

SEAPORT DIVISION 2015 BUSINESS PLAN

June 17, 2014

MISSION:

The Port of Seattle Seaport Division promotes regional economic vitality by:

- Growing the volumes of cargo freight and passengers moving through the Port's terminals;
- Championing the region's fishing industry;
- Creating/facilitating a healthy business environment for maritime trade;
- Generating sufficient net operating income to be financially self-sustaining; and,
- Being a model of environmental sustainability for our industry and the region.

VISION:

A vibrant working waterfront creating economic vitality for the region

MAJOR AND NEW INITIATIVES:

- Container Operations – Big Ship Ready
 - Terminal 5 Modernization Program
 - Advance the East and West Waterways project
 - Terminal 46 Development Program
- Steward Regional Freight Mobility
- Grow Seaport revenue
- Prepare Port of Seattle for larger cruise ships
- Environmental
 - Meet or exceed agency requirements for stormwater
 - Continue to implement Northwest Ports Clean Air Strategy
 - Environmental Remediation projects

STRATEGIES - SUMMARY:

Implement Century Agenda Strategies – Position the Puget Sound Region as a premier international logistics hub

- Grow Seaport annual container volume to more than 3.5M TEU's (Big Ship Ready)
- Structure our relationships with Washington ports to optimize infrastructure investments and financial returns
- Triple the value of our outbound cargo to over \$50 billion
- Double the economic value of the fishing and maritime cluster

Implement Century Agenda Strategies – Advance this region as a leading tourism destination and business gateway

- Double the economic value of cruise traffic to Washington State

Implement Century Agenda Strategies – Use our influence as an institution to promote small business growth and workforce development

- Increase the proportion of funds spent by the port with qualified small business firms on construction goods and services to 40% of eligible dollars spent
- Increase work force training, job and business opportunities for local communities in maritime, trade, travel, and logistics

Implement Century Agenda Strategies – Be the greenest, and most energy efficient port in North America

- Meet all increased energy needs through conservation and renewable sources
- Meet or exceed agency requirements for stormwater leaving facilities owned or operated by the Port
- Reduce air pollutants and carbon emissions
- Anchor the Puget Sound urban industrial land use to prevent sprawl in less developed areas
- Restore, create and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliot Bay
- Meet local, state, and federal environmental regulations as effectively and efficiently as possible

Manage our finances responsibly – “Optimize” Seaport Financial Performance

- Meet 2015 financial targets
- Grow Seaport revenue
- Reduce Port’s environmental liability through cost recovery
- Maintain existing assets and invest in new developments to sustain and enhance Seaport vitality
- Provide timely, accurate and insightful financial information and analyses for the Commission, Executive and other Leadership teams for decision making
- Ensure compliance with Accounting policies and procedures, and standards

Consistently Live By Our Values through our actions and priorities

- Align leadership, people and systems with strategic priorities and plans
- Strengthen a high integrity, continuous improvement culture
- Increase organizational and individual ownership for safe and secure work practices and healthy living

DIVISION DESCRIPTION:

The Seaport includes two major business groups: Lease & Asset Management and Cruise & Maritime Operations. There are also service groups within the Seaport Division including Commercial Strategy, Environmental Services & Planning, and Finance. These businesses and service groups oversee the marketing, strategic development, and management of cargo and cruise terminals, moorage facilities, and other industrial properties connected to these businesses.

Seaport facilities encompass approximately 1,200 acres of moorage and cargo-related facilities. Over 500 acres are dedicated to container operations at four terminals with over 12,300 feet of container berth space and 30 cargo cranes—including thirteen Super Post-Panamax cranes. The Seaport also owns a fully automated grain terminal and general purpose maritime facilities. It is home to the North Pacific factory trawler fishing fleet. The Seaport also operates two cruise vessel terminals with a total of three berths. In addition, the Seaport leases industrial property connected with these cruise, cargo, and factory trawler fishing businesses.

PARTNERSHIPS

We would not be able to fulfill our mission without positive relationships with our partners. We are focused on:

- Meeting the needs of our customers by:
 - Maintaining regular contact with our key customers to stay in touch with their needs and identify opportunities to increase business through port facilities;
 - Working with stakeholders to constantly improve freight mobility within the seaport;
 - Facilitating customer relationships with federal inspection agencies;
 - Developing new business opportunities for our customers; and
 - Providing market information to support our tenants’ interest in expansion.

- Approaching our relationship with labor honestly and with integrity, communicating effectively, and working together under a fair labor agreement.
- Respecting tribal sovereignty, and tribal religious and cultural values in all consultations with our tribal neighbors.

INDUSTRY ASSESSMENTS:

Containers

The container business is going through unprecedented changes with consolidation into three new “mega” alliances, deployment of large ships, terminal automation, and increased competition from Canadian and east coast ports. Shipping lines are focused on cost reduction. Terminals are being rationalized and the future will favor larger, more cost effective operations, with high productivity rates to handle large ships and large volumes. The dominant railroad in the Pacific Northwest (PNW), BNSF is currently undergoing capacity challenges and infrastructure upgrades in the Northern Corridor, deteriorating container service to the Midwest.

Grain

Global exports for soybeans are projected to be up 1.5 percent from 2013/14 due to an increase in protein meal consumption in China, which accounts for 30 percent of global protein consumption gains. Exports for corn are projected lower than 2013/14 as larger expected foreign supplies and lower import demand will limit U.S. shipments.

Industrial Properties

The region’s industrial market has been consistent and steady. This trend is expected to continue in 2015. Employment growth in the region is also expected to be positive. With positive growth in both areas continuing to inch upward, absorption of industrial space has outpaced the delivery of new space which further supports the high occupancy and low vacancy numbers that we have seen in the industrial properties market. Rental rates will continue to be somewhat flat with the close in large industrial markets experiencing some modest increases.

Cruise

Global industry growth is expected to continue in 2015. According to recent Cruise Lines International Association (CLIA) reports, in the U.S. alone the cruise industry contributes \$44 billion in positive economic benefits, including 363,000 jobs with direct and indirect employment paying more than \$18 billion in wages. Market growth is supported with global fleet expansion and larger ships with new product innovations to meet the high demands of consumers. The Alaskan cruising market remains strong. The cruise lines are presenting some of their best products here in the Northwest. The 2015 vessel schedule for Seattle adds one additional homeport vessel sailing on Mondays and 3 larger newer ships to serve this market.

Maritime Operations

Heightened regulatory and environmental standards are driving industry change. Requirements for cleaner fuel for ocean going vessels operating within the North American Emissions Control Area (ECA) go into effect in 2015. The supply of suitable and affordable marine terminals is growing increasingly scarce in the Northwest. The ongoing consolidation of the commercial fishing fleets will require changes in facilities and services to meet demand of larger homeport operations.

BUSINESS ASSESSMENTS:

Containers

The Port of Seattle is positioned close to North Asia and is a viable gateway to support a “4 corners” distribution strategy. The Port is served by two Class 1 railroads, with both on-dock and near-dock intermodal capacity, and easy access to the Interstate Highway system. The Port has made investments in harbor infrastructure to create fully grade-separated access to all of the container terminals. The PNW has a large, diverse export market, including large volumes of high value refrigerated cargo, but diminished import volumes and first ports of call on the inbound leg reduce capacity and equipment availability for exports. Terminal 5 is a well laid out terminal with on-dock rail; investment in modernization will position Seattle to handle larger ships. The U.S. Army Corps of Engineers (USACE) has received funding to complete a reconnaissance study to evaluate the need to deepen our navigation channels to accommodate the largest container ships and it is expected that USACE will follow up with a feasibility study to explore alternatives for deepening.

Grain

The Pier 86 Grain Terminal handles corn and soy beans from the upper Midwest states. Despite its age, the terminal is still competitive for handling these commodities. The competition for this market includes the Tacoma facility and several of the facilities on the Columbia River. Capacity is increasing at these alternatives, but the overall market projection is very strong and our terminal should remain competitive and productive for a long time. Grain volumes have been consistent in 2014, with soybeans and corn export activity close to the volumes prior to the 2012/2013 U.S. drought. This trend is expected to continue well into the 2015 harvest year, particularly for soybean exports. For 2015, the U.S. share of global trade is likely to remain at the 2014 level even with higher competition from South America. (US Department of Agriculture, Grains and Oilseeds Outlook, Feb 2014).

Industrial Properties

Consistent with the regional figures discussed under the Industry Assessment, the forecast for the Seattle Close-In industrial market is for lease rates to hold steady, with slight upticks in rents possible. We expect demand for Seaport industrial properties to continue to be consistent. The Seaport Lease and Industrial properties staff will continue to manage the industrial portfolio for the purpose of maximizing revenue by balancing rental rates (demand) with fluctuating supply to match the performance of local Seattle Close-In market.

Cruise

Moderate growth is expected for Seattle in 2015. There will be an increased number of vessel calls, including an additional Holland America Line ship sailing on Mondays. Revenue passenger counts are expected to increase to just less than 900,000. Based on recent surveys, the level of satisfaction for Seattle cruise passengers exceeds industry standards. The passengers surveyed express a strong desire to return to Seattle again in the future. The number of pre and post cruise passenger visits is steadily increasing in the region.

