; initiatives for construction activity and technology advancement; and infrastructure and operational efficiency improvements. The CAAP encompasses many specific programs too numerous to list, however, some key ones include the Clean Trucks Program, the Vessel Speed Reduction Program, the Alternative Maritime Power Program, Criteria Pollutant and GHG Emissions Inventories, and Real-time Air Quality Monitoring.

3) **Climate Action Plan**

The Climate Action Plan outlines the specific steps that the Port of Los Angeles has taken and plans to take to reduce the effects Port operations have on global climate change. The Port has joined the California Climate Action Registry and established a greenhouse gas baseline inventory. The San Pedro Bay Ports Clean Air Action Plan is also included as a separate section of the plan since many of the actions identified in that plan will also reduce greenhouse gas emissions. The Climate Action Plan has the goal of reducing greenhouse gas emissions 35 percent below 1990 levels by 2030.

4) **Air Quality Mitigation Improvement Program**

The Port of Los Angeles, in partnership with the Port Community Advisory Committee (PCAC), has augmented its existing comprehensive environmental program with the creation of a specific air quality mitigation improvement program, a grant program targeted to provide port tenants with funding for diesel equipment retrofits, new technology prototyping assistance, and other emissions reductions strategies.
5) Water Conservation Activities and Reuse Infrastructure

The Port follows guidance on this topic from the Los Angeles Department of Water & Power (LADWP). LADWP conducts a water supply assessment for Port development projects of area-wide or regional significance, identifying water conservation measures that can be incorporated into proposed projects. The Port currently implements water recycling in its carwash and low flow water conservation valves on all its plumbing fixtures.

6) Water Resources Action Plan (under development)

The Port is currently developing a Water Resources Action Plan, which will address both water and related sediment quality issues in Los Angeles Harbor. The plan will identify control measures to meet and exceed current regulatory standards, where feasible, with the goal of improving and enhancing water and sediment quality throughout Los Angeles Harbor. The plan will include several related programs, including, but not limited to, those described below:

**Clean Marina Program**

To help protect water and air quality in the Harbor, the Port of Los Angeles has developed a Clean Marina Program (CMP). The program advocates that marina operators and boaters use best management practices — environmentally friendly alternatives to some common boating activities that may cause pollution or contaminate the environment. It also includes several innovative clean water and air measures. The CMP features both voluntary components and measures required through Port leases, California Environmental Quality Act (CEQA) mitigation requirements, or established federal, state, and local regulations.

**NPDES Permit Compliance Program**

One of the more difficult environmental challenges for the Port is that of managing stormwater and urban runoff. A primary mechanism for addressing this issue is through the National Pollutant Discharge Elimination System (NPDES) Program. The Port coordinates with the City’s Bureau of Sanitation Watershed Protection Division on a regular basis regarding compliance with and is also conducting tenant outreach to better educate and assist Port tenants on compliance strategies, including implementation of good housekeeping practices to minimize the amount of pollutants entering harbor waters.

**Sediment Quality Management Plan (under development)**

As part of the Water Resources Action Plan, the Port is currently developing a Sediment Quality Management Plan that will assess sediment quality throughout Los Angeles Harbor and identify management strategies for handling, reuse, and/or disposal of contaminated sediments in Los Angeles Harbor. This sediment plan will build on the Port’s extensive experience with dredging and disposal of sediment in conjunction with many Port dredging projects and the Port’s experience working closely with the LA Regional Contaminated Sediments Task Force. Areas of contaminated sediment will be evaluated in order to determine the best course of action for remediation or containment.
7) **Port Recycling Program**


There is also a program for Construction and Demolition Recycling. The Port maintains an annual contract to crush and recycle broken concrete and asphalt. In addition, the Port has successfully used recycled plastic products, such as fender piles and protective front-row piles, in many wharf construction projects.

