

# Virginia Port Authority Strategic Plan

## Mission Statement

The Virginia Port Authority (VPA) shall foster and stimulate the commerce of the Ports of the Commonwealth, promote the shipment of goods and cargoes through the ports, secure necessary improvements of navigable tidal waters within the Commonwealth and, in general, perform any act or function which may be useful in developing, improving, or increasing the commerce, both foreign and domestic, of the Ports of the Commonwealth.

## Vision Statements

The Port of Virginia will be the primary gateway for international cargo transported through the Mid-Atlantic and Mid-West regions of the United States.

The Virginia Port Authority will promote economic development and stimulate job growth within the Commonwealth through international trade.

## Executive Progress Report

### Summary of Current Service Performance

Pursuant to its mission statement, the primary responsibilities of VPA are to:

- Stimulate economic development through global trade
- Market the ports of the Commonwealth
- Provide security for the Port of Virginia
- Develop and maintain the port infrastructure and improve operating efficiency, and
- Monitor and support the activity of VPA's operating company, Virginia International Terminals, Inc.

The VPA is the Commonwealth's leading agency for international transportation and maritime commerce, and has a long history of generating business through the Port of Virginia. The Port of Virginia consists of four state-owned facilities: Newport News Marine Terminal, Norfolk International Terminals, Portsmouth Marine Terminal, and the Virginia Inland Port in Front Royal, Virginia.

Officially charged with operating, marketing, and securing the state-owned marine facilities and the inland port, the VPA has become one of the world's leading maritime organizations. The Port of Virginia consistently ranks as one of the leading ports in the United States, in the movement of total foreign waterborne commerce.

Pursuant to a port study commission recommendation, in the early 1970's the VPA unified the three general cargo terminals in Hampton Roads. The unification was important in eliminating cutthroat competition among existing terminal operators, and marketing the benefits of the port for the Commonwealth of Virginia as a whole. With unification of the general cargo terminals, it became evident that a single operating

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company would provide benefits beyond the private operation of each facility that was typical in the first half of the twentieth century. The Virginia General Assembly studied the operation of state-owned general cargo terminals and concluded that a private single operating entity would provide economies of scale and coordination not available through individual operation.

Thus, Virginia International Terminals, Inc. (VIT) was established in 1982 to operate the terminals owned by the VPA. VIT is a non-stock, nonprofit, private corporation and has been determined by federal courts not to be an alter ego (i.e. instrumentality) of the State. The Internal Revenue Service recognizes VIT as fulfilling an essential governmental function and therefore VIT enjoys tax-exempt status. VIT operates the state-owned ports through a Service Agreement with the Virginia Port Authority. VIT has never received state appropriation for its operations. The organization structure of VIT provides it the ability to enter into contracts with union labor (prohibited by state agencies under state law), negotiate and enter into contractual relationships with ship lines and others while not being subject to the Freedom of Information Act (FOIA), and more efficiently manage the flow of traffic at the marine terminals.

In 1986, the Port of Virginia was at a crossroads – to continue to grow or die. The port had the deepest navigation channels on the U.S. East Coast and was less than two hours from the open ocean, key requirements for world shipping lines. The Port had available land, excellent road and rail connections, and a competitive, cooperative workforce. The Port had established a reputation as the fastest growing port in the U.S., attracting more and more of the world's largest steamship lines. But, what VPA lacked at that time was a source of stable funding to provide for this growth and the resulting growth of international trade moving through the Port. It was at this juncture that the Commonwealth Port Fund (CPF), a trust fund with dedicated revenue sources, provided the opportunity for Virginia to continue to grow and become a major player in international commerce. As established, the CPF is funded from a portion of the state sales tax, and motor vehicle fuel and related taxes and fees. CPF revenues are limited to use for capital and maintenance related expenditures only.

The creation of VIT in 1982, and the Commonwealth Port Fund in 1986, was both visionary and strategic for Virginia, and has served to enable the Virginia Port Authority to increase container volume 526% and gross terminal revenues 622% since 1982. Today, Virginia has established itself as one of the premier ports on the U.S. East Coast.

As a result of the landmark decisions to unify the port, establish VIT, and establish the CPF, the VPA has become more financially independent. And, as a result, in 1997, VPA willingly gave up \$14 million a year in General Fund support and began funding all operating expenses from terminal revenue as well as many new capital projects. In addition, the Port's success has generated huge economic spin-off benefits to the Commonwealth. Annually, port-related business provides over 165,000 jobs, \$4.8 billion in payroll revenues, and \$665 million in local tax revenues. Since 1996, port-related warehousing and distribution investment has increased by over \$416 million and employed over 12,000 people in the Hampton Roads area alone. The Virginia Inland Port, located in Front Royal Virginia, has stimulated the attraction of some 24

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warehousing and distribution centers providing a total income of \$599 million with over 6 million square feet of space together with employee levels of over 7,000 workers. Household names like Wal-Mart, Target, Home Depot, Dollar Tree, Lillian Vernon, and Cost Plus have all set up distribution facilities in the Commonwealth in large measure due to the presence of a world class port facility and structure.

In April 2004, APM Terminals, a sister company of Maersk-Sealand shipping line – the largest shipping line in the world, announced planned to invest \$600 million in Virginia to construct a new 300 acre container terminal in Portsmouth. This announcement was the largest investment in a company owned container terminal in the U.S. and is a huge investment in the Commonwealth's future. This is the first time that a shipping line has invested its own money to construct a marine terminal from the ground up. Phase I was completed in September 2007 and began operations, vacating their facility at PMT in December 2007. At full buildout the terminal is expected to generate \$6.4 billion in economic impact to the Commonwealth over its first 15 years of operation.

Over the next twenty years, containerized cargo volume is expected to triple, far exceeding the current capacity of the port network in the U.S. The Port of Virginia has two unique opportunities to meet this demand with the opening of the APM terminal in 2007 and the proposed development of a new container terminal on the eastward side of Craney Island. The Hampton Roads region is beginning to mobilize around the opportunity to develop 20-60 million square feet of supporting distribution center space. Combined with port facilities, this will position Virginia to become the international gateway for the East Coast.

The VPA/VIT organization is unique in the industry and has a proven track record for success. For nearly 25 years, this structure has resulted in phenomenal growth, benefiting not only Virginians but also the entire U.S.

## Summary of Current Productivity

### TEU volume and increase

FY 2005 1,900,026 = 10.9% Increase

FY 2006 2,045,065 = 7.6% Increase

FY 2007 2,055,866 = .5% Increase

### Change in rail container throughput

FY 2005 226,108 Containers = 19.8% Increase

FY 2006 241,311 Containers = 6.7% Increase

FY 2007 253,590 Containers = 5.1% Increase

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## Summary of Major Initiatives and Related Projects

### In General

In 2000, the VPA adopted a 2040 Master Plan extending the VPA's planning horizon to the year 2040, including the opening of a fourth marine terminal at Craney Island. The 2040 Master Plan contains both a development plan and a financial plan which shows VPA can pay for all the projects listed in the master plan, including the eastward expansion of Craney Island. The Master Plan is updated annually.

### Craney Island Eastward Expansion

In October 2006, the Virginia Port Authority completed a joint feasibility study with the Army Corps of Engineers in connection with a potential eastward expansion of the Craney Island Dredged Material Management Area (CIDMMA). This jointly funded study (approximately \$5.9M total, \$2.9M funded by VPA) determined the feasibility of an eastward expansion of the CIDMMA for the following three purposes: (1) to extend the useful life beyond 2025; (2) to provide a site, on the expanded portion, adjacent to the 50-foot channel for VPA's fourth general cargo marine terminal to be opened by 2017; and (3) to provide logistics load-out space for military equipment.

The Corps and the Virginia Port Authority had been working on the study since 1999. The study determined that the Craney Island Marine Terminal will save the nation \$6B in transportation costs and result in an economic impact to the state of more than \$5B annually. Without the Craney Island Marine Terminal, the Port of Virginia will not have adequate capacity to handle the tripling of import cargo that is expected in the next two decades. The eastward expansion of Craney Island is crucial to the long-term viability of the Port of Virginia.

With completion of the Feasibility Study the VPA was successful in working with state and federal officials to have the U. S. Congress authorize the project for a 50/50 cost share. The Preliminary Engineering and Design (PED) work has begun and is estimated to be completed by early 2009, for a summer 2009 construction start. The VPA continues to work with the Congressional delegation to appropriate FY2009 federal funds for construction.

The Craney Island Marine Terminal (CIMT) was conceived and planned prior to the Third Crossing. The cargo moving through CIMT is anticipated to move over a new access road/rail connector to Route 164. The City of Portsmouth and the VPA have jointly studied and agreed on the locations for the road and rail alignment.

The project has been closely coordinated with VDOT, FHWA, City of Portsmouth and the HRPDC to provide both the rail and highway connections to the future Craney Island Marine Terminal in the Craney Island Connector segment of the Third Crossing. The VPA marine terminal and associated rail and highway access are considered by VDOT to

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be separate projects from the Third Crossing and understand that close coordination is needed to plan the rail and highway access to the Craney Island Marine Terminal.

## **Norfolk International Terminals North Expansion**

The project includes developing the last major undeveloped piece of VPA land by renovating and improving the remaining 15 acres of container yard; purchasing additional container handling Straddle Carriers; and constructing a new truck interchange once the I-564 connector is built.

This project will increase the capacity of NIT North by 10 percent and the estimated cost is \$30M which is planned to be funded by Revenue bonds and pay-as-you-go funds.