Maritime Operations

Fishing fleet homeport demand is expected to remain stable in 2015. Fishing, tug and barge companies are making significant investments in vessel improvements and system upgrades. Other marine industrial moorage is expected to remain stable with moderate growth over time. The energy sector is driving change in maritime facilities as forward effort continues in oil exploration in north Alaska and as liquefied natural gas (LNG) for marine vessels becomes more prevalent in our region.

CHALLENGES AND OPPORTUNITIES:

Containers Challenges

- Erosion of regional competitiveness
- Reduced import first ports of call
- Reduced capacity for exports
- Aging utilities on container terminals

Containers Opportunities

- Terminal modernization will position Seattle well for future business
- Port cooperation will allow Seattle to focus on broader competitiveness
- Potential to partner with Port of Tacoma on a regional radio frequency identification (RFID) system
- Heavy Haul Network implementation

Grain Challenge

- Grain volumes are at risk in the event of another drought in the mid-west

Grain Opportunity

- New opportunities for grain is a 10% increase in rates with the pending new lease and with the grain operator increasing activity driven by the grain discount incentive for higher volumes

Cruise Challenges

- Deteriorating berth fender systems
- Controlling the cost of building, maintaining and operating marine terminals
- Limited capital capacity for investment in cruise terminal modernization to support larger ships

Cruise Opportunity

- Increased demand for shorter cruise itineraries

Maritime Operations Challenges

- Liquefied natural gas as vessel fuel – infrastructure needed for terminal storage and harbor bunkering

Maritime Opportunity

- Ability to set up short term Transportation Worker Identification Credential (TWIC) berths
- Opportunities for homeport bases supporting seafood and tug fleets

Environmental Services and Planning Challenges and Opportunities

- Washington State has increasingly stringent regulations, particularly in the area of stormwater, construction and sediment clean up, these can add substantial costs and impediments to business operations
- Funding is increasingly difficult to obtain for grant funded projects and funds available from business revenues are also increasingly constrained. However, proposed changes to MTCA grant rules may open up funding opportunities
- Clean up project and permitting schedules are controlled by regulatory agencies and may move slowly
- City policies for densification can make maintaining industrial uses challenging
- Increasing control on Green House Gases could be both a challenge and an opportunity

STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Grow Seaport annual container volume to more than 3.5M TEU's (Big Ship Ready)		
Performance Measures	Performance Target	Actions
T5 Modernization Program (Dock, Berth, Power)	Complete design, permitting and tenant selection process in 2016	Continue oversight of design and permitting phase of program Commence tenant selection process
Advance the East and West Waterways deepening project with the U.S. Army Corps of Engineers (USACE)	Complete the Recon study in Q3 2014	Monthly dredge team meetings Meet data needs for study
Increase business through Port of Seattle through strategic customer outreach	Continue outreach to shipping lines, beneficial cargo owners, railroads – <i>Targets set and activities tracked</i>	Manage account base of shipping lines Manage account base of local and national level import and export accounts Collaborate with Port of Seattle marine terminal operators to facilitate customer issues and increase container business National and local meetings with railroads to advance regional competitiveness
	Advance initiatives to anchor and increase cargo volume and value – <i>Targets set and activities tracked</i>	Expand economic value of Foreign Trade Zone (FTZ) throughput by developing target accounts Collaborate with regional Economic Development Corporations (EDC) on FTZ promotion Promote transload and warehouse activities to anchor business to Puget Sound. Match opportunities for business; collaborate with Public Affairs on policy agenda Implement Export Program
Advance Port of Seattle competitiveness through strategic stakeholder outreach	Influence reform of Puget Sound Pilotage tariff and policies – <i>Activities tracked</i>	Attend pilotage meetings Provide information needs to support reform to improve Port competitiveness
	Work with railroads to increase focus on PNW intermodal and collaborate on strategy for terminal modernization	National and local meetings with railroads to match up business opportunities for domestic and international intermodal services

Steward regional freight mobility	Seaport freight mobility needs are integrated into project designs, construction traffic management, special event and other planning efforts with the City and State.	Review project designs and special event plans for impacts to freight mobility Communicate construction and special event related traffic impacts to Seaport stakeholders Collaborate with local and regional transportation groups to encourage customer and stakeholder involvement in freight mobility issues
	Heavy Haul corridor implemented.	Promote expansion of Heavy Haul corridor with stakeholders. Director, Seaport Commercial Strategy is Port representative to Seattle Freight Advisory Board
Terminal 46 development program	Meet Terminal 46 lease obligations	Complete storm water improvements Continue work on dock upgrade for big ship ready Continue work on other lease elements
Objective: Structure our relationships with Washington ports to optimize infrastructure investments and financial returns		
Performance Measures	Performance Target	Actions
Support Washington ports partnership initiative	Provide support as requested	Provide seaport expertise Provide financial information and financial analyses
Objective: Triple the value of our outbound cargo to over \$50 billion		
Performance Measures	Performance Target	Actions
Refine and implement a containerized export strategy & program	Activities tracked	Complete research project to identify high value commodities and potential for increased volume through POS. Collaborate with Government Affairs to advance policy initiatives that facilitate growth of PNW market & infrastructure Leverage FTZ #5 to attract high value manufacturing and export opportunities Work with shipping lines and exporters to increase shipments of refrigerated commodities through POS Promote Alaska and Hawaii trade in calls with importers & exporters
Objective: Double the economic value of the fishing and maritime cluster		
Performance Measures	Performance Target	Actions
Grow existing and attract new seafood value	Increase/expand existing seafood customers.	Support existing customer base efforts to grow

	Attract new seafood customers.	Recruit new seafood companies to the Port
Construct additional dry storage facilities at Terminal 91	Meet fishing and maritime customer on site dry storage needs in support of their operations at Terminal 91	Complete an analysis to develop a new portable dry storage facility at Terminal 91 by year-end 2014 – size and placement location to be determined
Complete rehabilitation of Pier 90 structure	Rebuild berths 6 and 8 with adjacent uplands	Complete an analysis to make a decision regarding prioritization/funding plan for the design and permitting by year-end 2014

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – ADVANCE THIS REGION AS A LEADING TOURISM DESTINATION AND BUSINESS GATEWAY

Objective: Double the economic value of cruise traffic to Washington State		
Performance Measures	Performance Target	Actions
Grow our market share in homeport cruise industry	<p>Commitment from customers for shorter itineraries for 2016 and beyond</p> <p>Commitment from new customer for homeport vessel for 2016 and beyond</p>	<p>Provide POS representation in the Cruise Lines International Association (CLIA) Executive Partner Program at annual CLIA events including the Leadership Forum, Congressional Caucus and Cruise3Sixty tourism/ travel trade show. CLIA provides forum to influence positive outcomes through engaged participation of stakeholders , aligning messaging on critical issues to speak through one voice</p> <p>Support Cruise Shipping Miami- Seatrade Miami, West Coast Collaborative, Cruise the West (CTW). Work with other ports in CTW to promote West Coast/ Alaska and Hawaii cruise markets at annual industry conference and trade show. Cost of booth shared with other Ports</p> <p>Work with other Pacific Northwest ports on joint marketing efforts to promote shorter cruise itineraries.</p>
Prepare Port of Seattle for the changes occurring in the cruise Industry – Larger ships will eventually be on the West Coast	<p>Identify operational improvements to increase passenger terminal efficiencies</p> <p>Complete feasibility study, conceptual design development, estimate cost, schedule and permitting requirements for potential cruise terminal expansion</p>	<p>Work with the airport staff to improve passenger/bag efficiencies and logistics between P66, SCCT and STIA</p> <p>Work with Customs Border Patrol (CBP) to improve passenger processing efficiencies (i.e. explore onboard clearance) at P66, SCCT and STIA</p> <p>Work with SPM, AV and consultants to increase/optimize P66 passenger processing capacity and utilization</p> <p>Seek long-term berthing commitment from cruise line for future large ship</p>

Increase pre and post cruise passenger stays in Seattle and the region	Increase the awareness of the travel industry and top selling cruise travel agents on Seattle and the region	Partner with Visit Seattle, Washington Tourism Alliance and local business on familiarization events and cruise line visits
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STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – USE OUR INFLUENCE AS AN INSTITUTION TO PROMOTE SMALL BUSINESS GROWTH AND WORKFORCE DEVELOPMENT

Objective: Increase the proportion of funds spent by the port with qualified small business firms on construction goods and services to 40% of eligible dollars spent		
Performance Measures	Performance Target	Actions
Maintain high level of contract and consultant work performed by small businesses	Continue record of more than 40% of funds spent by the Seaport Division on contracting going to small businesses	Execute contracts
Objective: Increase work force training, job and business opportunities for local communities in maritime, trade, travel and logistics		
Performance Measures	Performance Target	Actions
Support workforce development in maritime cluster	Support workforce development in maritime cluster	Interface with Manufacturing Industrial Council of Seattle

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – BE THE GREENEST AND MOST ENERGY EFFICIENT PORT IN NORTH AMERICA

Objective: Meet all increased energy needs through conservation and renewable sources		
Performance Measures	Performance Target	Actions
Reduce electrical energy needs through conservation	<ul style="list-style-type: none"> Implement 2014 adopted energy performance plan Conduct 1 to 3 energy studies at port or tenant-owned facilities 	<ul style="list-style-type: none"> Establish baseline use Install SBM outdoor lighting upgrades