8) **Environment Management System for Construction and Maintenance (EMS)**

The EMS is an umbrella program that encourages an organization to continuously improve its environmental performance including aspects such as source reduction, recycling, non-toxic product selection and best management practice. The EMS is a set of management processes and procedures that allow the port to analyze and reduce the environmental impact of its activities to operate with greater efficiency and control. The EMS also delineates required training. The program has been developed and implemented for the Construction and Maintenance Yard, and will be expanded to other Port controlled facilities in the future. The Port has obtained certification under the auspices of ISO 14001 for its EMS.

9) **Renewable Energy Program (Under Development)**

The Port plans to construct a 10 mega-watt photovoltaic solar system to offset approximately 17,000 metric tons of carbon dioxide equivalent annually. The Port is also adopting a program to use electricity, rather than conventional fossil fuels to power ocean-going vessels when in port. The Port also has a policy of purchasing a portion of their power from the Los Angeles Water & Power Department’s renewable energy resources portfolio.

10) **Hazardous Materials Management Program**

Under this program EMD restores contaminated and encumbered property to a usable condition by reducing or eliminating health and environmental risks. The program ensures that remediated sites meet the established goals and objective to both the Port and the regulatory agencies and that the Port’s potential future liabilities are minimized.

11) **Source Control & Inspection Program**

The source control & inspection program is focused on preventing release of liquid bulk products (particularly petroleum and industrial chemicals) to the soil and groundwater; harbor waters; sediments; preventing potential off-site migration of existent contamination; providing for the immediate detection, as well as the immediate recovery of any contaminant product from the groundwater; and requiring site remediation by the end of the term of tenant occupancy. This program is implemented through requirements in customer leases.
12) Port Leasing Policy

The Port Leasing Policy requires that all new leases include applicable Port environmental requirements including, but not limited to: air emission controls; water, stormwater and sediment quality; trash management and recycling; lighting and noise control and facility appearance; hazardous material management requirements; facility restoration and decommissioning requirements; and CEQA mitigation measures and reporting requirements.

13) Green Building Policy

The Port Green Building Policy was adopted in 2007 and requires that all new Port buildings of 7,500 square feet or more be designed, whenever possible, to meet a minimum standard of gold Leadership in Energy and Environmental Design (LEED). Existing buildings are to be evaluated for compliance with the LEED Existing Building standard. The LEED rating system considers performance in five categories: sustainable site planning, improving energy efficiency, conserving materials and resources, embracing indoor environmental quality, and safeguarding water. In addition, the Policy requires that all new Port buildings incorporate solar power to the maximum feasible extent as well as incorporate the best available technology for energy and water efficiency.

14) Sustainable Engineering Design Guidelines (Under Development)

The Draft Guidelines include such provisions as: (1) Engage all appropriate stakeholders in an initial sustainability project planning meeting; (2) Continue to involve stakeholders in regular project progress meetings; (3) Develop sustainable project deliverables by using fewer resources. Create awareness of sustainability through the use of recycled and bleach-free paper. (4) Use fewer resources through the use of double-sided printing; (5) When possible, use electronic submissions of bids, plans, specifications, and associated planning, design, and construction documents and invoices; (6) Have electronic meetings to reduce the use of fossil fuels associated with vehicles. The Guidelines also include Leadership in Energy and Environmental Design (LEED) specifications that promote energy and water conservation measures.

15) Sustainable Construction Guidelines (Under Development)

The Port has already adopted Sustainable Construction Guidelines related to air quality. Other portions of the Guidelines are still under development.

The Draft Guidelines include such actions as: (1) Develop & implement sustainable construction training (2) Develop Sustainable Construction Report prior to commencement of the project. (3) Implement a Sustainability Inspection Program; (4) Configure construction scheduling and sequencing to reduce unnecessary lag time between materials deliveries and actual usage at the site. (5) Reduce the amount of paperwork associated with the construction administration. (6) Prevent siltation and sedimentation of down gradient sites and receiving waters. (7) Provide dust control. (8) Prevent stormwater pollution during construction. (9) Minimize disturbance of soil and vegetation during construction. (10) Reduce indoor air quality problems. (11) Develop acoustical control measures to reduce noise levels. (12) Provide the
construction team with health and safety management, hazard awareness, hazard prevention
techniques, and a health & safe atmosphere. (13) Salvage construction materials and wastes to reduce demand for virgin materials.

