



City of Los Angeles

invites your interest in the position of

Executive Director Port of Los Angeles



Growing responsibly in a new World Economy!

Ethical, responsible leadership in a vibrant and fiercely competitive global economy requires an uncommon executive that will vigorously embrace the challenges and opportunities awaiting the new Executive Director of the Port of Los Angeles. This collaborative and engaging professional will fully understand the magnitude and importance of global maritime economics and capital in relationship to the Port of Los Angeles' tenants, international customers, dynamic expanse of real estate, achievements in environmental sustainability, and significant contributions to the local community, the region, and throughout Southern California. Today, combined ports in the San Pedro Bay handle more than \$300 billion worth of cargo, supporting more than 896,000 jobs in the region and millions more across the nation. As the nation's #1 container port and global model for sustainability, security, and social responsibility, the Port of Los Angeles is well positioned to be the most efficient port in North America.

Mayor Eric Garcetti is actively seeking highly experienced individuals that offer a blend of business expertise and, ideally, experience in the maritime industry, terminal operations, logistics/goods movement, and/or in the surface transportation industry, complemented by dynamic and persuasive relationship building skills.

City Governance and Structure

Los Angeles is the second largest city in the United States and has a multi-ethnic population of approximately four million. It is truly a world-class city that offers a diversified economy and an unparalleled quality of life. Los Angeles continues to maintain its position as an economic powerhouse, the entertainment capital of the world, and a major trend-setter in virtually every field of human endeavor.

Los Angeles is a charter city and is governed by a Mayor and City Council. The City Council serves full time and has fifteen members elected by district for four-year terms. Boards of Commissioners, appointed by the Mayor and confirmed by the City Council, oversee several of the City's departments and bureaus. Mayor Eric Garcetti was elected in May 2013 and is currently serving his first term.

The Port of Los Angeles is situated in Council District 15, under the leadership of Councilmember Joe Buscaino. Additionally, the Port is geographically situated in or contiguous to five Neighborhood Councils (Harbor City, San Pedro, Central San Pedro, Coastal San Pedro, and Wilmington), an important and vital part of Los Angeles' way of connecting to communities, citizens, and businesses.

Overview of the Department

The Port of Los Angeles, Southern California's gateway to international commerce, is located in San Pedro Bay, just 20 miles south of downtown Los Angeles and is one of the City's three proprietary departments financed solely by revenue generated from operations. The Port is operated by the Harbor Department of the City of Los Angeles and, as part of this governance structure, Mayor Garcetti appoints the five-member Board of Harbor Commissioners. Ambassador Vilma Martinez currently serves as President and David Arian as Vice President. Other commission members include: Patricia Castellanos, Anthony Pirozzi, Jr., and Edward Renwick. The Commissioners serve five-year terms and elections are held every July for the offices of the President and Vice President.

This booming seaport not only sustains its competitive edge with record-setting cargo operations, but is also known for its ground breaking environmental initiatives (e.g., Clean Truck Act Program), progressive security measures, and diverse recreational and educational facilities. The Port of Los Angeles is comprised of 43 miles of waterfront, features 27 cargo terminals, and extends over approximately 7,500 acres of land and water. In 2013, the Port moved an impressive 8 million twenty-foot



equivalent units (“TEU”), maintaining its position as the national leader in containers shipped. The Port is also home to the nation’s most secure cruise passenger complex, the World Cruise Center. And, unlike many ports across the nation, the Port of Los Angeles maintains its own fully sworn police force with an impressive training facility now drawing international attention and participants with a focus on homeland security.



The Port operates as a “landlord” port, with private enterprise coordinating all cargo operations and other maritime related functions under lease agreements with the Harbor Department. The Port provides automobile, container, and lumber terminals including liquid and dry bulk facilities. The Intermodal Container Transfer Facility (ICTF) is located within Port boundaries and is well served by the short-line rail services of the Pacific Harbor Line. Major railroads (BNSF and Union Pacific), combined with a large number of trucking firms, further provide customers incredible access to abundant surface transportation routes via the Alameda Corridor for statewide and national transport. The Port also accommodates commercial fishing vessels, fish canneries, shipyards, and boat repair yards. As a center of recreational activity for the Los Angeles area, the Port provides slips for pleasure craft, sport fishing boats, and charter vessels as well as unique retail and restaurant venues at the Port O’ Call Village. In addition, AltaSea is developing a world class Urban Marine Research and Innovation Center on a 35-acre campus at the Port of Los Angeles. Activities from the Port allow for investment in the local community in excess of \$56 million dollars annually. Infrastructure investment in the Port (by all parties) totals nearly a million dollars per day.