Objective: Meet or exceed agency requirements for storm water leaving facilities owned or operated by the port		
Performance Measures	Performance Target	Actions
Complete lower Duwamish line and catch basin clean out	Complete by Q3 2015 Receive 100% reimbursement	Finish terminal clean outs Submit documentation for 100% Interagency Agreement reimbursement
Meet conditions of Port Phase I municipal NPDES permit	<ul style="list-style-type: none"> • Manage stormwater program within budget – Q4 • Optimize review process for new construction projects • No non-compliance conditions 	<ul style="list-style-type: none"> • Implement programs to accomplish necessary tasks within budget • Achieve 100% review of construction projects by Q4 • Prepare Annual report to Ecology to demonstrate 2014 compliance. Track 2015 compliance for 2016 report
Facilitate Industrial Permit Compliance	Continue to work collaboratively with tenants, WPPA, and Ecology to develop reasonable approaches to permit compliance	Participate in WPPA led process Engage with tenants as appropriate
Objective: Reduce air pollutants and carbon emissions		
Performance Measures	Performance Target	Actions
Continue to implement Northwest Ports Clean Air Strategy	Trucks – 220 trucks scrapped and replaced by Q4; 30% of trucks and 30% of trips meet 2015 target (have model year 2007 or newer engine)	Continue implementing ScRAPs 2 project Encourage truck companies to develop fuel-efficiency plans
	Port Administration fuel efficiency plan (including anti-idling and other operational measures) in place for Port vehicle fleet by Q4	Complete fuel efficiency (including anti-idling and other operational measures) plan for Port fleet
	Clean construction practices for Port-led construction practices in place by Q4	Work with Capital Development Division on procedure to include clean construction elements into project design and construction using AAPA sustainability checklist

Reduce carbon emissions from port operations	Conduct 2014 The Climate Registry (TCR) inventory by Q3 2015	Complete TCR inventory and submit to TCR
	Downward trend in total Green House Gases (GHG) emissions reported to The Climate Registry	Analyze results and trends in GHG emissions Update energy performance plan to ensure continued downward trend in GHG emissions
Objective: Anchor the Puget Sound urban-industrial land use to prevent sprawl in less developed areas		
Performance Measures	Performance Target	Actions
Strengthen industrial land use regulations in City's Comprehensive Plan update and in City land use code	City's Comprehensive Plan update process retains and/or improves the preservation of industrial land use policies and protects freight corridors City's arena triggered land use studies result in no residential or lodging uses in the stadium overlay district and that these studies result in enhanced industrial friendly land use regulations in the Duwamish manufacturing/ industrial center	Engage in in City public process associated with land use studies and processes by <ul style="list-style-type: none"> • advocating with City staff, • writing comment letters as opportunities arise, • providing public testimony at City Council meetings, and; • collaborating with a wide range of stakeholders aligned with industrial preservation and coordinate mutual actions as appropriate
Objective: Restore, create and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliot Bay		
Performance Measures	Performance Target	Actions
Create 13 acres of habitat at T117 by 2016	Construction underway by Q3	Bid and award – Q1 Start construction – Q3
Objective: Meet local, state and federal environmental regulations as effectively and efficiently as possible		
Performance Measures	Performance Target	Actions
Implement Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and Model Toxics Control Act (MTCA) projects as efficiently and	1. Complete Lower Duwamish Agreed Order work by end of 2017	1. Complete fisher study by Q4, Activated Carbon study design by Q2 and award construction contract by Q4
	2. T91 cleanup – develop and implement long term compliance monitoring and maintenance program	2. Program approved by Q2 and implementation begun by Q3

effectively as possible	3. East Waterway Feasibility Study finalized by Q2 2014	3. Draft final report to EPA by end of Q1. Finalized by Q2
	4. T115N Remedial Investigation and Feasibility Study. Submittal of draft Remedial Investigation by Q4	4. Complete Remedial Investigation field work by Q3. Submit draft report by Q4
	5. Design and implement the remedial action at T30 cleanup site by Q4 2016	5. Complete design by Q4

STRATEGY: MANAGE OUR FINANCES RESPONSIBLY - OPTIMIZE SEAPORT FINANCIAL PERFORMANCE

Objective: Meet 2015 financial targets		
Performance Measures	Performance Target	Actions
Seaport Division 2015 Net Operating Income	Net Operating Income of \$TBD Million at 12/31/2015	Continually monitor potential risks to Net Operating Income Develop plans to mitigate or offset potential losses resulting from these risks
Maintain and enhance Seaport Industrial Property Occupancy Rates and Budgeted Revenue	Year-end occupancy rates meet targets: <ul style="list-style-type: none"> Industrial Bldgs/Warehouses 93% Land, Improved Submerged 87% 	Renew existing leases and/or attract new tenants to occupy available properties
	Renew expiring leases: <ul style="list-style-type: none"> Savannah Logistics LLC Total Reclaim Incorporated Kinder Morgan Liquids Terminals LLC Seattle Tunnel Partners Olympic Tug and Barge 	Renew existing leases and/or attract new tenants to occupy available properties
Implement berth surveys	Reduce survey costs	Scale back terminal lead line surveys from yearly to every three years.

Objective: Grow Seaport revenue		
Performance Measures	Performance Target	Actions
Pursue new Industrial Properties tenants for available properties (asset impaired properties)	Increase utilization of available properties (asset impaired properties) such as: <ul style="list-style-type: none"> • Terminal 5 CFS • Terminal 10 • Terminal 25 South 	Market properties Enter into agreements to enhance utilization of restricted use properties for purposes of increasing Seaport revenues Identify new business prospects through dedicated resource of Seaport Client Manager focused on seeking new revenue opportunities for Seaport non-container facilities
Proposal plan to position Terminal 106-1 as a Warehouse facility to continue and enhance Seaport revenues	Implement Plan during 2 nd quarter of 2015	Develop Marketing Plan and or Request for proposals
Commercial moorage revenue	Commercial moorage revenue increase	Facilitate construction of new moorage float for Seattle Fire Department lease at Pier 90 Complete construction of Pier 34 Mooring Dolphins. Open for barge moorage Q2 2015
Complete Street Vacation obligations to the City of Seattle for Terminal 18	Complete all T18 requirements by the end of 2015	Reach agreement with City on Street Vacations conditions
Objective: Reduce the Port's environmental liability through cost recovery		
Performance Measures	Performance Target	Actions
Partner reimbursements invoiced and partners pay in a timely manner	Port partners are invoiced within 30 days after month-end	Timely preparation of partner billings Monitor timeliness of partner payment with follow-up on any delinquencies
Department of Ecology Grants are processed quarterly	Submissions are completed and reviewed within 30 days after quarter-end	Proper set up of processes to to efficiently and effectively comply with grant requirements Timely preparation and review of grant submissions
Insurance submittals are completed monthly	Submissions are completed and reviewed within 45 days after month-end.	Proper set up of processes to efficiently and effectively meet insurance requirements Timely preparation and review of insurance submissions

Objective: Maintain existing assets and invest in new developments to sustain and enhance Seaport vitality		
Performance Measures	Performance Target	Actions
Continue Dock Upgrade work at container docks	Maintain docks for industry use	Monitor plan and implement minor repairs at T18
Continue to update asset management plan	Updated list available in early May	Have updated list of needed projects available for budget process

STRATEGY: CONSISTENTLY LIVE BY OUR VALUES THROUGH OUR ACTIONS AND PRIORITIES

Objective: Align leadership, people and systems with strategic priorities and plans		
Performance Measures	Performance Target	Actions
Alignment of Seaport Division staff with strategic priorities and plans	Seaport Division staff have been briefed on Seaport strategic priorities and plans	Seaport “All-Hands” meetings are held on a monthly basis where staff is briefed on current events including at least annually Seaport Strategic Plan.
Objective: Strengthen a high integrity, continuous improvement culture		
Performance Measures	Performance Target	Actions
Work process improvements	Staff is process improvement oriented implementing small improvements as well as more significant items.	Leadership reinforces need to continually look for ways to do things more effectively and efficiently, even with small changes Celebrate successes in implementing process improvements both big and small
Objective: Increase organizational and individual ownership for safe and secure work practices and healthy living		
Performance Measures	Performance Target	Actions
Seaport Security Program Manager supports Non-Aviation Departments with their Continuity of Operations Plans (COOP)	Provide support in developing and maintaining COOP	Provide information and tools needed for each department to develop COOP Information sharing for individuals to be prepared at home and within their own work environment

SEAPORT DIVISION 2015 BUSINESS PLAN

- **Appendix containing 2015 Business Plan Documents for:**
 - Commercial Strategy Pages A1-A4
 - Seaport Lease & Asset Management Pages A5-A9
 - Cruise & Maritime Operations Pages A10-A15
 - Environmental Services & Planning Pages A16-A21
 - Seaport Finance Pages A22-A26

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COMMERCIAL STRATEGY 2015 BUSINESS PLAN

MISSION:

Increase container business through Port of Seattle and increase the value of export cargo. Build relationships with key decision makers to influence routings through our port by providing expertise and solutions. Identify and inform about trends in the container business to create strategy for increasing future volume.