16) Environmentally Preferable Purchasing Program

An Environmentally Preferable Purchasing Policy has been adopted by the Board of Harbor Commissioners. The Policy implements a process for establishing a baseline for all current Port purchases, researching environmentally preferable products to replace current items, and evaluating new products using various criteria.

17) Small Business Development Program

This program was developed to provide additional opportunities for small businesses to participate in all contracts. It is the policy of the Harbor Department to solicit participation in the performance of all service contracts by all individuals and businesses, including but not limited to small business entities, women-owned businesses, and minority-owned businesses. It is also the intent of the Department to make it easier for small businesses to participate in Port contracts by providing education and assistance on how to do business with the City.

Additionally, the City Administrative Code provides for a small local business preference of all purchases of $100,000 or less. This preference reflects the Port’s willingness to support small local businesses by paying up to 10% more for necessary items to promote economic development and to support the small local business community in Los Angeles County. This program has been incorporated into the Port’s Small Business Development Program.

18) Aesthetics Mitigation Program

The Port of Los Angeles, in partnership with the Port Community Advisory Committee (PCAC), has augmented its existing comprehensive environmental program with the creation of a specific mitigation program for aesthetics. The Port deposits $4 million per year into a community aesthetic mitigation fund for actions such as open space and parks; landscaping and beautification; and educational, arts, and athletic facilities.

19) Community Advisory Committee (PCAC)

The Port of Los Angeles Community Advisory Committee was established as a standing committee of the Port of Los Angeles Board of Harbor Commissioners in 2001.

The purposes of the Committee are:

(1) To assess the impacts of Port developments on the harbor area communities and to recommend suitable mitigation measures to the Board for such impacts.
(2) To review past, present and future environmental documents in an open public process and to make recommendations to the Board that ensure that impacts of the communities are appropriately mitigated in accordance with Federal and State of California law.

(3) To provide a public forum and to make recommendations to the Board to assist the Port in taking a leadership role in creating balanced communities in Wilmington, Harbor City and San Pedro so that the quality of life is maintained and enhanced by the presence of the Port.

20) Neighborhood Council Participation

As defined by the City of Los Angeles Department of Neighborhood Empowerment (DONE), certified Neighborhood Councils are diverse, inclusive, and open to all community stakeholders. A community stakeholder is defined as any individual who lives, works or owns property in a Neighborhood Council area. There are currently nine Neighborhood Councils certified in the Los Angeles Harbor Area; the Port has a representative on each Neighborhood Council.

21) Tree Planting Program

As a cooperative effort between the city, the Department of Public Works, community groups, environmental organizations, businesses and individuals, Million Trees LA is part of L.A.’s larger strategy to transform Los Angeles into the cleanest and greenest big city in America. It is also an integral part of the Port’s Climate Action Plan.

22) Boat Tours and Educational Outreach

During 2007, 11,471 5th-grade students from 125 schools participated in the Port of Los Angeles’ School Boat Tour Program – a 24 percent increase in school participation and an 11 percent increase in student participation over 2006, a new record for the 11-year-old program, which was created in cooperation with the Los Angeles Unified School District. The tours, as well as a subsidy for bus transportation, are provided free of charge by the Port.

In addition to the school program, the Port hosted boat tours for more than 16,700 visitors from business and community groups during 2007, including an estimated 9,800 visitors during the World Trade Week free boat tours last May.