The adopted budget for the Harbor Department was \$1.1 billion for fiscal year 2013/14 with approximately 1,000 employees.

Desired Characteristics

In building a cohesive team of department heads, Mayor Garcetti is looking for these consistent qualities in all his Executive Directors:

- **Leaders** who are not only effective managers, but also have the vision, discipline, tenacity and skills to set and achieve strategic goals and leave a lasting legacy.
- **Team players** who foster collaboration at all levels of the organization, with an understanding that problems and solutions routinely cross department lines and city borders.
- **Team builders** who make it a priority to empower, coach, mentor and recognize city staff members to increase their individual and shared capacity to achieve success.
- **Change agents** who use data and performance metrics to drive continuous improvements and achieve the results that matter most.
- **Strategic thinkers** who understand the necessity of taking the long view and the high road in order to realize outcomes that are environmentally, economically and socially sustainable.
- **Role models** who personally demonstrate the integrity, work ethic and genuine concern for their fellow Angelenos that inspires public confidence and motivates city workers to do their best.
- **Active learners** who seek best practices across the public, private, non-profit and academic sectors to apply them to the unique challenges and opportunities in Los Angeles.
- **Public servants** who are passionate about building a greater city in partnership with citizens and civic groups across Los Angeles.

Additionally, personal characteristics and attributes that are highly valued in the Executive Director include:

- A strategic thinker with strong business expertise combined with excellent internal and external communication skills;
- Integrity and intellectual honesty;
- Creative entrepreneurship and strong, effective financial management skills;
- Outstanding interpersonal skills with an ability to engage with a wide range of stakeholders and customers including pursuing,



nurturing, and expanding national and world-wide relationships with ease, compassion, cultural sensitivity, knowledge of international protocol, and industry practices;

- Ability to provide leadership to inspire, motivate, and empower staff to achieve established goals, ensure accountability, and deliver measurable outcomes; and
- A passion to promote the organization as a vital contributor to economic and community development and prosperity in the region, environmental stewardship, public engagement, and tourism.

The Executive Director will excel in providing ethical leadership in this competitive and fast-moving global economy and, at the same time, present an accurate assessment of all issues, financial implications, and impacts in order to be recognized as the consummate professional who is sincere, genuine, and honest in day-to-day dealings. Having the courage and fortitude to “*speaking truth to power*” when appropriate will also be an important and vital attribute.

Qualifying Education and Experience

Education – This position requires a Bachelor’s degree from an accredited college or university. A Master’s degree (MBA, MPA, International Relations, etc.) or other advanced degree may be a plus.

Experience – Requires executive level experience with a verifiable track record of success obtained with a public agency, port authority, or private sector organization dealing with maritime (cargo, cruise, or shipping lines), terminal operations, logistic and/or goods movements, surface transportation, or world trade. Experience in other supporting enterprises is highly desired. A combination of both public and private sector experience would be very well received in this position. Candidates with experience in managing large and complex organizations with significant capital and infrastructure investments will also be considered and are encouraged to apply.

Executive Compensation and Benefits

The current salary range is \$240,579 – \$360,764 per year. A highly competitive benefits package includes an independent retirement plan to which both the employee and the City contribute, a multi-option deferred compensation plan, generous vacation and sick leave, 13 paid holidays per year, a flexible benefits plan including multi-option health, dental, and vision coverage, and family and domestic partner leave.

To Be Considered

This is a **confidential process** and will be handled accordingly throughout all phases of the recruitment and selection process.

Nominations and submittals from interested candidates are desired by Monday, April 14, 2014. Review of qualifications will be done by an Ad Hoc Committee of the Board. A select number of highly qualified individuals will be invited to interview with the Board of Harbor Commissioners in early-to-mid May during an executive (closed) session. **A confidential interview with Mayor Garcetti will also be established for top contenders.** The Executive Director is appointed by the Harbor Commissioners and confirmed by the Mayor and City Council. A mutually agreeable start date will be established with the newly selected Executive Director.

Nominations of highly qualified individuals are strongly encouraged and welcomed.