DESCRIPTION:

The Commercial Strategy team builds and manages Port relationships with key customer segments including Shipping Lines, Beneficial Cargo Owners & Logistics Providers, Terminal Operators and Railroads to increase volume through the Port of Seattle's container facilities. Commercial Strategy identifies and reports on trends in the industry, barriers to business, and performs competitive analysis to create strategy for increasing the container business. The team collaborates with other departments to implement policy, freight mobility, environmental programs and other initiatives with POS customers.

STRATEGY:

Focus on key customer segments to anchor and increase volume through Seattle. Increase the value of exports by looking for opportunities to increase volume and to also develop higher volumes of high-value exports. Support strategy by implementing a media outreach plan and by providing research and analysis on market trends and opportunities.

INDUSTRY ASSESSMENTS:

The container business is going through unprecedented changes with consolidation into three new "mega" alliances, deployment of large ships, terminal automation, and increased competition from Canadian and East Coast ports. Shipping lines are focused on cost reduction. Terminals are being rationalized and the future will favor larger, more cost effective operations, with high productivity rates to handle large ships and large volumes. The dominant railroad in the PNW, BNSF, is currently giving priority to energy products and allowing erosion of intermodal traffic to other gateways, impacting the competitiveness of Port of Seattle.

BUSINESS ASSESSMENTS:

The Port of Seattle is positioned close to North Asia and is a viable gateway to support a "4 corners" distribution strategy. The Port is served by two Class 1 railroads, with both on-dock and near-dock intermodal capacity, and easy access to the Interstate Highway system. The Port has made investments in harbor infrastructure to create fully grade-separated access to all of the container terminals. The PNW has a large, diverse export market, including large volumes of high value refrigerated cargo. Three of the container terminals are big ship ready. USACE has received funding to complete a reconnaissance study to evaluate the need to deepen our navigation channels to accommodate the largest container ships and it is expected that USACE will follow up with a feasibility study to explore alternatives for deepening.

CHALLENGES AND OPPORTUNITIES:

Regional competitiveness
Capacity for exports
Import first port of call
Terminal upgrade
Port cooperation

2015 STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Grow Seaport annual container volume to more than 3.5M TEU's (Big Ship Ready)		
Performance Measures	Performance Target	Actions
Build base of accounts, categorized by strategic account segment, to understand business trends, heighten awareness of POS benefits, advance key initiatives, and to grow existing business or attract new business.	Ocean Carrier Calls Local: 1-2 x per year National: 1-2 x per year International: 1 x per year	Manage account base of shipping lines and develop strategy to increase business through POS Set call frequency based on objectives with each customer.
	Local & National Importer Calls Local: 1-2 x per year National: 1 x per year	Manage local and national level Import accounts. Creating target lists and call rotation plan based on potential for increased business and around key port initiatives.
	Local & National Exporter Calls Local: 1-2 x per year National: 1 x per year	Manage local and national level Export accounts. Creating target lists and call rotation plan based on potential for increased business and around key seaport initiatives.
	Terminal Operators POS: 1-2 x per year Other: 1 x per year	Collaborate with POS T.O.'s to attract new shipping lines, facilitate customer issues, and increase container business. Maintain contact with other key TO's for industry benchmarking and to capitalize on opportunities for POS terminals.
	Railroads Local: 1-2 x per year National: 1 x per year	National and local meetings with RR's to advance regional competitiveness, match up business opportunities for domestic and international intermodal services, and to formulate strategy for terminal modernization project.
Development of strategy for Seaport Container business supported by competitive analysis, industry intelligence and compilation & analysis of port and industry statistics.	Reports completed by deadline	Collect, analyze and report Seaport cargo statistics and metrics.
	Information updated & stored on SharePoint.	Maintain, update and create new intelligence resources like Customer, Commodity and Competitor profiles and call reports. Research and report on competitive threats Perform trend analysis and prepare briefings
	Projects tracked	Perform special business analysis projects for Seaport.

Advance key initiatives with customer and other stakeholders that increase business, support big ship ready infrastructure improvements, or are aimed at reducing or removing barriers to business through POS.	Track FTZ promotion activities and calls	Expand economic value of FTZ thruput by developing target accounts. Collaborate with regional EDC's on FTZ promotion.
	Track Transload & Warehousing activities	Promote transload & warehouse activities to anchor business to Puget Sound. Match opportunities for business; collaborate with Public Affairs on policy agenda.
	Freight Mobility Outreach Tracked SFAB Board Member	Collaborate with Local & Regional transportation groups to inform customers, and encourage customer & stakeholder involvement in freight mobility issues. Promote expansion Heavy Haul corridor with stakeholders.
	Outreach tracked	Collaborate with Government Affairs to facilitate stakeholder involvement or awareness of key Port Policy initiatives like HMT, TIGER, Transportation Infrastructure, etc. Leverage trade organization relationships to advance policy initiatives.
	Monthly deepening team meetings Meet data needs for the study	Coordinate and support forward movement of USACE Feasibility Study for Harbor Deepening.
	Pilotage meetings and other related activities tracked	Improve Port competitiveness by working with Board of Pilotage Commissioners and stakeholders to reform PSP Pilotage Tariff and Policies.
Multi-channel program to promote the Seaport container facilities and increase awareness and business through Seaport. Administed with support of Public Affairs. Provide Graphics support for Seaport departments.	Number of ad placements tracked per ad placement schedule	Develop ad placement plan to advertise in targeted trade publications with combination of print and digital media.
	Projects tracked monthly	Graphics creation for Seaport departmental needs.
	Opportunities tracked monthly	Identify and engage in other media promotional opportunities like press releases, interviews and editorial content.
	Distributed monthly	Direct container customer outreach through monthly e-newsletter and monthly industry brief.
Objective: Structure our relationships with Washington ports to optimize infrastructure investments and financial returns		
Performance Measures	Performance Target	Actions
Collaborate with POT on commercial outreach for	2 events	Co-sponsorship and attendance at key customer events

the gateway		
Collaborate with POT on key commercial issues	Pilotage rates Chassis evolution Railroads	Identify key issues and form workgroup teams
Objective: Triple the value of our outbound cargo to over \$50 billion		
Performance Measures	Performance Target	Actions
Complete research project to identify high value commodities and potential for increased volume through POS.	Study completed Q2 Commodity profiles developed Q3	Analyze data to identify higher value commodities. Develop commodity profiles that show major shippers and supply chain for each commodity.
Collaborate with Government Affairs to advance policy initiatives that facilitate growth of PNW market & infrastructure.	Track meetings with organizations	Develop organization list that identifies key focus and priorities for each Quarterly meetings with GA team to develop policy agenda. Implement initiatives with each organization.
Leverage FTZ #5 to attract high value manufacturing and export opportunities	FTZ activity tracked	Identify target FTZ market segments Develop list of target accounts Work with City of Auburn to incorporate FTZ #5 into their Innovation Partnership Zone.
Work with shipping lines and exporters to increase shipments of refrigerated commodities through POS.	Track activity.	Call on key reefer exporters. Collaborate with reefer sales teams at shipping lines to promote POS services
Promote a healthy Alaska and Hawaii trade.	Brochure developed Q2 Activity tracked	Develop new domestic brochure Promote domestic services with shippers Participate in Alaska Chamber events & meetings

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – BE THE GREENEST AND MOST ENERGY EFFICIENT PORT IN NORTH AMERICA

Objective: Collaborate with industry to reduce environmental impact while enhancing our competitive advantage		
Performance Measures	Performance Target	Actions
Increase customer participation in air quality programs and awareness of POS Environmental Advantages	Track Events	Participate in customer focused environmental events.

SEAPORT LEASE & ASSET MANAGEMENT 2015 BUSINESS PLAN

MISSION:

Negotiate and manage Seaport leases, manage traffic issues related to key Seaport business, and manage assets to support the Port's overall goals and maintain a sustainable Seaport.

DESCRIPTION:

The major leases managed by this group include the container terminals at Terminal 5, Terminal 18, Terminal 30, Terminal 46 and Terminal 115; the grain facility at Terminal 86; and leases to support the fishing industry primarily at Terminal 91. The group also manages other industrial leases that support Seaport terminals and operations.

Besides lease management, this team is also developing and will maintain an asset management system to track condition and projected investments in all Seaport assets. This team also coordinates Seaport traffic issues and cooperates with regional transportation planning.

STRATEGY:

Lease Management: Manage and lease the container terminals portfolio and enhance the value of the managed assets by increasing revenue and reducing expenses.

As cargo volumes grow, we are also focused on trying to manage the impacts from that growth and anticipate future issues to allow for efficient growth to continue. As we move into the future, continued focus on technology issues at the terminals will help our port continue to be efficient.

Asset Management: Through a number of major capital projects, the Seaport has enhanced its assets over the years. Now the focus is to develop and maintain a more comprehensive program of managing for the long term sustainability of the asset portfolio to the benefit of the Port mission and goals.

We partner with our customers to ensure that their facilities, which are Port assets, are properly maintained to both preserve their value and help our customers to maximize their cargo throughput. We will focus on providing customer value through building and maintaining relationships with our key customers, and striving to understand and anticipate their needs.

INDUSTRY ASSESSMENTS:

Containers

Steamship line consolidation

ILWU contract renewal in 2014

Larger ships on TransPacific routes will need greater port infrastructure.