23) Historic Preservation Program

The Port has developed a virtual tour of the history of the port and previous companies, products, trends, and people. The previous companies included the United Fruit Company, Union Oil Company, California Petroleum Company, and Bethlehem Steel. The Port would like to expand this program and compile additional information on the Port and its history for public review.
24) Employee Rideshare Program

The Port supports employee ridesharing, whether by carpool or vanpool. Parking and vans are provided for ridesharing employees. The Port also participates in the citywide rideshare program, which matches employees with non-city employees of nearby businesses who wish to rideshare.

25) Port Employee Training Program

There are many training activities that occur at the Port, but they are not necessarily grouped into a specific training program. In the past, the Port conducted all-employee awareness training regarding the adoption of the new environmental policies. In addition, general environmental awareness training is provided to new employees during orientation. Those employees who work with hazardous materials are provided specific training related to the proper handling of such materials. Additionally, training is given whenever required by regulations.

In November, 2006, the Port released its Clean Marinas Program Guidebook, which includes guidance on in-water maintenance of boats. Preparation of this Guidebook was coordinated with Los Angeles Harbor marina operators. The Clean Marina California Program, which has been adopted in the Guidebook, provides 19 separate best management practices.

26) Tenant Outreach Activities

The Port interacts with its tenants in many ways, including on environmental issues. Port-tenant meetings occur on a regular basis regarding such things as stormwater management and environmental mitigation measures. The Port also periodically conducts audits of its tenants’ activities with respect to lease requirements and shares the results with recommendations for improvement.

27) California Environmental Quality Act (CEQA) Environmental Review Process

Through the California Environmental Quality Act (CEQA) compliance, the Port identifies environmental impacts and requires mitigation measures for all major Port projects. Mitigation measures become lease measures and become a tool for implementing environmental measures identified in Port environmental plans such as the Clean Air Action Plan. CEQA also supports public disclosure goals and provides a forum for community interaction with the Port.

28) Public Affairs Outreach and Special Events

The Port’s Public Affairs Division organizes many community outreach programs and special events, including the Port Speaker’s Bureau, Tall Ships Festival, and Lobster Festival. The division also maintains the Port’s website, providing information on Harbor Commission meetings and Port news.
29) Port Pantry (Food services at the Harbor Administration Building)

The Port is currently constructing a new cafeteria for Port employees. Healthy food and environmentally-preferable services and supplies will be considered in the design and operation of the facility. The cafeteria will also be subsidized by the Port to provide high-quality low-cost meals for breakfast and lunch.

30) Environmental Corner (What’s New Crew)

What’s New Crew is a monthly Port employee newsletter. Port Environmental staff provides information to employees through the Environmental Corner column regarding various environmental issues.
## APPENDIX B
### Sustainability Program Elements

<table>
<thead>
<tr>
<th>Sustainable Development</th>
<th>In Development</th>
<th>Draft</th>
<th>Adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Building Policy</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Green Leasing Policy</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Sustainable Engineering Design Guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Design</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy &amp; Atmosphere</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Resources</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indoor Environmental Quality</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable Construction Guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Emissions</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Traffic</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Materials</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Water &amp; Stormwater</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Energy</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Noise</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Sustainable Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate Action Plan</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SP Bay Climate Action Plan (CAAP)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Employee Rideshare</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Green Terminal Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Environmental Management System</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Clean Marina Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>POLA Recycleline Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Environmentally Preferable Purchasing Policy</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Renewable Energy Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Water Resources Action Plan</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Biological Resources Management Plan</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Tree Planting Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Green Ports Program</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Green Business-Sustainable Economic Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Green Technology Investment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technology Advancement Program</strong></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Green Business Development Opportunities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wilmington Waterfront Redevelopment</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Subject: Sustainable Practices in the City of Los Angeles

As the City of Los Angeles continues to grow, it is incumbent upon us to ensure that we do so in an environmentally sustainable manner. My vision for our City is to transform Los Angeles into the cleanest and greenest big city in the country. The way the City conducts its day-to-day operations, develops policies and procedures, and engages all Angelenos will demonstrate to the world that the City of Los Angeles is a global city where environmental sustainability and economic prosperity can co-exist. We can lead in advancing environmental stewardship practices, including energy and water efficiency and procurement practices, by implementing an aggressive green building program, and by promoting creative technology and dedicating resources to innovation.