## **Norfolk International Terminals Rail Yard Expansion**

The project includes, construction of a new office building in the Baker Street POV lot, relocate Customs and MARAD to the new building and demolition of the remainder of Warehouse 4. The project also includes demolition of asphalt and concrete pavements excavation work, water lines, storm and sanitary sewer lines, electrical and communication utilities, roller-compacted concrete, cast-in-place concrete and asphalt pavement and the construction of new railroad track.

Phase I will add approximately 12,000 feet of new track and will increase the rail capacity by 50%. The estimated completion date of phase I is August 2008 with an estimated total project cost of \$16.5 million. Phase 2 will add an additional 12,000 feet of track and will be complete by summer 2010.

## **Dredging Projects**

The Commonwealth's share of the dredging of the federal channels comes from the General Fund. In the early 1980's, the federal government authorized, but did not appropriate the funds for the federal share of the 55-foot channel at The Port of Virginia. This measure was undertaken to accommodate the deep draft coal ships that were then handling millions of tons of export coal. In recent years, U.S. coal exports have declined while container ship calls at The Port of Virginia have consistently grown. Concurrently, container ships have gotten larger and require ever-deeper channels. Thus, the earlier 55-foot channel authorization has been an important ingredient in the success of the port. The project has been, and will continue to be, completed in stages as both federal and state general funds become available. To date, the 50-foot outbound and inbound channels have been completed.

Efforts to address design and construction of the 55-foot channel elements are underway. The estimated costs of deepening to 55 feet are as follows:

### 55-Foot Outbound Channel

(Includes 60-foot Atlantic Ocean Channel)

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Total Project Cost                    \$140.5 million  
Local Sponsor Cost (VPA)    \$ 87.9 million

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## 55-Foot Inbound Channel

Total Project Cost	\$58.1 million
Local Sponsor Cost (VPA)	\$34.9 million

(Neither project has had money appropriated by the federal government or the Commonwealth.)

The Port of Virginia supports the import and export of coal in bulk vessels. However, not all of the ships calling the port were able to maximize their cargo capacity. Some vessels have a draft of more than 50', the current maximum depth of the operating channel. In order to accommodate this restriction, these vessels must sail with less cargo than the vessels' capacity.

During calendar year 2002, 34 vessels sailed below vessel capacity. At an average cost of \$30 per short ton, this equates to lost revenues of over \$24.6 million.

In 2003, world coal consumption rose 6.9 percent, compared with 2.1 percent for oil. United States coal production is forecasted to grow to a record of more than 1.2 billion tons, an increase of more than 3.7 percent from 2003.

## **ISO 9001 and 14001 Certifications**

In FY2008 the VPA initiated development and implementation of a Quality Management System and an Environmental Management System to ensure product and service quality and that future environmental improvement initiatives are in accord with established operational improvement strategies. ISO 9001 certification was achieved on June 5, 2008. ISO 14001 certification was achieved on June 19, 2008. ISO 9001 certification is expected to:

- Improve product and service quality
- Increase customer satisfaction
- Provide additional access to the ISO oriented marine world
- Improve processes, directly improving return on investment
- Enhance market exposure
- Improve control over processes, and
- Improve safety and security

ISO 14001 certification is expected to:

- Ensure VPA meets or exceeds all applicable Federal, State, and Local environmental laws and regulations
- prevent activities and conditions that pose a threat to human health, safety, and the environment through proactive environmental leadership and compliance
- Ensure adherence to an established framework for setting objectives and targets that demonstrate a commitment to continual improvement

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- Integrate environmental costs, risks, and impacts into port project development
- Promote pollution prevention and environmental awareness throughout all levels of the organization.

## **Small, Woman, and Minority Business (SWAM) Plan**

In support of the Governor's Executive Order 33, the VPA's goal is to maximize the participation of small, women-owned and minority-owned businesses (SWAM's) in the procurement process. A new SWAM Procurement Plan, which sets the lofty goal of doubling SWAM business expenditures as a percentage of projected discretionary expenditures from 11.7% to 23.4% is in the process of being developed. The goal will include expenditures with prime contractors as well as subcontractors. Meeting this goal (and subsequently maintaining the level of participation) requires significant planning and participation in SWAM outreach events and activities as a tool for small business enhancement.

## **Port Security and Emergency Operations**

VPA Police Department is comprised of 89 state sworn police officers and is certified through the Department of Criminal Justice Services. The VPA Police is both the first and last line of security. Officers are assigned at all gates for access control and patrol the terminals 24/7. The primary threat that VPA terminals address is the potential for terrorists to use our standard cargo handling procedures to smuggle people or contraband into or out of the port, as well as protection against attack or disruption to port operations. Of primary concern is the potential to smuggle in weapons of mass destruction. VPA is in full compliance with the Maritime Transportation Security Act (MTSA) and the International Ship and Port Facility Security Code (ISPS). VPA is Customs-Trade Partnership Against Terrorism (C-TPAT) certified. Currently federal port security grants may only be used for capital investment – buying systems and equipment and upgrading facilities – not for personnel, operations, maintenance and training expenses. Therefore, VPA must bear the out-year costs of any security upgrade/enhancement funded through the federal grant program. Recent efforts within the Department of Homeland Security may authorize very limited use of federal port security grants for upgrading of existing security infrastructure. In the near future, VPA will be impacted by implementation of the Transportation Workers Identification Card (TWIC), the 2006 SAFEPORT Act and the US-VISIT Programs.

## **Port Command Center**

Early threat detection has become an absolute requirement for effective security. Under this project an intelligent video system will be built to detect and track intruders, determining security violations and notifying local first responders. Upon completion of this project, VPA will have the ability to view a “common operating picture” of all three marine terminals from one location (Port Security Command & Control Center at NIT). This will include the visual display of all perimeter monitoring systems, radiation portals, access controls and VPA police communications. The system will also be able to be used as a local “command post” for other Federal, state and local agencies involved in any

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incidents at a VPA facility. The system will be designed with an open architecture that will allow for seamless transmission to CG Sector Hampton Roads (or future Maritime Security Center in Hampton Roads) and will significantly increase their vigilant monitoring of the harbor and surrounding waterways.

This project will enhance the security in this critical port area by meeting the National Preparedness Goals, and the Virginia Office of Commonwealth Preparedness Strategic Goals and Objectives as outlined below:

## **National Preparedness Goals**

**3.1.2 Expanded Regional Collaboration** Expand regional collaboration through mutual aid agreements and assistance compacts in order to meet the target levels of capability in the most effective and expedient manner.

**3.1.3 Implement the National Infrastructure Protection Plan:** Implement the National Infrastructure Protection Plan in order to enhance coordinated development of critical infrastructure protection capabilities.

**3.2.1 Strengthen Information Sharing and Collaboration Capabilities:** Strengthen information sharing and collaboration capabilities to enable effective prevention, protection, response, and recovery activities.

**3.2.2 Strengthen Interoperable Communications:** Strengthen interoperable communications capabilities to enable personnel from different disciplines and jurisdictions to communicate effectively during major events.

**3.2.3 Strengthen CBRNE Detection, Response, and Decontamination Capabilities:** Strengthen chemical, biological, radiological, nuclear, and explosive (CBRNE) detection, response, and decontamination capabilities.

## **Virginia's Office of Commonwealth Preparedness Strategic Goals and Objectives.**

**Goal 13. Transportation.** The Commonwealth will have in place in collaborative plans, equipment, training, and protection standards for security of transportation system to include surface, aviation, and seaports.

**Goal 3. First Responders.** First responders, both government and private, will be trained and equipped to respond to natural disasters and terrorist attacks using nationally accepted emergency management and response standards.

**Goal 5. First Responders.** The Commonwealth will have the capability to rapidly identify, mobilize, and credential volunteers responding to an emergency situation.

Federal Request: \$1.696M    VPA Cost Share: \$565K    Total Cost: \$2.261M

## **Communications & Information Security**

This project provides the VPA Port Police with an enhanced communications suite, which uses digital trunking technology and dedicated frequencies. This will ensure that the Port Authority Police can effectively coordinate with Federal, state and local law enforcement and emergency response agencies in the event of an emergency. In conjunction with this project, VPA is now part of the Virginia Statewide Agencies Radio System (STARS). Through STARS, VPA's communication dispatcher will be linked to a statewide system with voice and data communications (this data communication is limited to short data streams such as license and vehicle checks). Although STARS provides increased capabilities, there are enhancements that are needed now to "fill the gaps" for VPA's unique and immediate police communication needs such as, video and

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robust data transmission to the vehicle and interoperability with federal and local response organizations.

As part of this project, the VPA Police will be linked to the Hampton Roads Planning District Commission regional emergency communications network. The network will provide highly reliable and survivable connectivity to sixteen emergency operations centers in the Hampton Roads Region (from Williamsburg to Virginia Beach), to the United States Coast Guard Sector Hampton Roads Command Center and the public radio and television systems (WHRO/WHRV).

This project will enhance the security in this critical port area by meeting the National Preparedness Goals and the Virginia Office of Commonwealth Preparedness Strategic Goals and Objectives as outlined below:

## **National Preparedness Goals**

**3.2.2 Strengthen Interoperable Communications Capabilities:** Strengthen interoperable communications capabilities to enable personnel from different disciplines and jurisdictions to communicate effectively during major events.

**3.2.1 Strengthen Information Sharing and Collaboration Capabilities:** Strengthen information sharing and collaboration capabilities to enable effective prevention, protection, response, and recovery activities.

**3.1.2 Expanded Regional Collaboration:** Expand regional collaboration through mutual aid agreements and assistance compacts in order to meet the target levels of capability in the most effective and expedient manner.