Grain

Global exports for soybeans are projected to be up 1.5 percent from 2013/14 due to an increase in protein meal consumption in China, which accounts for 30 percent of global protein consumption gains. Exports for corn are projected lower than 2013/14 as larger expected foreign supplies and lower import demand will limit U.S. shipments.

Industrial Properties

The region's industrial market has been consistent and steady. This trend is expected to continue in 2015. Employment growth in the region is also expected to be positive. With positive growth in both areas continuing to inch upward, absorption of industrial space has outpaced the delivery of new space which further supports the high occupancy and low vacancy numbers that we have seen in the

industrial properties market. Rental rates will continue to be somewhat flat with the close in large industrial markets experiencing some modest increases.

BUSINESS ASSESSMENTS:

Containers

Diminishing import cargo will hurt Washington exporters
Chassis pooling in PNW still developing
PNW terminal overcapacity and land rates are high

Grain

The Pier 86 Grain Terminal handles corn and soy beans from the upper Midwest states. Despite its age the terminal is still competitive for handling these commodities. The competition for this market includes the Tacoma facility and several of the facilities on the Columbia River. Capacity is increasing at these alternatives but the overall market projection is very strong and our terminal should remain competitive and productive for a long time. Grain volumes have been consistent in 2014, with soybeans and corn export activity close to the volumes prior to the 2012/2013 U.S. drought. This trend is expected to continue well into the 2015 harvest year, particularly for soybean exports. For 2015, the U.S. share of global trade is likely to remain at the 2014 level even with higher competition from South America. (US Department of Agriculture, Grains and Oilseeds Outlook, Feb 2014.

Industrial Properties

Consistent with the above regional figures, the forecast for the Seattle Close-In industrial market is for lease rates to hold steady, with slight upticks in rents possible. We expect demand for Seaport industrial properties to continue to be consistent. The Seaport Lease and Industrial properties staff will continue to manage the industrial portfolio for the purpose of maximizing revenue by balancing rental rates (demand) with fluctuating supply to match the performance of local Seattle Close in market.

CHALLENGES AND OPPORTUNITIES:

Potential to partner with Port of Tacoma on a regional Radio Frequency Identification (RFID) system
Heavy Haul Network implementation
Aging utilities on container terminals

Grain volumes are at risk in the event of another drought in the mid-west. New opportunities for grain is a 10% increase in rates with the pending new lease and with the grain operator increasing activity driven by the grain discount incentive for higher volumes.

2015 STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Grow Seaport annual container volume to more than 3.5M TEU's (Big Ship Ready)		
Performance Measures	Performance Target	Actions
T5 Modernization Program (Dock, Berth, Power)	Complete design, permitting and tenant selection process in 2016	Continue oversight of design and permitting phase of program Commence tenant selection process
Maintain and improve freight mobility along the Seaport's truck routes.	Seaport freight mobility needs are integrated into project designs, construction traffic management, special event and other planning efforts with the City and State. Seaport stakeholders report they get the information they need.	Review project designs and special event plans for impacts to freight mobility Communicate construction and special event related traffic impacts to Seaport stakeholders.
Ensure that the City's and State's design and construction traffic control plans for the Central Waterfront, as well as special event traffic detour plans, accommodate cruise access needs.	Plans and project designs address cruise needs, in particular P-66 cruise terminal access.	Coordinate with City, State and Cruise team on street construction plans
Terminal 46 development program	Meet Terminal 46 lease obligations	Complete storm water improvements Continue work on dock upgrade for big ship ready Continue work on other lease elements

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – BE THE GREENEST AND MOST ENERGY EFFICIENT PORT IN NORTH AMERICA

Objective: Reduce air pollutants and carbon emissions		
Performance Measures	Performance Target	Actions
Maintain Radio Frequency Identification (RFID) program	RFID program runs smoothly and data results are accurate	Have a plan in place for handling first wave of RFID purchases reaching their maximum expected battery life

STRATEGY: MANAGE OUR FINANCES RESPONSIBLY

Objective: Meet 2015 financial targets		
Performance Measures	Performance Target	Actions
Maintain and enhance Seaport Industrial Property Occupancy Rates and Budgeted Revenue	Year-end occupancy rates meet targets: <ul style="list-style-type: none"> • Industrial Bldgs/Warehouses 93% • Land, Improved Submerged 87% 	Renew existing leases and/or attract new tenants to occupy available properties
	Renew expiring leases: <ul style="list-style-type: none"> • Savannah Logistics LLC • Total Reclaim Incorporated • Kinder Morgan Liquids Terminals LLC • Seattle Tunnel Partners • Olympic Tug and Barge 	Renew existing leases and/or attract new tenants to occupy available properties
Implement berth surveys	Reduce survey costs	Scale back terminal lead line surveys from yearly to every three years
Objective: Grow Seaport revenue		
Performance Measures	Performance Target	Actions
Pursue new Industrial Properties tenants for available properties (asset impaired properties)	Increase utilization of available properties (asset impaired properties) such as: <ul style="list-style-type: none"> • Terminal 5 CFS • Terminal 10 • Terminal 25 South 	Market properties. Enter into agreements to enhance utilization of restricted use properties for purposes of increasing Seaport revenues
Proposal Plan to position Terminal 106-1 as a Warehouse facility to continue and enhance Seaport revenues	Implement Plan during 2 nd quarter of 2015	Develop Marketing Plan and or Request for proposals
Complete Street Vacation obligations to the City of Seattle for Terminal 18	Complete all T18 requirements by the end of 2015	Reach agreement with City on Street Vacations conditions

Objective: Maintain existing assets and invest in new developments to sustain and enhance Seaport vitality		
Performance Measures	Performance Target	Actions
Continue Dock Upgrade work at container docks	Maintain docks for industry use	Monitor plan and implement minor repairs at T18
Continue to update asset management plan	Updated list available in early May	Have updated list of needed projects available for budget process

CRUISE & MARITIME OPERATIONS 2015 BUSINESS PLAN

MISSION:

Provide safe, secure and efficient cruise ship terminals and cargo handling maritime facilities which include large vessel berthing docks for moorage, working apron areas and related equipment, cruise passenger terminals, utilities and services to encourage current and new customers to move greater amounts of marine tonnage and cruise passengers through the Port of Seattle. Market and provide cruise ship services and facilities that maintain and grow the cruise business in the Seattle area. These facilities and services will enhance the economy of the region, protect jobs and provide a reasonable rate of return to the Port of Seattle and the citizens of King County while advancing the Port's Century Agenda Goals.

DESCRIPTION:

Cruise & Maritime Operations is made up of multiple deep water commercial moorage facilities in and around the harbor with over 17,000 lineal feet of large vessel berth moorage including two cruise passenger terminals. Maritime Facilities include: T91 piers 90 and 91, T46 North; plus vessel berths at P2, P17, 18N, P25, P28, P34, P69, and other maritime facilities. The two cruise terminals include a single cruise vessel berth facility at Pier 66, the Bell Street Pier Cruise Terminal, and a two berth facility at Terminal 91, the Smith Cove Cruise Terminal.

Customers include cruise lines, cruise terminal operator, charter and excursion vessels, tug and barge companies, large fishing and commercial vessels, ships of state and other government vessels. Industry sectors served include cruise, marine transportation, staging and transport, stevedoring service providers, the commercial seafood industry, bunker and distillate fuel distribution, and tug and barge services.

STRATEGY:

Resource adjustments made in 2013 included staff realignment to our organizational structure necessary to accomplish our collective Port goals and objectives in the area of Maritime Operations, Maritime Business Development, Seaport Security and Emergency Preparedness. 2015 Business Strategy will focus on continued outreach to potential maritime business sectors in efforts to increase utilization levels of Seaport (non-container) facilities. The new position of Seaport Client Manager –a result of restructuring existing seaport staff will continue to seek opportunities to grow our port's market share of maritime business activity which aligns with the Century Agenda goals of supporting job growth in our region.

Cruise: For the cruise business, our strategy is to market Seattle as a homeport and a port of call to cruise lines serving Alaska and the Pacific Northwest. Through this our goal is to maintain our market share, increase cruise passenger volumes and annual number of ship calls. We also create value for our customers by making our cruise terminals more efficient and cost effective; working with the Airport and logistic providers along with our cruise terminal operator to improve the operations and passenger experience at the Seaport and Airport; and working with the tourism and business community so that we maximize economic impact from visiting passengers and cruise ships.

Maritime Operations: For docks/commercial moorage facilities, we work with the terminal operators, tugboat, fishing industry, stevedoring companies, vessel agents and other dock users to maximize the use of vessel berthing and dock facilities providing net income to the port. We focus on providing customer value through building and maintaining relationships with our key customers, and continually strive to better understand and anticipate their business needs. Retaining our current customers across all maritime sectors continues to be a key focus. We also invest in strategic capital improvements to maintain and improve facilities, accommodate current customers' needs, attract new business, and enhance revenue from our facilities.

Focus for the coming year will be on retaining customers and growing core business, asset stewardship--annual maintenance procedures and condition monitoring, advancing capital improvement programs that align with competing Seaport priorities, completing projects underway and expanding our green gateway strategy. This will include identifying storm water improvements needed at T91 along with seeking energy efficiencies and reducing operating costs through use of new technology in energy efficient yard lighting and security equipment.