An electronic version of all submittals is required. Interested candidates should apply by sending a comprehensive resume, compelling cover letter, and compensation details to apply@ralphandersen.com. References are **not required** at time of submittal and **no contact will be made with references or current employer until mutual interest has been established in order to provide the utmost in confidentiality.**

Questions, nominations, and confidential inquiries regarding this position or the recruitment process should be addressed to: Ms. Heather Renschler, Ralph Andersen & Associates, heather@ralphandersen.com, (916) 630-4900.



The City of Los Angeles is an Equal Employment Opportunity Employer



Opportunities and Challenges

This customer centric professional will have a straight-forward communication style with the ability to garner immediate credibility and public trust with a large cross-section of stakeholders. The Port's array of stakeholders includes local communities, a dedicated and organized workforce, beneficial cargo owners, terminal operators, international customers, shipping and cruise lines, railroads, trucking industry, and regulatory and environmental agencies. The Executive Director will also have a tremendous opportunity and responsibility to interact with international customers and dignitaries with a genuine appreciation and sensitivity for cultural differences, customs, and protocol.

The Executive Director will need to be politically savvy, extremely astute, and apolitical. Frequent communication with elected/appointed officials includes the City of Los Angeles (Board of Harbor Commissioners, City Council, etc.) as well as other local and regional agencies. Additionally, high-level involvement at the State Capitol in Sacramento will be necessary in order to help shape transportation policy statewide and also with national agencies such as the Federal Maritime Commission (FMC), Department of Defense (DOD), Federal Transportation Commission (FTC), and Department of Transportation (DOT) in Washington D.C.

Perhaps one of the overarching challenges for the new Executive Director will be to deliver a highly innovative long-term business plan to the Mayor and Board of Harbor Commissioners that will be highly effective and far reaching in this new world economy.

Four key areas previously established as opportunities for further emphasis by the new Executive Director include:

- Competitive Operations;
- Strong Customer Relationships;
- Community Engagement; and
- Financial Strength.

Additionally, increased worldwide competition may indicate the need to forge a united strategy with a full range of stakeholders in the San Pedro Bay in order to maintain a cost-effective approach to support, retain, and drive more international commerce to Southern California. The Executive Director's overall success will not only be measured through fiscal outcomes and maintaining the Port of Los Angeles' prominent position as a world leader and the nation's #1 container port, but also through the ability to innovate, collaborate, and partner on a regional basis. In this new era, continuing to be a highly responsible steward of the environment and maintain the public's trust are also high priorities.



Other critically important priorities include:

- Visible, accessible, and effective leadership in an expansive global economy with a strong focus on customers and commercial activity;
- Keep the Port of Los Angeles socially responsible, safe, secure, and environmentally sustainable while expanding business opportunities;
- Build strong relationships across the full spectrum of customers at the local, regional, national, and international level with all customers, with specific emphasis to increase opportunities dealing with Trans Pacific Trade;
- Spearhead the economic development, funding, and expansion for San Pedro (Ports O' Call) and Wilmington to transform both waterfronts with commercial development for the benefit of the region;
- Fully understand the impact of newly created shipping and industry alliances;
- Enhance the overall marketing of the region as well as the Port of Los Angeles and other supporting infrastructure in a more vigorous fashion to secure increased cargo activity and make use of extensive and available surface transportation options (e.g., Alameda Corridor), warehouse networks, and cost-effective connections to key Midwest locations;
- Continue to promote the Port of Los Angeles as having efficient and safe operations from supply chain origin to final destination for cargo, terminal operations, and surface transportation and further feature the high-level security measures currently in place as an added measure of protection in order to gain market share (i.e., Customs & Border Protection [CBP] and Cargo Theft Interdiction Program [CTIP]).
- Positive working relations with labor/unions;
- Develop strategy for integration of new and emerging industry-related technology in a highly unionized environment with an emphasis on workforce development and training for future generations;
- Lead and enhance coordinated efforts for environmental sustainability and regulatory compliance yet, at the same time, balance competing factors tied to the Port's business model and the economics of world trade;
- Secure additional funding for future capital investments and implementation of infrastructure needs;
- Develop other revenue sources that support the core functions of the Port; and
- Continue to reinvest in local communities, support local volunteer efforts, enhance opportunities for public-private partnerships, and expanding visitor/tourist experiences in the region.