**3.1.3 Implement the Interim National Infrastructure Protection Plan:** Implement the Interim National Infrastructure Protection Plan in order to enhance coordinated development of critical infrastructure protection capabilities.

**3.2.3 Strengthen CBRNE Detection, Response, and Decontamination Capabilities:** Strengthen chemical, biological, radiological, nuclear, and explosive (CBRNE) detection, response, and decontamination capabilities.

## **Virginia's Office of Commonwealth Preparedness Strategic Goals and Objectives.**

**Goal 9. Government Operations and Funding.** The Commonwealth will have infrastructure in place and operating to ensure interoperability of communications and other technologies.

**Goal 4. First Responders.** Responders to terrorism or other events will be able to access shared critical intelligence information that is necessary for responder safety, efficiency and effectiveness.

**Goal 3. First Responders.** First responders, both government and private, will be trained and equipped to respond to natural disasters and terrorist attacks using nationally-accepted emergency management and response standards.

## **Commonwealth of Virginia Strategic Plan for Statewide Communications Interoperability (undergoing final review).**

**Goal 3.** Integrate existing and future communications systems.

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Federal Request: \$570K    VPA Cost Share: \$1.023M (includes state funding of STARS)    Total Cost: \$1,593,000

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## Surveillance and MDA Improvements

This project will compliment improvements funded by and underway from Round 6 of the PSG program. Key areas of improvement:

- A robust and resilient data and video network at all three terminals.
- A “smart” perimeter system for the port’s most vulnerable security areas and provide an immediate alert if the perimeter security is breached.
- Enhance redundancy and resiliency of terminal surveillance capabilities.

Federal Request: \$2.0M      VPA Cost Share: \$0.6M      Total Cost \$2.6M

## TWIC Implementation

This project will update the access control equipment and communication links at all terminal gates at NIT, NNMT and PMT to meet the forthcoming TWIC equipment (reader and biometric) standards when they are published (anticipated in 1/09). VPA will coordinate the project with APM Terminals. In preparation, PMT has been operating an electronic access control system based on port identification cards since March 2007.

Federal Request: \$1.0M      VPA Cost Share: \$0.4M      Total Cost \$1.4M

## Summary of Virginia’s Ranking

Virginia's strategic mid-Atlantic location and unparalleled transportation infrastructure offer steamship lines and shippers unbeatable access to two-thirds of the U.S. population with more than 40 international shipping lines and one of the most frequent direct sailing schedules of any port. Virginia has the best natural deepwater harbor on the U.S. East Coast. Fifty-foot-deep, unobstructed channels provide easy access and maneuvering room for the largest of today's container ships. Virginia ports are located just 18 miles from the open sea on a year-round, ice-free harbor. Virginia ports have long maintained a reputation for efficient and uncongested intermodal service. The bottom line is in the numbers: The Port of Virginia transports a higher percentage of intermodal containers to more cities faster, and more efficiently, than any other port on the U.S. East Coast. As the one of the largest intermodal complexes on the U.S. East Coast, Virginia offers six direct-service trains to 28 major cities each day. More than 50 motor-carrier companies offer full freight handling and load-consolidation services. A modern network of interstate and local highways permits fast, direct inland motor-freight transportation to any point in the United States.

For FY2007 the Ports handled a record breaking 2.055 million TEUs and are forecasted to break 2.1 million TEUs in FY2008.

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Activity Highlights – Port performance for the first two months of FY2008 reflected an 8.8% increase in TEU's and a 3.9% increase in ships calls. Rail movements reflected a 28.7% increase in Midwest train traffic, and a 44% increase in rail traffic at the Inland Port. October was a record month at the Port, producing 188,539 TEU movements and successful negotiations that resulted in 10-year contracts with China Shipping and the COSCO/Yang Ming/K Line consortium.

Harrisburg Rail Service - VPA Marketing Department has been working in coordination with Norfolk Southern to market and establish a daily intermodal service linking the Port of Virginia to Harrisburg, PA. This service is close to becoming operational as pricing is now being put in the Norfolk Southern contracts with the various shipping lines. Once established, this service will allow the Port of Virginia to expand its geographic market reach into central Pennsylvania, which today is primarily served by truck to/from the ports of NY/NJ and Baltimore.

Off Terminal Fumigation Services: Many of the products imported and exported through the Port of Virginia require fumigation services. For decades, the port has conducted these services on the terminal facilities either directly, or through a 3<sup>rd</sup> party vendor. As the Port is looking to develop every available acre of terminal space to container handling space, we have been moving non-essential functions off terminal. In 2006 and 2007, VPA Marketing worked with the existing 3<sup>rd</sup> party provider, Western Fumigation, to find and set up an off-terminal facility in the City of Suffolk. VPA was also successful in bringing a new fumigation company, Western Fumigation, into the market who also set up a state-of-the-art fumigation center in Suffolk, investing in excess of \$17 million.

Restructuring of VPA Marketing Offices: In an effort to provide more value to the marketing expenses, VPA Management reviewed our current international network of offices and is in the process of redeploying assets to better reflect current and future market growth. VPA will be closing its Singapore office in early 2008 and establishing an agency agreement with a company called P.L. Shipping to represent VPA throughout India. In response to VITAL's recommendation, VPA is also in discussions with VEDP to explore representation options in mainland China to assist our existing Hong Kong representative's efforts in the Mainland. We believe that we will be able to establish coverage of India and China for close to the amount of expenditure we previously were paying in Singapore. This follows recent efforts of cooperation with VEDP where we are now sharing offices in Brussels, Japan and actually sharing the same individual, who is representing both organizations in Korea. These two items resulted in a savings in excess of \$150,000 to VPA's marketing budget.

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## Summary of Customer Trends & Coverage

### New shipline services

#### **2006**

CMA CGM, China Shipping, ANL – Liberty Bridge; **Tradelane:** North Europe; **Route:** Transatlantic  
Zim, Emirates, SCI, MacAndrews – India North America Express; **Tradelane:** Mediterranean, Indian Subcontinent; **Route:** Suez Canal  
K Line, Yang Ming, Hanjin, Evergreen – EC Americas; **Tradelane:** South America  
COSCO, K Line, Yang Ming, Hanjin – AWE-5; **Tradelane:** Asia; **Route:** Panama Canal  
Zim, Italia Marittima – North Europe East Coast Express; **Tradelane:** North Europe; **Route:** Transatlantic  
Grand Alliance, New World Alliance – East Coast South Express; **Tradelane:** Asia, Central America; **Route:** Panama Canal  
Yang Ming, K Line, Hanjin, UASC – SINA; **Tradelane:** Indian Subcontinent, Asia, Mediterranean; **Route:** Suez Canal  
CMA CGM – PEX-3; **Tradelane:** Asia; **Route:** Panama Canal

#### **2007**

Maersk Line/Hapag Lloyd – Oceania Americas Pendulum Service; **Tradelane:** Australia/New Zealand, Caribbean/Central America; **Route:** Panama Canal  
New World Alliance, Evergreen, CMA CGM – Asia–US East Coast, ESX/SAX; **Tradelane:** Asia, Central America; **Route:** Panama Canal  
New World Alliance, CMA CGM, Evergreen – Suez Express Service-SZX; **Tradelane:** Indian Subcontinent, Asia; **Route:** Suez Canal  
Grand Alliance - North & Central China East Coast Express (NCE) and South China East Coast Express (SCE) (reconfigured); **Tradelane:** Asia; **Route:** Panama Canal

Distribution Center Development - A major component of the Port's future and current growth has been the development of many port-related distribution facilities throughout the Commonwealth. There are more than 80 port-related distribution facilities within the borders of Virginia that make the Port more attractive to shiplines. The VPA staff has made the recruitment and development of these facilities a very high priority and this will continue into the foreseeable future.

### New or expanded distribution centers:

- **NYK Logistics – Chesapeake**
- **Ozburn-Hessey Logistics – Winchester**
- **Massimo Zanetti Beverage – Portsmouth**
- **Flexa Furniture – Suffolk**
- **Evans Distribution – Suffolk**
- **Preferred Freezer – Chesapeake**
- **ProLogis – Chesapeake**
- **Johnson Development – Windsor**
- **Liberty Property Trust – Suffolk**
- **McDonald Development – Suffolk**
- **Regional Properties – Suffolk**
- **West Park Lane – Hampton**

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- **Devon Properties / American Port Services – Hampton**
- **American Port Services – Suffolk**
- Southampton Terminals – Southampton Co.
- A&R Transportation - Chesapeake
- American Packing & Crating - Norfolk
- Dixie Box & Crating - Suffolk
- Cornerstone Systems - Chesapeake
- Jacobs Transportation - Chesapeake
- US Port Services - Norfolk
- Solaris - Strasburg
- SAFCO – Isle of Wight
- Moss Motors – Dinwiddie Co.
- Mother Parkers Tea & Coffee - Ashland
- Rolls Royce – Prince George Co.
- Canon – Newport News
- Saddle Creek Logistics – Colonial Heights
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## Aging Population Impact Analysis:

### **Summary of Future Direction & Expectations**

#### The Heartland Corridor

The Heartland Corridor proposes the development of a more direct rail intermodal route from the Port of Virginia, opening up a significant portion of Appalachia currently excluded from international intermodal markets, and connecting to a center of existing domestic and international distribution in the Midwest, thereby strengthening the economic vitality of the region and enhancing the efficiency and capacity of the nation's transportation network.