Seaport Security: The focus of Seaport Security will be to maintain compliance with regulations and policy, reduce security risks and to enhance business through identifying potential security technologies to improve the efficiency of our Port and customer operations and to reduce cost-of-investment when possible through the effective use of any available grants. Seaport Security will continue to provide security services to the Corporate, Real Estate and Seaport Divisions. **Emergency Preparedness:** In connection with the Airport Emergency Management program which covers the entire organization, Seaport will support Non-Aviation Departments in developing and maintaining their department Continuity of Operations Plans (COOP), Emergency Response Plans and Preparedness and assist in response to Non-Aviation emergencies. Updates will be made to the Seaport EP program, and information sharing and education will be provided to Non-Aviation staff to better prepare themselves for an emergency situation.

INDUSTRY ASSESSMENTS:

Cruise

Global industry growth expected to continue in 2015. According to recent CLIA report, in the U.S. alone the cruise industry contributes \$44 billion in positive economic benefits, including 363,000 jobs with direct and indirect employment paying more than \$18 billion in wages. Market growth supported with global fleet expansion, larger ships with new product innovations to meet the high demands of consumers. Alaska Cruising market remains strong. Cruise lines presenting some of their best products here in the North West. 2015 vessel schedule for Seattle adds one additional homeport vessel sailing on Mondays and 3 larger newer ships to serve this market.

Maritime Operations

Heightened regulatory and environmental standards driving industry change. Requirement for cleaner fuel for ocean going vessels operating within the ECA in 2015. Supply of suitable and affordable marine terminals is growing increasingly scarce in the NW. Ongoing consolidation of the commercial fishing fleets will require changes in facilities and services to meet demand of larger homeport operations.

BUSINESS ASSESSMENTS:

Cruise

Expecting moderate growth for Seattle in 2015. Increased number of vessel calls, including additional Holland America Line ship sailing on Monday. Revenue passenger counts expected to increase to just less than 900,000. Based on recent surveys Seattle cruise passengers level of satisfaction exceeds industry standards. Passengers surveyed express strong desire to return to Seattle again in the future. The number of pre and post cruise passenger visits is steadily increasing in the region.

Maritime Operations

Fishing fleet homeport demand is expected to remain stable in 2015. Fishing, tug and barge companies making significant investment in vessel improvements and system upgrades. Other marine industrial moorage is expected to remain stable with moderate growth overtime. Energy sector driving change in maritime facilities, as forward effort continues in oil exploration north Alaska and LNG for marine vessels becomes more prevalent in our region.

CHALLENGES AND OPPORTUNITIES:

Challenges

- Deteriorating berth fender systems.
- Controlling the cost of building, maintaining and operating marine terminals.
- Limited capital capacity for investment in cruise terminal modernization – larger ships.
- LNG as vessel fuel – infrastructure for terminal storage and harbor bunkering.

Opportunities

- Increased demand for shorter cruise itineraries.
- Ability to set up short term TWIC berths.
- Opportunities for homeport bases supporting seafood and tug fleets.

2015 STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Structure our relationships with Washington ports to optimize infrastructure investments and financial returns		
Performance Measures	Performance Target	Actions
NWMTA/CAPA meeting participation	Maintain engaged participation through discussions with WA and CA port authorities to advance common interests	Provide POS representation from business group and Legal department in all meetings of NWMTA and CAPA/NWMTA regarding rates and terminal investments
Objective: Triple the value of our outbound cargo to over \$50 billion		
Performance Measures	Performance Target	Actions
Increased frozen seafood cargo volume	Grow volume to over 50,000 MT	Partner with Seafood customers to attract more cargo through Port Facilities
Objective: Double the economic value of the fishing and maritime cluster		
Performance Measures	Performance Target	Actions
Grow existing seafood value	Increase/expand existing seafood customers	Support existing customer base efforts to grow
Attract new seafood value	Attract new seafood customers	Recruit new seafood companies to the Port
Additional dry storage facilities T91	Meet fishing and maritime customer on site dry storage needs in support their operations at T91	Complete an analysis to develop a new portable dry storage facility at T91 by year end – size and placement location TBD

Complete rehabilitation of Pier 90 structure.	Rebuild berths 6 and 8 with adjacent uplands.	Complete an analysis to make a decision regarding prioritization/funding plan for the design and permitting by year end
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STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – ADVANCE THIS REGION AS A LEADING TOURISM DESTINATION AND BUSINESS GATEWAY

Objective: Double the economic value of cruise traffic to Washington State		
Performance Measures	Performance Target	Actions
Grow our market share in homeport cruise industry.	<p>Commitment from customers for shorter itineraries for 2016 and beyond.</p> <p>Commitment from new customer for homeport vessel for 2016 and beyond</p>	<p>Provide POS representation in the CLIA Executive Partner Program at annual CLIA events including the Leadership Forum, Congressional Caucus and Cruise 3 Sixty tourism/ travel trade show. CLIA provides forum to influence positive outcomes through engaged participation of stakeholders , aligning messaging on critical issues to speak through one voice</p> <p>Support CSM- Seatrade MIAMI – West coast port collaboration “Cruise the West Assoc CTW ” Work with other ports in CTW to promote West Coast/ Alaska and Hawaii Cruise Markets at annual Industry Conference and Trade Show. Cost of booth shared with other Ports</p> <p>Work with other PNW ports on joint marketing efforts to promote shorter cruise itineraries.</p>
Prepare Port of Seattle for the changes occurring in the cruise Industry – Larger ships will eventually be on the West Coast	<p>Identify operational improvements to increase passenger terminal efficiencies</p> <p>Complete feasibility study, conceptual design development, estimate cost, schedule and permitting requirements for potential cruise terminal expansion</p>	<p>Work with the airport staff to improve passenger/bag efficiencies and logistics between P66, SCCT and STIA</p> <p>Work with CBP to improve passenger processing efficiencies (i.e. explore onboard clearance) at P66, SCCT and STIA</p> <p>Work with SPM, AV and consultants to increase/optimize P66 passenger processing capacity and utilization</p> <p>Seek long-term berthing commitment from cruise line for future large ship</p>
Increase per and post cruise passenger stays in Seattle and the region.	Increase the awareness of the travel industry and top selling cruise travel agents on Seattle and the region.	Participate with Visit Seattle, Washington Tourism Alliance and local business on familiarization events and cruise line visits.

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – USE OUR INFLUENCE AS AN INSTITUTION TO PROMOTE SMALL BUSINESS GROWTH AND WORKFORCE DEVELOPMENT

Objective: Increase the proportion of funds spent by the port with qualified small business firms on construction goods and services to 40% of eligible dollars spent		
Performance Measures	Performance Target	Actions
Review maintenance and small cap work for small business opportunities	Identify small business contractors	Select small business contractors from CPO business list when need for outside services is necessary
Objective: Increase work force training, job and business opportunities for local communities in maritime, trade, travel and logistics		
Performance Measures	Performance Target	Actions
Veterans fellowship program	Hire one Veterans Fellow in 2015	Seek opportunities to hire a Veterans Fellow

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – BE THE GREENEST AND MOST ENERGY EFFICIENT PORT IN NORTH AMERICA

Objective: Meet all increased energy needs through conservation and renewable sources		
Performance Measures	Performance Target	Actions
Identify new greener fuels for vessels	Develop plans to provide green fuels throughout harbor Research conceptual plan to offer LNG harbor wide	LNG fuel – identify when, where and how LNG can be stored and bunkered in our harbor Meet with carriers, fuel distributors and regulators re: LNG terminal development and bunkering protocols
Identify energy efficient maintenance projects at Terminal 91	Scope and authorize new LED lighting at SCCT	Complete work
Objective: Collaborate with industry to reduce environmental impact while enhancing our competitive advantage		
Performance Measures	Performance Target	Actions
LNG ready harbor	Meet with ocean cargo and cruise operators and harbor operators	Meet with at least one cruise operator , one cargo operator and two harbor operators
Participate in the amendment process for the Memorandum of Understanding between the Port of Seattle, CLIA-NWC and Ecology	Reach agreement between the three signatories of the MOU on proposed amendments	Facilitate communication with all parties, Port Commission and staff and the cruise lines and participate in meetings and conference calls

STRATEGY: MANAGE OUR FINANCES RESPONSIBLY

Objective: Grow Seaport revenue		
Performance Measures	Performance Target	Actions
Revenue growth	Commerical moorage increase	Complete construction and begin use of new moorage float for Seattle Fire Department lease of P90. 5 yr term SFD Fire Station No.5 Complete Construction of P34 Mooring Dolphins – Open for barge moorage by Q2
Revenue growth	Identify new business prospects	Attend major Breakbulk and LNG conferences to identify new and or emerging markets in need of Port facilities in this region.
Revenue growth	Identify new business prospects	Dedicated resource of Seaport Client Manager focused on seeking new revenue opportunities for Seaport non container facilities.

