

## The Northwest Seaport Alliance Potential Questions

May 8, 2015

Forming The Northwest Seaport Alliance between the ports of Seattle and Tacoma has been groundbreaking, exciting work – with much more work to be done.

You are likely to have questions, some of which can be answered by reviewing the materials that have been produced during the due diligence work.

If you don't find the answer to your questions in the following list of materials, it might mean we do not have the answers yet, but we certainly want to capture your questions and concerns.

Here's where you can find meeting replays, presentations and documents on the various due diligence topics.

### Summary:

- [Fact sheet](#)
- [News release](#)
- [Web page](#)

**Governance:** While the ports will remain separate organizations that retain ownership of their respective assets, they will form a port development authority (PDA) to manage the container, breakbulk, auto and some bulk terminals in Seattle and Tacoma. The airport, cruise business, marinas, such as Fisherman's Terminal, grain terminals and industrial real estate facilities, such as Northwest Innovation Works, Puget Sound Energy and Terminal 91 uplands, will remain outside the Alliance. The PDA will be governed jointly by the two port commissions.

- [Joint commission meeting](#) (click on video tab and select April 21 meeting)
- [Full charter document](#)
- [News release on PDA bill](#)

**Business plan:** The commercial team has identified that the Alliance will need at least two container terminals able to handle the megaships cascading into service. The business plan also includes continued customer outreach and care, cargo diversification and an operations service center with key performance metrics.

- [Joint commission meeting](#)
- [Business plan presentation slides](#)
- Maps of [Seattle](#) and [Tacoma](#) properties licensed to The Northwest Seaport Alliance properties

**Management structure:** The commissioners expect to hire John Wolfe as the CEO of the seaport alliance following the FMC's approval of the agreement. Wolfe would lead both organizations through a transition period of up to five years before handing over his Port of Tacoma duties. Wolfe will have two deputies, Kurt Beckett for operations and Don Esterbrook for commercial, lead the management team. All other seaport-related

staff will support the alliance and home ports through the same functions as today, either assigned completely to the alliance or through service agreements.

- [Joint commission meeting](#) on management structure
- [Joint commission meeting](#) on FMC approval process, master policy and delegation of authority (click on video tab and select April 21 meeting)
- [Transition plan](#)

**Name and brand:** The organization will be known as The Northwest Seaport Alliance. It will have its own unique identity, logo and tagline. It will also have a business-focused website, email system, marketing plan and public records repository.