The Heartland Corridor will increase the 28 tunnels and bridges vertical clearances above the high-speed, high capacity Norfolk Southern main line between Columbus, Ohio and Roanoke, Virginia saving 230 miles and 1 1/2 days. Upon completion, the rail network will have a fully cleared direct route between Chicago, Illinois and The Port of Virginia and all markets in between. This cleared network will provide for the intermodal movement of goods between Virginia, North Carolina, West Virginia and Ohio and the rest of the Midwest in a highly efficient double-stack configuration. Norfolk Southern predicts it will be one of the few East Coast to Mid West rail routes with sufficient capacity over the next 10 years.

This project also provides for a new intermodal facility in the Roanoke Valley region of western Virginia, Pritchard, West Virginia and Columbus, Ohio providing intermodal access to global markets through The Port of Virginia.

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In Portsmouth and Chesapeake, Virginia, the Heartland Corridor project will relocate an existing Commonwealth Railroad rail line from its current route through densely populated areas to a new route contained in the median of the Western Freeway and I-664. The project will also include a grade separation of Route 17.

Full grade separations of the Commonwealth Railway between the proposed ports of Craney Island and Maersk's property and the national intermodal network will eliminate 14 grade crossings in largely urban areas of Portsmouth and Chesapeake, Virginia that are likely to see large increases in rail activity (12 trains per week currently to over 36 trains per week by 2016). This project will also reduce truck traffic, particularly on the eastern portion of I-64 and US 460 and will further enhance The Port of Virginia's position as a major player in expanding global trade.

The project introduces intermodal shipping options to western Virginia for the first time and provides significant employment, tax and other economic benefits. Over 20 years, the project will provide up to \$368 million in economic benefits to shippers moving freight in the Heartland Corridor. The project was one of 13 transportation projects noted in the recently approved SAFETEA-LU transportation bill as a project of national significance.

## Summary of Potential Impediments to Achievement

Maersk Sealand Development - Maersk Sealand (Maersk) acquired 600 acres of waterfront property in the City of Portsmouth. Maersk has spent approximately \$500 million to construct a highly automated marine terminal with a 3,000-foot wharf and six Suez-class container cranes to be operated by a subsidiary, APM Terminals. This phase I development opened in July 2007. Phase II of the development includes plans to expand the wharf another 1,000 feet with four additional container cranes and will be developed as market demands. Maersk intends to maximize the use of technology and automation and projects that Phase I of the terminal will handle 1 million TEUs with 2.16 million TEUs at final build-out.

Despite the immediate threat to volume at the Commonwealth-owned facilities, the addition of the new APM terminal is a strategic asset to the Commonwealth. Long term capacity for the port is the fourth marine terminal at Craney Island. However, that facility will not be open until 2017. The VPA can renovate existing terminals to handle only an additional 1 million TEUs. The new APM terminal will help bridge the shortfall in capacity until the Craney Island facility is operational. In addition, while APM and VPA will compete for cargo, they will work together to bring cargo into Virginia.

Existing Maersk Facility at PMT - Maersk's subsidiary terminal operating company, known as APM Terminals, currently occupies several tracts of land under three (3) different lease agreements at Portsmouth Marine Terminal. Each agreement has different terms, termination dates and renewal options. VPA and the City have agreed this property will revert to the Port Authority when APM relocates to their new terminal, which should occur by June 30, 2008. Two (2) of the agreements require modification in order to achieve simultaneous termination.

## **Virginia Port Authority Strategic Plan**

One agreement has been extended to December 31, 2007. The other two leases provide for a one-time ten (10) year renewal option. Since a ten year renewal term is more than is needed until the new terminal is in operation, VPA and the City of Portsmouth negotiated with APM to extend the leases in such a way to stagger the terminations; thus allowing APM some flexibility to gradually vacate PMT property and gradually increase production at its new terminal. The VPA Agreement was extended until December 31, 2007 with an option to extend for an additional six (6) month term. The City Agreement was extended until October 31, 2009, with an option to shorten the term to expire October 31, 2008. The City Agreement also provides an option for an additional extension until October 31, 2010.

The last scheduled Maersk ship to call at the existing (leased) APM facility is October 2007.

# Virginia Port Authority Strategic Plan

## Background Information

### Statutory Authority

§ 62.1-132.3 of the code of Virginia specifies that:

It shall be the duty of the Authority, on behalf of the Commonwealth, to foster and stimulate the commerce of the Ports of the Commonwealth, to promote the shipment of goods and cargoes through the ports, to seek to secure necessary improvements of navigable tidal waters within the Commonwealth and, in general, to perform any act or function which may be useful in developing, improving, or increasing the commerce, both foreign and domestic, of the Ports of the commonwealth (1981, c. 589).

### Customer Base

<b>Customer Group</b>	<b>Customers Served (annually)</b>	<b>Potential Customers (annually)</b>
General Public (VA population based on US 2000 consensus data)	7,078,515	7,078,515
Governmental Agencies and Organizations	10	100
Importers/Exporters	500	1,000
Intermodal Customers	50	100
International Freight Forwarders/Custom House Brokers	35	100
Localities	4	4
Other Members of Maritime Community	1,000	2,000
Shiplines	75	75
Terminal Operators	1	1
Virginia Port Authority Departments	10	10

### Products and/or Services

The Commonwealth's leading agency for international transportation and maritime commerce, the VPA has a long history of generating business through the Port of Virginia. The Port of Virginia consists of four state-owned facilities: Newport News Marine Terminal, Norfolk International Terminals, Portsmouth Marine Terminal, and the Virginia Inland Port in Front Royal, Virginia. Officially charged with operating, marketing, and securing the state-owned marine facilities and the inland port, the VPA has become one of the world's leading maritime organizations.

### Factors Impacting the Agency's Products and/or Services

Continued and future expansion of the port will be necessary in order to meet capacity.

# Virginia Port Authority Strategic Plan

A major component of the Port's future and current growth has been the development of many port-related distribution facilities throughout the Commonwealth.

The Port's natural deep water, central east coast location, and superb transportation system to hinterland markets are critical factors for continued success. Efficient road and rail transportation systems, linked to the port facilities, are crucial to the success of the Port.

Federal legislation has been enacted that has and will continue to require security enhancements at all waterfront facilities.

## Anticipated Changes in Products and/or Services

Future expansion and additional operational efficiency of the Port of Virginia will be necessary to insure that it does not run out of capacity.

## Resources

### Financial Summary

The Virginia Port Authority has the following funding sources:

#### **Terminal Revenues:**

The VPA receives (net) terminal revenues from VIT on a monthly basis. In addition, VPA generates a small amount of revenue from other sources (security surcharge per container or breakbulk ton, license agreements, advertising, special security detail, etc.) Terminal revenues fund all operating expenses for the VPA as well as certain capital expenditures.

#### **Commonwealth Port Fund:**

The VPA receives 4.2% of Transportation Trust Fund taxes collected on a monthly basis. The allocation is called the "Commonwealth Port Fund". Tax collections allocated to the Transportation Trust Fund are derived from a half percent of the Commonwealth's retail sales and use tax, motor vehicle sales and use taxes, motor fuel taxes, and motor vehicle registration fees. As required by statute, CPF revenues are used by the VPA to pay for capital projects, terminal maintenances expenses, and aid to local ports capital projects. The VPA often utilizes CPF revenues to support the issuance of bonds to finance capital projects.

#### **Other Sources:**

The VPA periodically receives funds from the federal government. The grant funding is used to fund capital equipment and construction to enhance security on the Ports of Virginia.

The VPA also periodically receives pass-through appropriation from the Commonwealth for specific capital projects. These projects are normally maritime or transportation related, and benefits other entities outside of the VPA, as well as the VPA.

# Virginia Port Authority Strategic Plan

## VPA Operating Budget:

	Fiscal Year 2009		Fiscal Year 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$0	\$ 80,774,946	\$0	\$ 80,774,946
<b>Changes to Base</b>	\$0	\$ 8,866,447	\$0	\$ 19,576,871
<b>Service Area Total</b>	\$950,000	\$ 89,641,393	\$950,000	\$ 100,351,817

## Human Resource Summary

The VPA relies on a balance of salaried employees, wage employees, and contract employees to deliver its products and services to its customers. The Agency has a challenge in the recruitment of staff with skill sets compatible with core service areas. It is not anticipated that the agency will have difficulty recruiting qualified individuals to replace retirees.

Breakdown of Human Resources effective July 1, ~~2007~~ 2008

Total positions	<del>167</del> — 157
	<del>(21)</del> — 0
Total vacant	
Appointed/non-classified	<del>146</del> 157
Full time classified	0
Wage	3
Independent Contractors	<del>5</del> — 4
<b>Total Human Resource Level</b>	<del>154</del> — <b>164</b>

Factors Impacting Human Resources:

- *The VPA staff is relatively stable with low turnover. As a result, recruiting is not generally a major issue. With the increased security presence throughout*
- private and public organizations, recruiting and retaining qualified police officers is a concern
  - With a mandate to operate similar to a private business concern, the VPA must pay wages and provide benefits commensurate with that of private industry.

Anticipated Changes in Human Resources:

- A critical and challenging task for the VPA is to ensure an effective evaluation process is in place to provide information about work performance. A new performance evaluation program is being established for this purpose. The new program will provide a basis for reward allocation, identifying high-potential employees, validating effectiveness of selection procedures, evaluating training programs, stimulating performance improvement, and identifying development opportunities. The Agency hopes higher levels of employee participation in the evaluation process will lead to more satisfaction with the evaluation system. Setting specific

# Virginia Port Authority Strategic Plan

performance goals, opposed to general goals, will result in greater performance improvement, and good job performance will be actively recognized and reinforced.