STRATEGY: CONSISTENTLY LIVE BY OUR VALUES THROUGH OUR ACTIONS AND PRIORITIES

Objective: Align leadership, people and systems with strategic priorities and plans		
Performance Measures	Performance Target	Actions
PREPs aligned with Port priorities	100% of CMOS annual PREPs include metrics tied to Port priorities	Ensure all staff Performance Plans incorporate at least one metric tied to Port Strategic Priorities and Plans
Objective: Strengthen a high integrity, continuous improvement culture		
Performance Measures	Performance Target	Actions
Continuous Process Improvement (CPI)	One new idea for CPI evaluation	Identify and propose one new opportunity for evaluation under the CPI process.
	Embrace CPI improvements adopted by Seaport	CMOS aware of emerging new processes, and adopts when appropriate
Objective: Increase organizational and individual ownership for safe and secure work practices and healthy living		
Performance Measures	Performance Target	Actions
Support Non-Aviation Departments with their Continuity of Operations Plans (COOP)	Provide support in developing and maintaining COOP	Provide information and tools needed for each department to develop COOP. Information sharing for individuals to be prepared at home and within their own work environment
Personal Protective Equipment (PPE) on jobsites	100% compliance	CMOS staff utilizes appropriate PPE when on terminals/construction sites

SEAPORT ENVIRONMENTAL SERVICES & PLANNING 2015 BUSINESS PLAN

MISSION:

Green Gateway Strategy is the Seaport's environmental strategy. This strategy seeks to enhance our competitive advantage and to be the global leader among ports in demonstrating stewardship and reduction of the environmental impact of our operations.

DESCRIPTION:

Seaport Environmental and Planning is comprised of teams of professionals working in Remediation, Air Quality, Permitting and Compliance and Facility and Land Use planning. We support both the Seaport and Real Estate Divisions and seek to demonstrate environmental stewardship and value to the business that we support and to the surrounding community.

STRATEGY:

Compliance Management: meet local, state and federal regulations as effectively and efficiently as possible.
Commercial Support: collaborate with industry to reduce environmental impacts while enhancing our competitive advantage.
Community Commitment: Engage stakeholders to build understanding and support for environmental initiatives.

CHALLENGES AND OPPORTUNITIES:

Washington State has increasingly stringent regulations, particularly in the area of stormwater, construction and sediment clean up, and these can add substantial costs and impediments to business and operations.

Increasingly stringent regulations are creating a market for mitigation

Funding is increasingly difficult to obtain for grant funded projects and funds available from business revenues are also increasingly constrained. However, proposed changes to MTCA grant rules may open up funding opportunities

Clean up project and permitting schedules controlled by regulatory agencies and may move slowly

City policies for densification can make maintaining industrial uses challenging

Opportunities to further apply CPI principles to permitting

Increasing controls on GHG could be both a challenge and an opportunity

2015 STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Grow Seaport annual container volume to more than 3.5M TEU's (Big Ship Ready)		
Performance Measures	Performance Target	Actions
Co-manage Harbor-wide (East and West Waterways): USACE/ Seattle Harbor Deepening Study	Work with ACE towards 2018 Feasibility completion	Contribute information as needed by USACE
Complete environmental review and prepare, submit and acquire permits for Terminal 5 modifications	Meet defined permit schedule	Prepare SEPA documents for comment Prepare and submit permit documents Manage permitting process
Perform facility planning and analysis related to new business development proposals	Planning services are completed expeditiously to meet schedules established by the business units Planning services are performed at the appropriate level of conceptual development to ascertain initial assessment for developing a business case	Perform facility planning and analysis as needed by business units

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – BE THE GREENEST AND MOST ENERGY EFFICIENT PORT IN NORTH AMERICA

Objective: Meet all increased energy needs through conservation and renewable sources		
Performance Measures	Performance Target	Actions
Reduce electrical energy needs through conservation	Implement 2014 adopted energy performance plan	<ul style="list-style-type: none"> Establish baseline use
	Conduct 1 to 3 energy studies at port or tenant-owned facilities	<ul style="list-style-type: none"> Install SBM outdoor lighting upgrades Energy audit FT, Jack Block Park and possible one other
Objective: Meet or exceed agency requirements for storm water leaving facilities owned or operated by the port		
Performance Measures	Performance Target	Actions
Complete Lower Duwamish line and catch basin clean out	Complete by Q3 2015 Receive 100% reimbursement	Finish terminal clean outs Submit documentation for 100% Interagency Agreement reimbursement

Meet conditions of Port Phase I municipal NPDES permit.	<ol style="list-style-type: none"> 1. Manage stormwater program within budget – Q4 2. Optimize review process for new construction projects 3. No non-compliance conditions 	<ol style="list-style-type: none"> 1. Implement programs to accomplish necessary task within budget 2. Achieve 100% review of construction projects by Q4. 3. Prepare Annual report to Ecology to demonstrate 2014 compliance. Track 2015 compliance for 2016 report.
Facilitate Industrial Permit Compliance	Continue to work collaboratively with Tenants, WPPA, and Ecology to develop reasonable approaches to permit compliance	Participate in WPPA led process Engage with Tenants as appropriate
Objective: Reduce air pollutants and carbon emissions		
Performance Measures	Performance Target	Actions
Continue to Implement Northwest Ports Clean Air Strategy	OGV – Port participation in 3 rd party certification program by Q4; 10% of vessels are in 3 rd party certification program Q4 2015	Join 3 rd party certification program Encourage OGV partners to join 3 rd party certification program
	CHE – 50% of CHE meets Tier 4i emission stds or equiv. by Q4; Port and 50% of terminals have fuel-efficiency plans by Q4	Develop Port fuel efficiency plan (including anti-idling and other operational measures) for CHE and trucks Encourage MTOs to develop anti-idling plan for CHE and trucks
	Trucks – 220 trucks scrapped and replaced by Q4; 30% of trucks and 30% of trips meet 2015 target (have model year 2007 or newer engine)	Continue implementing ScRAPs 2 project Encourage truck companies to develop fuel-efficiency plans
	Port Administration Fuel Efficiency plan (including anti-idling and other operational measures) in place for Port vehicle fleet by Q4 Clean construction practices for Port-led construction practices in place by Q4	Complete fuel efficiency (including anti-idling and other operational measures) plan for Port fleet Work with CDD on procedure to include clean construction elements into project design and construction using AAPA sustainability checklist

Reduce carbon emissions from port operations	<p>Conduct 2014 The Climate Registry (TCR) inventory by Q3 2015</p> <p>Downward trend in total Green House Gases (GHG) emissions reported to The Climate Registry</p>	<p>Complete TCR inventory and submit to TCR</p> <p>Analyze results and trends in GHG emissions</p> <p>Update energy performance plan to ensure continued downward trend in GHG emissions</p>
Objective: Anchor the Puget Sound urban-industrial land use to prevent sprawl in less developed areas		
Performance Measures	Performance Target	Actions
Strengthen industrial-land use regulations in City's Comprehensive Plan update and in City land use code.	<p>Replace 'IC' zoning with a new industrial zone concept that better incentivizes industrial development and maritime-related development</p> <p>City's Comprehensive Plan Update process retains and /or improves preservation of Industrial land use policies and protects freight corridors.</p> <p>City's arena triggered land use studies result in no residential or lodging uses in the stadium overlay district and that these studies result in enhanced industrial friendly land use regulations in the Duwamish MIC</p>	<p>Engage in in City public process associated with land use studies and processes by</p> <ul style="list-style-type: none"> • advocating with City staff, • writing comment letters as opportunities arise, • providing public testimony at City Council meetings and • collaborating with a wide range of stakeholders aligned with industrial preservation and coordinate mutual actions as appropriate.
Objective: Restore, create and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliot Bay		
Performance Measures	Performance Target	Actions
Create 13 acres of habitat at T117 by 2016	Construction underway by Q3	<p>Bid and award – Q1</p> <p>Start construction – Q3</p>
Generate revenue from habitat sites	Develop a wetland habitat mitigation bank and evaluate other opportunities for revenue generation	<p>Site selection - Q1</p> <p>Prospectus approved by Interagency review team – Q2</p> <p>Instrument approved – Q4</p> <p>Investigate potential of using habitat sites for city of Seattle ILF program mitigation</p>

Objective: Meet local, state and federal environmental regulations as effectively and efficiently as possible		
Performance Measures	Performance Target	Actions
Implement CERCLA and MTCA projects as efficiently and effectively as possible	2. Complete Lower Duwamish Agreed Order work by end of 2017	1. Complete fisher study by Q4, Activated Carbon study design by Q2 and award construction contract by Q4
	2. T91 cleanup – develop and implement long term compliance monitoring and maintenance program	2. Program approved by Q2 and implementation begun by Q3
	3. East Waterway Feasibility Study finalized by Q2	3. Draft final report to EPA by end of Q1. Finalized by Q2
	4. T115N Remedial Investigation and Feasibility Study. Submittal of draft Remedial Investigation by Q4	4. Complete Remedial Investigation field work by Q3. Submit draft report by Q4
	5. Design and implement the remedial action at T30 cleanup site by Q4 2016	5. Complete design by Q4
Establish new programmatic permit for additional programmatic permit	Approved permit – Q4	Application to regulatory agencies – Q2 Outreach/negotiation – Q2/Q3 Approval – Q4
Manage permit and environmental approval process that meets design schedule and budget	Obtain permits/authorization and environmental reviews when requested	Prepare and submit application, negotiate approval process, obtain approvals Meet schedule and budget.
Comply with dangerous waste, derelict vessel, USTs, spill prevention control and countermeasures (SPCC) regulations	Zero non-compliance situations	Track and manage hazardous and dangerous waste disposal records Maintain UST records Respond to and manage spill and illicit discharge to regulations
Facilitate compliance by tenants through ECAP program	Conduct inspections in compliance with Phase 1 municipal permits	

STRATEGY: MANAGE OUR FINANCES RESPONSIBLY – OPTIMIZE SEAPORT FINANCIAL PERFORMANCE

Objective: Reduce the Port’s environmental liability through cost recovery		
Performance Measures	Performance Target	Actions
Provide cost recovery support as needed to other groups	Support the legal team in all environmental related actions as needed in 2015	Research and provide backup documents for legal action
	Provide information in a timely manner to other groups/departments in 2015	Provide information and system support for other departments as needed
	Provide support to legal for the lower Duwamish cleanup allocation	Provide technical and strategy support as needed
	Continue to apply for remedial action grants	Provide 10 year forecasts and grant proposals

STRATEGY: CONSISTENTLY LIVE BY OUR VALUES THROUGH OUR ACTIONS AND PRIORITIES

Objective: Strengthen a high integrity, continuous improvement culture		
Performance Measures	Performance Target	Actions
Continue CPI progress	Complete additional CPI process	Streamline ERL update process or ILA process.