Adoption of a Statement of Sustainable Building Policies for Buildings in the City

Long-term sustainability cannot be achieved without significant changes to the way that buildings are currently designed and constructed. By holding its own buildings and its departments to high standards for green building, the City is striving to be a role model for good "green" behavior, promoting understanding of green building among its own staff, and providing visible examples of how cost-effective green development can be done.

To assist the private sector in achieving advances in green building, I direct the Environmental Affairs Department, City Planning Department, Department of Building and Safety, General Services Department and Bureau of Engineering, in cooperation with the Housing Department, Fire Department, Department of Recreation and Parks, Department of Water and Power, Port of Los Angeles, Los Angeles World Airports (LAWA), and the Community Redevelopment Agency of Los Angeles (CRA/LA) and Housing Authority of the City of Los Angeles (HACLA), to create and adopt a Statement of Sustainable Building Policies to guide the private sector’s decision-making processes for planning, construction and renovation of buildings in the City. These principles, at minimum, shall cover the areas of sustainable design, energy and atmosphere, materials and resources, water
efficiency, landscaping and transportation resources, and be consistent with current
tenets in local and national building codes.

This Statement of Sustainable Building Policies shall be submitted to the Office of the
Mayor within 6 months from the issuance date of this Directive.

Review of Current Departmental Practices

Sustainable practices and technologies are continuously changing due to advances in
the private business sector and academia. The City's practices must keep up with
these advances, and evolve with best practices and cutting edge technologies being
developed now and in the future. To that end, General Managers and Directors of all
City Departments and offices and all Boards and Commissions of City
government – including proprietary departments – shall assess the status of
their internal policies, procedures, programs and initiatives to identify those
areas that could be made more sustainable and encourage more environmentally-
friendly behavior and practices. General Managers shall report back to the Office of
the Mayor, with a copy to the Environmental Affairs Department, within 9 months from
the issuance date of this Directive. The above-entitled Statement of Sustainable
Building Policies may be used as a guide in developing the Department's assessment.

Adoption of Departmental Sustainable Plans

Leadership in environmental sustainability starts with visionary internal city policies and
practices. Therefore, I am directing General Managers and Directors of all City
Departments and offices and all Boards and Commissions of City government –
including proprietary departments – to create and adopt Departmental
Sustainability Plans to guide their respective functions, practices and policies,
which should include all the policies, procedures, programs, and initiatives needed to
increase their respective internal environmental efficiencies, incorporating the elements
described below. This plan, at minimum, shall cover the areas of sustainable design,
energy and atmosphere, materials and resources, water efficiency, landscaping and
transportation resources.

- Reduce energy and water use in all City facilities and operations to the maximum
  extent feasible;
- Procure environmentally preferable products whenever possible, consistent with
  the City Charter and other legally-prescribed purchasing requirements, where
criteria have been established by governmental or other widely recognized
authorities, such as the Environmental Protection Agency Recycled Materials
Advisory Notice Purchasing Guidelines;
- Incorporate sustainable policies and goals into contracting opportunities
  wherever possible;
• Implement programs to assist the City in meeting or exceeding the goal of 70 percent waste diversion by 2015;
• Use non-toxic products whenever possible for operations and maintenance activities;
• Limit air pollutants from daily activities, including vehicle emissions;
• Provide periodic training to staff on environmental policies, practices and programs; and
• Integrate sustainable policies into all public outreach and operational interaction.

General Managers shall report back to the Office of the Mayor, with a copy to the Environmental Affairs Department, within 9 months from the issuance date of this Directive. The above-entitled Statement of Sustainable Building Policies may be used as a guide in developing the Department's Sustainable Plan.