## Information Technology Summary:

### **Current State and Issues**

The VPA is exempt from VITA pursuant to Item 426 D of Chapter 847 in the 2007 Acts of Assembly. In addition, the VPA is authorized to maintain independent payroll and nonpayroll disbursement systems pursuant to Item 453 of the same Act. VPA utilizes the services of VIT's extensive IT staff on a contract basis for IT support.

### **Factors impacting Information Technology and expected IT Investments**

- Proper disaster recovery planning requires adequate offsite backup systems and data to be maintained. VPA is updating disaster recovery procedures and has implemented a number of new measures to ensure data is secure and available in case of a failure of the primary systems.
- Disk arrays have been installed at both the production and disaster recovery sites. Servers at both sites will be using the disk arrays to store their data. Data replication software has been installed on the servers at the production site. Servers are being set up at the disaster recovery site to mirror the production servers.
- A Verizon Dedicated SONET Ring (DSR) has been installed to connect all the primary sites. A DSR works in two ways. Normal routing connects multiple locations by combining dedicated, fiber-based facilities and advanced SONET equipment. It ensures that no single points of failure occur from an end user location to the point-of-presence. An alternate route connection is in place in the event of a disaster. Traffic reroutes at full bandwidth to keep applications running smoothly.

Access control has been implemented at all primary facilities. Video intrusion detection has also been implemented at key locations. Situation management software has been deployed to enable situational planning, response/analysis for security, and crisis management.

### IT Budget FY09:

All IT expenditures are paid for out of terminal and federal grant revenues.

Operations and Maintenance	\$1,055,225
Major IT projects	\$3,003,000
Nonmajor IT projects	\$44,775

# Virginia Port Authority Strategic Plan

## Capital Investments Summary:

### **Current State/Issues**

- The aggressive renovation and expansion of existing facilities to handle the significant growth experienced in the recent past has been an ongoing mission for the Authority.
- Few projects remain on the existing terminals to expand terminal capacity and/or increase throughput.
- A major shift in development activities has begun with the development of the Authority's planned 4<sup>th</sup> marine terminal on Craney Island.

### **Factors Impacting Capital Investments**

- Projected growth in international trade, in particular projected growth in container traffic through East Coast ports.
- Constraints on the availability of land for use in terminal operations.
- Federal regulations regarding the security of port facilities.
- Funding availability and debt capacity limitations.
- The rapidly changing nature in technology.
- Taxes, fees, or physical restrictions from localities impacting goods movement

### **Capital Investment Alignment**

- All development activities are closely coordinated with projected demand and financial resources through a continuous assessment of project priorities and customer needs. The Authority's 2040 Master Plan is updated at least annually through the combined efforts of marketing, operations, finance, and outside consultants.

## **Goals**

### To foster and stimulate commerce of the Commonwealth's ports

The mission statement of the Virginia Port Authority (VPA) mandates that the primary goal is to stimulate cargo movement through the state-owned terminals. This is accomplished through direct customer contact and a well-developed strategic plan that results in a distribution network valued by port users.

### To promote the shipment of goods

To inform and educate customers on the various services the VPA has to offer, to meet the needs of clients, and to encourage use of VPA ports by shippers.

### To secure necessary navigable tidal waters

# Virginia Port Authority Strategic Plan

To protect the volumes of cargo that move through the ports, and to safeguard against possible terrorist acts against the Commonwealth, the United States, or the ports.

## To develop, improve, or increase commerce of the Commonwealth's ports

As an operating port, the primary responsibility of the VPA is to promote use of the state-owned general cargo terminals by increasing general cargo tonnage from existing customers and identifying and securing new potential business. The VPA concentrates its efforts on identifying and satisfactorily meeting all customer requirements. To accomplish this, sales representatives are strategically located in the marketplace, both domestically and internationally, where they develop and implement a customer-focused marketing plan.

## Standard Goal: Commonwealth Preparedness

To strengthen the culture of preparedness throughout the Agency, our employees, and customers...”Commonwealth Preparedness”

Summary & Alignment - This goal ensures alliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor’s Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia’s Future. The goal supports achievement of the Commonwealth’s statewide goal of protecting the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Objective – We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Measure:	Agency Continuity of Operations Plan (COOP) Assessment Score
Measure Type:	Outcome
Measure Frequency:	Every six months
Measure Baseline:	2007 COOP Assessment results (% out of 100)
Measure Target:	Minimum 75%, or if at 75% increase the average by 5% each year
Data Source & Calc:	The COOP Assessment Review is a 24-component assessment tool that helps measure the viability of the COOP plan.
Strategy:	The Agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management.

# Virginia Port Authority Strategic Plan

## Service Area List

### National and International Trade Services – 53413

To promote the use of the state-owned general cargo terminals by increasing general cargo tonnage from existing customers and identifying and securing new potential business.

#### Support of Service Area to Mission

The mission statement of the Virginia Port Authority (VPA) mandates that the primary goal is to stimulate cargo movement through the state-owned terminals. This is accomplished through direct customer contact and a well-developed strategic plan.

#### Statutory Authority of Service Area

§ 62.1-132.3 of the code of Virginia specifies that:

“It shall be the duty of the Authority, on behalf of the Commonwealth, to foster and stimulate the commerce of the ports of the Commonwealth and to promote the shipment of goods and cargoes through the ports...to perform any act or function which may be useful in developing, improving, or increasing the commerce, both foreign and domestic, of the ports of the Commonwealth.”

#### Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Shiplines	Shiplines	75	75
Importers/Exporters	Importers/Exporters	500	1000
Intermodal Customers	Intermodal Customers	50	100
General Public (VA population based on US 2000 consensus data)	General Public (VA population based on US 2000 consensus data)	7,078,515	7,078,515
International Freight Forwarders/Custom House Brokers	International Freight Forwarders/Custom House Brokers	35	100
Other Members of Maritime Community	Other Members of Maritime Community	35	100

# Virginia Port Authority Strategic Plan

## Service Area Product or Service

Summary - Virginia's strategic mid-Atlantic location and unparalleled transportation infrastructure offer unbeatable access to two-thirds of the U.S. population and one of the most frequent direct sailing schedules of any port. Virginia has the best natural deepwater harbor on the U.S. East Coast. Fifty-foot-deep, unobstructed channels provide easy access and maneuvering room for the largest of today's container ships. Virginia ports are located just 18 miles from the open sea on a year-round, ice-free harbor. Virginia ports have long maintained a reputation for efficient and uncongested intermodal service. A modern network of rail, interstate, and local highways permits fast, direct inland motor-freight transportation to any point in the United States.

Shiplines - As coordinated through VIT: provide berth space, reliable and available cranes, inside and outside storage, intermodal connections, price competitiveness, well-trained labor and ample importer/exporter base.

Importer/Exporters - Provide shipline service to all trade lanes, efficient intermodal connections, security/safety, price competitiveness, customer service and ample inside and outside storage.

Intermodal Customers (railroad, truckers, barge services, etc.) - Provide sufficient cargo volume, import and export balance, efficient access to state-of-the-art facilities, and trade information.

General Public - Job generation, community support and responsiveness, and trade information.

International Freight Forwarders/Custom House Brokers - Provide effective communications between the terminal and state and federal agencies (i.e., U.S. Customs, USDA), and other customer service.

Other Members of Maritime Community - Provide customer service, reliable transportation modes, port management, and strategic planning.

## Factors Impacting the Products and/or Services of this Service Area

Proposed MærskSealand Terminal - MærskSealand is the largest container shipline in the world. A.P. Møller, the parent company of MærskSealand, operates a terminal operating company, APM Terminals, Inc. APM Terminals operates a 60-acre terminal (through leases with the VPA and the City of Portsmouth) directly adjacent to VPA's Portsmouth Marine Terminal. Historically, APM has used this facility to handle MaerskSealand vessels only. A.P. Møller purchased a nearly 600-acre waterfront tract in Portsmouth and built a 291-acre terminal facility. When fully constructed, the facility is expected to be capable of handling over 2 million TEU's per year. APM Terminals, Inc. could represent a significant local competitor to the state-owned marine terminals. However, VPA itself is nearing capacity, and without the APM terminal there will not be enough wharf and container storage capacity to manage the projected increases in volume in Hampton

# Virginia Port Authority Strategic Plan

Roads until the development of Craney Island. A failure to meet the additional volume demands will lead to ship lines looking to other ports for capacity, resulting in a loss of not only the potential increased volume, but likely existing volume. Therefore, we believe there will be sufficient volume for both ports without resulting in a significant deterioration of VPA cargo volume or revenues.

Union Contract Agreement - VIT enters into working agreements with various International Longshoremen's Association ("ILA") locals, which are involved in the handling, transfer and storage of cargo passing through the port facilities. It is critical that relations remain positive between VIT and the ILA to continue to retain the port's customer base and to allow the successful ongoing operations of the port. Over the last 20 years, there have been no labor disputes between the VPA or VIT and the ILA that resulted in work stoppages, and VPA believes its relationship and VIT's relationship with the ILA to be good.

Distribution Center Development - A major component of the Port's future and current growth has been the development of many port-related distribution facilities throughout the Commonwealth. There are more than 80 port-related distribution facilities within the borders of Virginia that make the Port more attractive to shiplines. The VPA staff has made the recruitment and development of these facilities a very high priority and this will continue into the foreseeable future.

## Financial Overview

National and International Trade Services is funded 100% from Port Facilities Revenues.

## Financial Breakdown

	Fiscal Year 2009		Fiscal Year 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$0	\$7,051,337	\$0	\$7,051,337
<b>Changes to Base</b>	\$0	(\$1,152,117)	\$0	(\$1,399,106)
<b>Service Area Total</b>	\$0	\$5,899,220	\$0	\$5,652,231

## Service Area Objectives

### 1) Increase container throughput - 53413.01

Increase container throughput (TEUs = twenty-foot equivalent container units) passing through marine terminals located in the Port of Hampton Roads.