SEAPORT FINANCE 2015 BUSINESS PLAN

MISSION:

To be a leading edge provider of quality financial management services and strategic support to the Port Commission, Executive, and Seaport and Real Estate Divisions and to play a fiduciary role in ensuring the most efficient and effective use of Port resources.

To be viewed by our customers as strategic business partners who provide exceptional, value-added services that enable them to achieve their mission and goals. We assume personal responsibility for understanding our customers' needs and delivering services that consistently exceed their expectations.

DESCRIPTION:

The Seaport Finance group provides financial consulting services and expertise to the Seaport and Real Estate Divisions of the Port of Seattle.

STRATEGY:

Provide the Commission, Executive, Seaport and Real Estate leaders with the tools to make informed business and strategic decisions related to current and future financial performance of the two divisions and the Port overall.

Ensure that the Seaport and Real Estate Divisions are in compliance with accounting policies and procedures, Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards to support a clean opinion on the Port of Seattle's audited financial statements.

Reduce the Port of Seattle's environmental liability through cost recovery from clean-up partners, grants and insurers.

Attract, retain and develop a staff of financial experts with strong business sense and a customer service focus.

Continuously seek out ways to improve processes to make them more effective and efficient.

INDUSTRY ASSESSMENT:

Not applicable

BUSINESS ASSESSMENT:

The Seaport Finance team is made up of a group of dedicated, resourceful, and professional team members. We support a diverse group of businesses and an equally diverse group of customers who have varying knowledge of financial concepts, goals for financial improvement and wants/needs for financial support. Unlike the private sector, the Port of Seattle's primary goal is not just about improving the bottom line, but about creating jobs and economic vitality for the region while being a responsible steward of the environment. This creates a challenge for Seaport Finance where the focus is on improving the bottom line. We reconcile this situation by ensuring that the decision makers are well informed about the financial aspects and implications of decisions so that the appropriate tradeoffs are taken into consideration.

CHALLENGES AND OPPORTUNITIES:

Seaport and Real Estate Divisions are made up of a relatively diverse group of businesses that require lead time for new staff members to fully understand.

Seaport Finance supports a diverse group of customers who have varying knowledge of financial concepts, goals for financial improvement and wants/needs for financial support.

The budgeting cycle has extended from an approximately 4 month cycle (July – October) to effectively 6 month cycle (May – October).

Recent staff turnover (a transfer and a retirement) reduced the average years of Port experience staff members.

Time sensitive nature of business decisions typically require near immediate turn-around of financial analyses and other work projects.

Due to volume of unanticipated requests we often find ourselves in a reactive mode rather than position to make improvements and otherwise be proactive.

2015 STRATEGIES AND OBJECTIVES

STRATEGY: IMPLEMENT CENTURY AGENDA STRATEGIES – POSITION THE PUGET SOUND REGION AS A PREMIER INTERNATIONAL LOGISTICS HUB

Objective: Structure our relationships with Washington ports to optimize infrastructure investments and financial returns		
Performance Measures	Performance Target	Actions
Financial analysis and insights to support understanding of financial position of Washington ports	Financial analyses are insightful, thorough and timely	Gain understanding of peer port's reporting structure Determine methodology for making Port of Seattle's and peer port's financial results comparable Develop formats for showing relative results for each port

STRATEGY: MANAGE OUR FINANCES RESPONSIBLY

Objective: Meet 2015 financial targets		
Performance Measures	Performance Target	Actions
Seaport Finance & Budget 2015 Operating Expenses	Operating Expenses within 5% of 2015 Budget	Develop realistic Budget Monitor expenses on an ongoing basis and make adjustments in spending as needed
Objective: Reduce the Port's environmental liability through cost recovery		
Performance Measures	Performance Target	Actions
Partner reimbursements invoiced and partners pay in a timely manner	Port partners are invoiced within 30 days after month-end	Timely preparation of partner billings Monitor timeliness of partner payment with follow-up on any delinquencies
Department of Ecology Grants are processed quarterly	Submissions are completed and reviewed within 30 days after quarter-end	Proper set up of processes to to efficiently and effectively comply with grant requirements Timely preparation and review of grant submissions

Insurance submittals are completed monthly	Submissions are completed and reviewed within 45 days after month-end.	Proper set up of processes to efficiently and effectively meet insurance requirements Timely preparation and review of insurance submissions
Objective: Provide timely, accurate, and insightful financial information and analyses for the Commission, Executive and other leadership teams for decision-making		
Performance Measures	Performance Target	Actions
Financial analyses	Financial analyses are insightful, thorough, accurate, and timely.	Provide analyses to evaluate existing and changing business opportunities including: <ul style="list-style-type: none"> • Investments in major capital and expense projects • Lease negotiations • Customer financial operational issues • Market rate analyses for marinas • Real estate valuations • Other business opportunities
Financial reporting	Reporting deadlines as published by Corporate Finance & Budget are met	Complete quarterly performance reports Monitor and update current year forecasts
2016 Seaport and Real Estate Budgets and financial capacity analysis	Budget deadlines as established by Corporate Finance & Budget and Commission Office are met	Facilitate the Seaport and Real Estate 2016 Business Planning process. Manage the Seaport and Real Estate 2016 Capital Budget process Manage the Seaport and Real Estate 2016 Operating Budget process Manage the 10-Year Environmental Remediation forecast process Manage the process and develop the 10-Year Net Operating Income forecast
Objective: Ensure Divisions are in compliance with Accounting policies and procedures, Generally Accepted Accounting Principles and Government Accounting Standards		
Performance Measures	Performance Target	Actions
Bi-annual measurement of Environmental Remediation Liabilities	Completed on time and with no audit findings	Establish calendars for bi-annual update Set up files and schedules in advance of start of update Ensure proper training of project managers making update Perform thorough review of schedules with analyses of unexpected results
Booking of new assets, removal of demolished	Completed on time and with no audit findings	Team member are responsible for monitoring asset changes within assigned business and

assets and adjustment for impaired assets.		<p>service groups.</p> <p>Reports monitoring the status of capital projects are run on a quarterly basis with follow-up with project managers</p> <p>Detailed impairment review performed each January with interim reviews performed as circumstances arise.</p>
2014 1/3 inventory of fixed assets	100% complete by 11/30/2015	<p>Initiate process including calendar of due dates with Marine Maintenance by March 15, 2015</p> <p>Meet interim deadlines</p>
Annual Environmental Remediation Liability spending authorization and quarterly spending reports.	Key deadlines are met and reports are accurate.	<p>Establish calendar and process for meeting deadlines</p> <p>Perform process</p> <p>Perform detailed as well “big picture” review of authorization memo/quarterly spending reports.</p>

STRATEGY: CONSISTENTLY LIVE BY OUR VALUES THROUGH OUR ACTIONS AND PRIORITIES

Objective: Align leadership, people and systems with strategic priorities and plans		
Performance Measures	Performance Target	Actions
% Participation in diversity activities	100% of staff	Each staff member will attend or participate in one diversity activity per year.
% Participation as a volunteer in at least one Port sponsored event.	100% of staff	Each staff member will volunteer in at least one Port sponsored event.
% Personal Development Plan in PREP	100% of staff	Each staff member will include a personal development plan in PREP.
Completion of annual PREP review on a timely basis	Complete PREP review within 1 week of review date.	<p>Team members submit PREP self-reporting 2 weeks prior to PREP review date.</p> <p>Manager completes input and holds review meeting within 1 week of review date.</p>
Objective: Strengthen a high integrity, continuous improvement culture		
Performance Measures	Performance Target	Actions
Work process improvements	Restructure and repopulate libraries within the Seaport Finance SharePoint site to make it easier (e.g. more intuitive) for all to find past financial analyses, supporting workpapers, etc.	<p>Develop prototype structures and evaluate positives and negatives of each.</p> <p>Select and implement new structure</p> <p>Move files from other libraries and from M:Drive into new libraries.</p> <p>Inform other relevant groups about new structure.</p>

Objective: Attract, retain, inspire, and develop a diverse workforce that will achieve the Port's vision		
Performance Measure	Performance Target	Actions
Staffing utilization	Department is appropriately staffed in that all members are fully utilized, but have enough time to be able be proactive rather than re-active.	Continuous monitoring of workload and resources with adjustments as warranted