Designation of Departmental Sustainability Liaisons

Sustainable practices cut across departmental and agency functions. To assist in the coordination of efforts throughout the City family, I direct all General Managers and Directors of all City Departments and offices and all Boards and Commissions of City government – including proprietary departments – to designate a staff member to act as liaison to a Mayor's Sustainability Practices Cabinet, to meet monthly and to be co-chaired by the Deputy Mayor for Energy and the Environment and the Environmental Affairs Department. That individual must have the authority and responsibility to effectively coordinate the department or agency's programmatic work with the Cabinet, and to assist and monitor departmental or agency compliance with this Directive. The duties of the Sustainability Liaison shall include:

• Attending the meetings of the Sustainable Practices Cabinet;
• Reviewing departmental internal policies and programs;
• Developing and administering the Sustainable Plan of the respective department, agency or bureau including specific best management practices;
• Coordinating and sharing best practices with other Sustainability Liaisons;
• Reporting on progress being made by the respective department, agency, or bureau on sustainability goals; and,
• Creating the Annual Sustainability Report.

Each department, office, or commission shall provide to the Deputy Mayor for Energy and Environment and the Environmental Affairs Department the name, position title and contact information for their respective Sustainability Liaison by no later than August 16, 2007. A new Sustainability Liaison shall be designated within 30 days of a vacancy.
Annual Departmental Sustainability Report

I direct all General Managers and Directors of all City Departments and offices and all Boards and commissions of City government – including proprietary departments – to submit for my review an annual Sustainability Report, which will detail their respective efforts and achievements in the previous fiscal year in reaching sustainability goals and adopting best management practices. This report shall be submitted annually to the Mayor’s Office, with a copy to the Environmental Affairs Department, by June 30th of each year.

Summary of Required Actions

Pursuant to this Executive Actions, the following instructions shall be implemented:

1. Adopt a Statement of Sustainable Building Policies to assist the private sector – within six months of issuance of this Directive
   Environmental Affairs Department, City Planning Department, Department of Building and Safety, General Services Department and Bureau of Engineering, in cooperation with the Housing Department, Fire Department, Department of Recreation and Parks, Department of Water and Power, Port of Los Angeles, Los Angeles World Airports (LAWA), and the Community Redevelopment Agency (CRA/LA) and Housing Authority of the City of Los Angeles (HACLA), shall create and adopt a Statement of Sustainable Building Policies for buildings in the City and shall report back to the Office of the Mayor within six months.

2. Review Current Practices – within nine months of issuance of this Directive
   All General Managers and Directors of all City Departments and offices and all Boards and commissions of City government – including proprietary departments – shall review their existing internal policies, procedures, programs and initiatives to identify those areas that could be made more sustainable, and shall report back to the Office of the Mayor, with a copy to the Environmental Affairs Department, within nine months.

3. Adopt a Sustainability Plan – within nine months of issuance of this Directive
   All General Managers and Directors of all City Departments and offices and all Boards and commissions of City government – including proprietary departments – shall create and adopt a Departmental Sustainability Plan, and shall report back to the Office of the Mayor, with a copy to the Environmental Affairs Department, within nine months with details confirming their compliance with this Directive.
4. Designate a Sustainability Liaison – by August 16, 2007
   All General Managers and Directors of all City Departments and offices and
   all Boards and commissions of City government – including proprietary
   departments – shall designate a liaison to the Mayor’s Sustainable Practices

5. Submit Annual Sustainability Reports – by June 30th of each year
   All General Managers and Directors of all City Departments and offices and
   all Boards and commissions of City government – including proprietary
   departments – shall submit an annual Sustainability Report to the Mayor, with
   a copy to the Environmental Affairs Department, by June 30th of each year.

   Executed this 18th day of July, 2007

   [Signature]

   ANTONIO R. VILLARAIGOSA
   Mayor