### Support of Service Area to Mission

To foster and stimulate commerce of the Commonwealth's ports.  
To promote the shipment of goods.

# Virginia Port Authority Strategic Plan

To develop, improve, or increase commerce of the Commonwealth's ports.

## Service Area Objective Measures

Measure Title:	Container throughput
Measure Type:	Outcome
Measure Frequency:	Every six months
Measure Data Source and Calculations:	Virginia International Terminals (VIT) Calculated by TEU (twenty-foot equivalent unit)
Measure Baseline:	2007 = 2,055,000
Measure Target:	2008 = 2,120,000 2009 = 2,200,000 2010 = 2,300,000

## Strategies Associated with Service Area Objective

Marketing and Promotion management of the Virginia Port Authority is responsible for developing and implementing an on going strategic plan to preserve and increase general cargo tonnage. Within the marketing function of the Virginia Port Authority reside the responsibility to direct domestic and international offices, and the Business Analysis and Strategy Department. Within the promotion function resides the responsibility to direct commerce advertising, trade show promotions, and customer events.

The Virginia Port Authority maintains seven (7) domestic marketing offices in addition to the headquarters in Norfolk, Virginia: New Jersey; Michigan; Indiana; Tennessee; North Carolina; Pennsylvania; and Front Royal, Virginia. Collectively, these offices maintain contact with more than 7,000 customers who either use, or are potential users of, the state-owned general cargo terminals. The primary activity of these domestic offices is to develop and implement a sales plan for an assigned multi-state territory. This involves prioritizing the customer base; conducting personal sales calls to maximize market share; and increase the total number of port users.

The Virginia Port Authority currently maintains six (6) international marketing offices: Sao Paulo, Brazil; Brussels, Belgium; Tokyo, Japan; Hong Kong; Singapore; and Seoul, Korea. Collectively, these offices maintain contact with 5,000 customers who either utilize or are potential users of Virginia's state-owned general cargo terminals. The primary responsibility of these international offices is to develop and implement a sales plan for an assigned regional territory. This involves prioritizing the customer base, conducting personal sales calls to maximize market share, and increase the total number of port users.

The Business Analysis and Strategy Department compiles and analyzes (by cargo type and industry sector) the cargoes that flow through the Port of

# Virginia Port Authority Strategic Plan

Virginia, all other ports in the United States, and all worldwide ports. This department forecasts economic data and identifies market trends to assist the agency in identifying customers and industry sectors from which additional business can be obtained.

## 2) Increase the volume of rail business - 53413.02

Increase the volume of rail business (containers moving over marine terminals located in the Port of Hampton Roads.

### Support of Service Area to Mission

To foster and stimulate commerce of the Commonwealth's ports.  
To promote the shipment of goods.

### Service Area Objective Measures

Measure Title:	Rail volume
Measure Type:	Outcome
Measure Frequency:	Every six months
Measure Data Source and Calculations:	Virginia International Terminals (VIT) Number of rail containers
Measure Baseline:	2007 = 224,024
Measure Target:	2008 = 235,000 2009 = 250,000 2010 = 275,000

### Strategies Associated with Service Area Objective

Marketing and Promotion management of the Virginia Port Authority is responsible for developing and implementing an on going strategic plan to preserve and increase general cargo tonnage. Within the marketing function of the Virginia Port Authority resides the responsibility to direct domestic and international offices, and the Business Analysis and Strategy Department. Within the promotion function resides the responsibility to direct commerce advertising, trade show promotions, and customer events.

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# Virginia Port Authority Strategic Plan

The Virginia Port Authority currently maintains six (6) international marketing offices: Sao Paulo, Brazil; Brussels, Belgium; Tokyo, Japan; Hong Kong; Singapore; and Seoul, Korea. Collectively, these offices maintain contact with 5,000 customers who either utilize or are potential users of Virginia's state-owned general cargo terminals. The primary responsibility of these international offices is to develop and implement a sales plan for an assigned regional territory. This involves prioritizing the customer base, conducting personal sales calls to maximize market share, and increase the total number of port users.

The Business Analysis and Strategy Department compiles and analyzes (by cargo type and industry sector) the cargoes that flow through the Port of Virginia, all other ports in the United States, and all worldwide ports. This department forecasts economic data and identifies market trends to assist the agency in identifying customers and industry sectors from which additional business can be obtained.

## **Port Traffic Rate Management – 53425**

Port Traffic Rate Management supports the efforts of Marketing to monitor and influence the control of transportation rates, service charges, and practices for rail, truck, and water transportation to, from, and in Virginia ports in maintenance of the competitive position of Virginia Ports.

### Support of Service Area to Mission

Through specific customer contacts, this service area provides logistical support and monitoring of traffic and rates to ensure competitive operation of the terminals.

### Statutory Authority of Service Area

§ 62.1-132.3 of the code of Virginia specifies that: “.....to perform any act or function which may be useful in developing, improving, or increasing the commerce, both foreign and domestic, of the ports of the Commonwealth.”

### Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Intermodal Customers	Intermodal Customers	50	100
Shiplines	Shiplines	75	75
Virginia Port	National and	32	32

# Virginia Port Authority Strategic Plan

Authority Departments	International Trade Services		
Virginia Port Authority Departments	Commerce Advertising	5	5

## Service Area Product or Service

Statistical and Analytical data on shipping trends, patterns and volumes, and rail and truck traffic conditions so management can make informed decisions.

## Factors Impacting the Products and/or Services of this Service Area

Constant changes to shipline schedules and traffic patterns on the terminals. Tariff rate changes locally and at other ports. Timeliness, accuracy of data, and comparison validity is crucial in the Port's ability to plan strategically.

## Financial Overview

Port Traffic Rate Management is funded 100% from Port Facilities Revenues.

## Financial Breakdown

	Fiscal Year 2009		Fiscal Year 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$0	\$209,148	\$0	\$209,148
<b>Changes to Base</b>	\$0	\$12,549	\$0	\$23,634
<b>Service Area Total</b>	\$0	\$221,697	\$0	\$232,782

## Service Area Objectives

### 1) Provide timely and accurate data for marketing and management staff - 53425.01

To provide timely and accurate data on rates and traffic flow to management.

### Support of Service Area to Mission

To foster and stimulate commerce of the Commonwealth's ports.

### Service Area Objective Measures

Measure Title: Container throughput  
 Measure Type: Outcome  
 Measure Frequency: Monthly  
 Measure Data Source and Calculations:  
 PIERS

# Virginia Port Authority Strategic Plan

	Terminal Statistics
	Shipline/Rail/Truck Reports
	Virginia International Terminals (VIT)
Measure Baseline:	2007 = 2,055,000 TEU's
Measure Target:	2008 = 2,120,000
	2009 = 2,200,000
	2010 = 2,300,000

## Strategies Associated with Service Area Objective

The primary goal is to provide the most accurate and timely information. Using multiple sources for information and continuing to look for new sources can accomplish this. By working with the TRM department on an intranet and a data warehouse, new efficiencies will be created.

## Commerce Advertising – 53426

The Department of Port Promotion is responsible for Commerce Advertising. This advertising activity is a vital area within which design, development and printing of promotional literature, brochures, audiovisual materials, and institutional advertising are executed.

## Support of Service Area to Mission

To inform and educate customers on the various services the VPA has to offer, to meet the needs of clients, and to encourage use of VPA ports by shippers.

## Statutory Authority of Service Area

§ 62.1-132.10 of the code of Virginia states “the Authority may issue periodicals and carry and charge for advertising therein.”

## Service Area Customer Base Listing

Customer Group	Service Area Customer	Customers Served by Service Area (annually)	Potential Service Area Customers (annually)
Shiplines	Shiplines	75	75
Importers/Exporters	Importers/Exporters	500	1000
Intermodal Customers	Intermodal Customers	50	100
General Public (VA population based)	General Public (VA population based)	7,078,515	7,078,515

## Virginia Port Authority Strategic Plan

on US 2000 consensus data)	on US 2000 consensus data)		
International Freight Forwarders/Custom House Brokers	International Freight Forwarders/Custom House Brokers	0	0
Governmental Agencies and Organizations	Governmental Agencies and Organizations	0	0
Other Members of Maritime Community	Other Members of Maritime Community	0	0

### Service Area Product or Service

Promotional literature, brochures, audiovisual materials, and institutional advertising media presentations.

### Financial Overview

Commerce Advertising is funded 100% from Port Facility Revenue

### Financial Breakdown

	Fiscal Year 2009		Fiscal Year 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$0	\$964,253	\$0	\$964,253
<b>Changes to Base</b>	\$0	\$50,000	\$0	\$50,000
<b>Service Area Total</b>	\$0	\$914,253	\$0	\$914,253

### Service Area Objectives

1) Inform and educate customers and interested parties on the various services the VPA has to offer - 53426.01

#### Support of Service Area to Mission

To foster and stimulate commerce of the Commonwealth's ports.

#### Service Area Objective Measures

Measure Title: Distribution of promotional and educational materials  
 Measure Type: Output

# Virginia Port Authority Strategic Plan

Measure Frequency: Annually  
Measure Data Source and Calculations: VPA/market studies by advertising agency  
Measure Baseline: 2007 = 68,495 distributions printed  
Measure Target: 2008 = 70,000  
2009 = 73,000  
2010 = 77,000

## Strategies Associated with Service Area Objective

The primary responsibilities of the Port Promotion department are to direct, manage, and implement the international and domestic port advertising, publication and distribution of the Virginia Maritimer magazine, management and production of VPA media relations, and media outreach programs, management and production of VPA printed and audio-visual promotional and marketing materials, management of trade show programs, and direct mail distribution of promotional collateral materials to existing and prospective customers, and management of promotional multimedia technologies.

## **Maintenance and Operations of Ports and Facilities – 62601**

Maintenance and Operations of Ports and Facilities, under the supervision of the Chief Engineer, is responsible for maintenance and improvements to the infrastructure on the state-owned port facilities. Major work areas of this function are the planning, design, and construction activities to accommodate cargo-handling requirements, which ensure compliance with project plans and specifications. In order to adequately maintain the more than 1,500 acres of fully developed, state-of-the-art marine terminals, the VPA must also manage maintenance program sufficient to protect the Commonwealth's extensive marine terminal investment. Maintenance policies and standards are developed to process work required, to promote efficient operation and ensure an extended life of state owned facilities.

## Support of Service Area to Mission

As a result of the Maintenance and Operations of Ports and Facilities, the VPA's terminal operators, have the tools needed to operate more efficiently, resulting in lower operating costs, while at the same time increasing revenues and capacity for additional cargo volume and protecting the Commonwealth's investment.

## Statutory Authority of Service Area

§ 62.1-132-18 of the Code of Virginia authorizes VPA to "acquire, construct, maintain, equip, and operate marine terminals... necessary for the convenient use of the same in the aid of commerce."

# Virginia Port Authority Strategic Plan

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Terminal Operators	Virginia International Terminals	1	1
Virginia Port Authority Departments	Security Services	80	80
Shiplines	Shiplines/Shippers	75	75
General Public (VA population based on US 2000 consensus data)	Contractors	30	50
Governmental Agencies and Organizations	State and Federal Agencies (potential only includes agencies necessary)	6	6

## Service Area Product or Service

Developing, expanding, improving, and maintaining state-owned port facilities.

## Financial Overview

Maintenance and Operations of Ports and Facilities is funded 100% from Commonwealth Port Fund revenues.

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2010</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$0	\$ 4,000,000	\$0	\$ 4,000,000
<b>Changes to Base</b>	\$0	\$ 0	\$0	\$ 0
<b>Service Area Total</b>	\$0	\$ 4,000,000	\$0	\$ 4,000,000

## Service Area Objectives

### 1) Improve and maintain facilities - 62601.01

To enhance the cargo handling capability of the Port of Virginia.

### Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

# Virginia Port Authority Strategic Plan

## Service Area Objective Measures

Measure Title:	Number of TEU's handled per acre per year
Measure Type:	Outcome
Measure Frequency:	Annually
Measure Data Source and Calculations:	VPA
Measure Baseline:	2007 = 4,080 TEU's per acre
Measure Target:	2008 = 4,200
	2009 = 4,400
	2010 = 4,800

## Strategies Associated with Service Area Objective

Continue with improvements to NIT South backlands, railyard at NIT, and transfer zone at PMT. Expand terminal operating area for the storage of containers by developing property at NIT North, and recently acquired land at PMT. Continue maintaining wharfs, roads, warehouse and rail infrastructure to ensure efficient operation of the terminals.

## **Port Facilities Planning – 62606**

Port Facilities Planning, under supervision of the Deputy Executive Director, is responsible for developing, expanding, improving, and maintaining state-owned port facilities. In addition, Port Facilities Planning is responsible for all environmental management programs, including environmental compliance related to port development and terminal operations. They also perform pre-planning work necessary to assist in capital budget and grant requests. Major work areas of this function include the selection of engineering design consultants; the management of the design process; the project public bid process; and the oversight of construction activities to accommodate cargo handling requirements which ensure compliance with project plans and specifications.

## Support of Service Area to Mission

As a result of the Port Facilities Planning work performed/supervised by the Chief Engineer, the VPA's terminal operators, have the tools they need to operate more efficiently, resulting in lower operating costs, while at the same time increasing revenues and capacity for additional cargo volume and protecting the Commonwealth's investment.

The Director of Environmental Affairs works with the Chief Engineer and the VPA's terminal operators to promote sustainability and ensure that port development and terminal operations are in compliance with government regulations. The goals of this support are to prevent construction delays and losses in operating efficiency, and achieve lower operating costs.

# Virginia Port Authority Strategic Plan

## Statutory Authority of Service Area

§ 62.1-132-18 of the code of Virginia authorizes VPA to “acquire, construct, maintain, equip, and operate marine terminals ...necessary for the convenient use of the same in the aid of commerce.”

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Virginia Port Authority Departments	Security Services	80	80
Terminal Operators	VIT	1	1
Shiplines	Shiplines/Shippers	75	75
General Public (VA population based on US 2000 consensus data)	Contractors	30	50
Governmental Agencies and Organizations	State Agencies	10	100

## Service Area Product or Service

Developing, expanding, improving, and maintaining state-owned port facilities.

## Financial Overview

Port Facilities Planning is funded 100% from Port Facility Revenues

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2010</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$0	\$ 680,218	\$0	\$ 680,218
<b>Changes to Base</b>	\$0	\$ 120,082	\$0	\$ 129,650
<b>Service Area Total</b>	\$0	\$ 800,300	\$0	\$ 809,868

# Virginia Port Authority Strategic Plan

## Service Area Objectives

### 1) Management of Port Facilities Planning - 62606.01

Providing the terminal operators with the tools they need to operate more efficiently, resulting in lower operating costs, while at the same time increasing revenues and capacity for additional cargo volume and protecting the Commonwealth's investment.

#### Support of Service Area to Mission

To secure necessary navigable tidal waters.

To develop, improve, or increase commerce of the Commonwealth's ports.

#### Service Area Objective Measures

Measure Title: Projects on time and within budget

Measure Type: Outcome

Measure Frequency: Every six months

Measure Data Source and Calculations:

Terminal operating results

Measure Baseline: 95%

Measure Target: 97%

#### Strategies Associated with Service Area Objective

Continue with improvements to NIT South backlands, railyard at NIT, and transfer zone at PMT. Central Rail, and the Commonwealth Rail Relocation project. Partner with the Corps of Engineers to develop the design for the eastward expansion of Craney Island so that construction may commence summer 2009. Partner with VDOT and FHWA and other local officials to plan, gain approval and begin preliminary engineering and design work for the Craney Road and Rail Connector to tie into state route 164. Expand terminal operating area for the storage of containers by developing property at NIT North, and recently acquired land at PMT. Continue maintaining wharfs, roads, warehouse, and rail infrastructure to ensure efficient operation of the terminals.

#### **REDUCE EMISSIONS PER TEU**

While the increase in cargo volume that moves through the port increases the economic benefits, the emissions generated by moving those additional volumes increase. The VPA has several strategies to reduce emissions on a per TEU basis. Moving cargo by rail instead of truck reduces the emissions per TEU significantly. Upgrading equipment with more efficient power sources and the use of ultra-low sulfur fuel are also strategies for the VPA. A study completed in 2005 showed a per TEU reduction from the previous year for four common emission types that ranged from 8% to 36%. Future strategies to reduce

## **Virginia Port Authority Strategic Plan**

emissions include evaluating the use of hybrid vehicles and alternative fuels blends.

# Virginia Port Authority Strategic Plan

## **REDUCE WATER QUALITY IMPACTS**

Increased cargo handling can also lead to increased discharges of total suspended solids and metal particulates. Through the development and use of innovative structural controls and water quality master planning, the VPA has exceeded the Commonwealth's pollutant removal requirements by 23%. Additional training and environmental education programs are under development and are expected to improve pollution prevention awareness among employees and tenants.

## **ACHIEVE ISO 14001 CERTIFICATION OF ENVIRONMENTAL MANAGEMENT SYSTEM**

The VPA has initiated development and implementation of an Environmental Management System to ensure that future environmental improvement initiatives are in accord with established operational improvement strategies. The Port of Virginia achieved ISO 14001 certification of its environmental management system (EMS) in June 2008. In keeping with the EMS goal of continual improvement, it is the VPA's intent to continue to integrate environmental costs, risks, and impacts into port project development and facility improvements and to continually evaluate and improve operational efficiencies and practices to achieve established environmental and business objectives.

## **Debt Service for Port Facilities – 62607**

The VPA utilizes the issuance of tax-exempt debt and lease-purchase financing to support its capital investment in port development projects and equipment acquisition. The VPA issues both terminal revenue (Special Fund) and Commonwealth Port Fund (CPF) revenue supported debt instruments, which require regularly scheduled debt service payments.

### Support of Service Area to Mission

Debt financing funds the majority of the port's major capital projects and improvements. These enhancements allow the Port to provide modern and efficient cargo-handling facilities, and expand those facilities, to be competitive.

### Statutory Authority of Service Area

§ 62.1-132.19 of the code of Virginia empowers VPA to rent, lease, buy, own, acquire, construct, reconstruct ... harbors, seaports, port facilities, and such property, whether real or personal, as it may find it necessary or convenient and issue revenue bonds ... § 62.1-140 thru 62.1-147.1 of the code of Virginia governs the definitions for bond resolution; form and requisites of bonds; sale and disposition of proceeds; temporary bonds; trust agreement securing bonds; provisions of agreement or bond resolution; depository of proceeds or revenues; expenses; charges for use of port facilities; sinking fund created from revenues for payment of bonds; proceeds of bonds and revenues held in trust for certain purposes; remedies of bondholders and trustee; exercise of powers constitutes

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governmental functions; exemption from taxation; bonds as legal investments; bonds not debt or pledge of credit of Commonwealth or political subdivision; payment of expenses; and legalization of prior actions relating to refunding bonds.

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Governmental Agencies and Organizations	Commonwealth of Virginia	1	1
Governmental Agencies and Organizations	VPA	1	1
Terminal Operators	VIT	1	1
General Public (VA population based on US 2000 consensus data)	Bondholders (actual=unknown, potential=unlimited)	0	0
General Public (VA US 2000 consensus data)	Banking Institutions	7	25

## Service Area Product or Service

Debt service instruments for the acquisition of capital assets and improvements.

## Financial Overview

Debt Service for Port Facilities is funded 71% from Port Facility revenues and 29% from Commonwealth Port Fund revenues in FY2009.

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2010</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$0	\$ 52,499,925	\$0	\$ 52,499,925
<b>Changes to Base</b>	\$0	\$ 7,340,948	\$0	\$ 18,530,480
<b>Service Area Total</b>	\$0	\$ 59,840,873	\$0	\$ 71,030,405

## Service Area Objectives

### 1) Timely payment of the scheduled principal and interest amounts - 62607.01

The payment of the scheduled principal and interest amounts when due on all VPA obligations.

### Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

# Virginia Port Authority Strategic Plan

## Service Area Objective Measures

Measure Title:	100% of payments made on time
Measure Type:	Output
Measure Frequency:	Monthly
Measure Data Source and Calculations:	VPA Finance accounting records
Measure Baseline:	100%
Measure Target:	100%

## Strategies Associated with Service Area Objective

To issuance debt in amounts necessary to fund the needed projects of the Port at the most desirable interest rates available. Once issued, ensure the payment of all principal and interest requirements are funded and paid.

CPF and Special Fund revenues are subject to fluctuation due to national and world economic conditions and competition. With this in mind, the VPA has a number of contingencies/mitigating factors that ensure funds are not over committed or expended:

- Conservative forecasts are prepared prior to any debt issuance to ensure that appropriate debt service coverage ratios are met.
- Requested appropriations do not exceed current, debt service coverage requirements.
- Maintenance of operating account reserves, required by bond covenants, to ensure all commitments can be met.

## **Aid to Localities –62801**

The Virginia General Assembly, in September, 1986, established the Commonwealth Port Fund (CPF) in order to “support port capital needs and the preservation of existing capital needs of all ocean, river, or tributary ports within the Commonwealth,” as presented by the Governor’s Commission on Virginia’s enactment of this legislation. In conjunction with establishing the CPF, the VPA also established the Aid to Local Ports (ALP) program. The ALP program is a grant program through which the Commonwealth Port Fund is used to support port capital and preservation needs for existing ocean, river, or tributary ports within the Commonwealth of Virginia. Local governments within the Commonwealth may apply for capital improvement support for their local port facilities. The grants will foster and stimulate the flow of commerce through the ports of Virginia.

## Support of Service Area to Mission

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Aid to Local Port grants foster and stimulate the flow of commerce through the ports of Virginia, which is VPA’s primary mission.

## Statutory Authority of Service Area

§ 62.1-132.3 of the code of Virginia specifies that “it shall be the duty of the Authority, on behalf of the Commonwealth, to foster and stimulate the commerce of the Ports of the Commonwealth and to promote the shipment of goods and cargoes through the ports...to perform any act or function which may be useful in developing, improving, or increasing the commerce, both foreign and domestic, of the ports of the Commonwealth.”

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Localities	Localities w/ ocean, river, and tributary ports	13	25

## Service Area Product or Service

Grant funding to local governments, which apply and qualify for ALP.

## Financial Overview

Aid to Localities is funded 100% from Commonwealth Port Fund Revenues

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2009</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$0	\$ 800,000	\$0	\$ 800,000
<b>Changes to Base</b>	\$0	\$ 200,000	\$0	\$ 200,000
<b>Service Area Total</b>	\$0	\$ 1,000,000	\$0	\$ 1,000,000

## Service Area Objectives

### 1) Distribute and manage grant funds - 62801.01

To support local port capital and preservation needs to existing ocean river, or tributary ports within the Commonwealth of Virginia.

### Support of Service Area to Mission

# Virginia Port Authority Strategic Plan

To secure necessary navigable tidal waters.

To develop, improve, or increase commerce of the Commonwealth's ports.

## Service Area Objective Measures

Measure Title: Timely distribution of grant awards  
Measure Type: Output  
Measure Frequency: Annually  
Measure Data Source and Calculations: VPA Board minutes and locality invoices  
Measure Baseline: Distribute 100% of grant awards by July 1  
Measure Target: 100%  
Localities with no carryover into the next fiscal year

## Strategies Associated with Service Area Objective

VPA staff meets with state delegates whose districts encompasses many of the localities that normally make ALP fund grant requests, along with most of the potential grant applicants in February, during the General Assembly's session. These preliminary meetings are held to determine the amount and nature of the likely grant requests. If it appears, as is often the case, that requests will exceed available funds, the potential applicants try to sequence their requests over several fiscal years or simply forebear for a year or two in deference to others with more pressing needs. (Those needs are often driven by the necessity to provide local "match" funds to the Corps of Engineers simultaneously with the availability of the federal money.)

This informal system has worked well and has spared the Board from having to pick and choose among a number of worthy projects, all of which are important to the economic well-being of the communities involved.

## **Payment in Lieu of Taxes – 62802**

In lieu of paying real property taxes, in accordance with §58.1-3043 of the Code of Virginia, the VPA pays a service charge to the localities where VPA property is located based on the assessed value of state-owned tax exempt real estate and the amount that the locality spent on fire, police and refuse collection/disposal.

## Support of Service Area to Mission

The Payments in Lieu of Taxes (PILOT) fees are less than the actual real property tax that the Port would have to otherwise pay. This reduction in expenses allows the Port to utilize its money towards furthering the commerce through the Ports of Virginia, resulting in job creation, increased state and local tax revenues, and economic development.

# Virginia Port Authority Strategic Plan

## Statutory Authority of Service Area

§ 58.1-3403 and § 62.1-145 of the Code of Virginia define required payments by the VPA to localities in lieu of real property taxation.

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Localities	Norfolk	1	1
Localities	Newport News	1	1
Localities	Portsmouth	1	1
Localities	Warren County	1	1

## Service Area Product or Service

Provides revenues to the localities to offset fire, police, and refuse collection/disposal costs.

## Factors Impacting the Products and/or Services of this Service Area

The localities are regularly requesting a change to the PILOT fee language to increase the service charge. However, the properties at NIT and PMT have never been subject to real estate and property taxes (NIT was a federal military installation, and PMT was created primarily from dredged material), and the NNMT property was purchased by the city in 1965 and taken off of the property tax registers prior to the acquisition by VPA. Any increase in payments in lieu of real property taxation required to be paid from VPA revenues sources would severely limit the Authority's ability to complete robust plans for expansion required to meet industry demands.

## Financial Overview

Payment in Lieu of Taxes is paid 52% by Port Facility revenues and 48% by General Fund revenues

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2010</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$1,000,000	\$ 1,050,000	1,000,000	\$ 1,050,000
<b>Changes to Base</b>	(\$50,000)	\$ 52,500	(\$50,000)	\$107,625
<b>Service Area Total</b>	\$950,000	\$ 1,102,500	\$950,000	\$ 1,157,625

# Virginia Port Authority Strategic Plan

## Service Area Objectives

### 1) Management of Statutory Requirement - 62802.01

Maintain reasonable payments in lieu of real property taxation in accordance with the Code of Virginia.

### Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

### Service Area Objective Measures

Measure Title: Timely payment to the localities  
Measure Type: Output  
Measure Frequency: Annually  
Measure Data Source and Calculations: VPA Financial Records  
Measure Baseline: 100%  
Measure Target: 100%

### Strategies Associated with Service Area Objective

The VPA is pro-active in its efforts to support the locality's need for increased revenue while at the same time saving the Port money to increase commerce coming into Virginia.

## **Administrative and Support Services – 69901**

The Administrative and Support Services area provides the funding, staffing, technology, managerial, and administrative services to help the other service areas achieve their goals and objectives. Included in this service area are the following departments: Executive Director, Deputy Executive Director, Finance, Human Resources, and Information Technology.

### Support of Service Area to Mission

This service area provides support to the other service areas to help them achieve agency goals and objectives.

### Statutory Authority of Service Area

§ 62.1-129.1 of the code of Virginia governs Employees; employment; personnel rules; health insurance; and retirement plans. § 62.1-130 of the code of Virginia governs the powers and duties of Executive Director. § 62.1-138 of the code of Virginia governs the forms of accounts and records utilized by the Finance department. § 62.1-140 thru 144 of

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the code of Virginia governs the Finance departments bonding activities. § 62.1-163 of the code of Virginia governs Port Management.

## Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Virginia Port Authority Departments	Virginia Port Authority Departments/Employees	145	145
Governmental Agencies and Organizations	Other State Agencies	4	4
General Public (VA population based on US 2000 consensus data)	Bondholders (number unknown)	0	0

## Service Area Product or Service

Funding, staffing, technology, managerial, and administrative services

## Financial Overview

Administrative and Support Services are funded 100% from Port Facility Revenues.

## Financial Breakdown

	<b>Fiscal Year 2009</b>		<b>Fiscal Year 2010</b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$0	\$ 4,034,605	\$0	\$ 4,034,605
<b>Changes to Base</b>	\$0	\$ 1,897,945	\$0	\$1,895,250
<b>Service Area Total</b>	\$0	\$ 5,932,550	\$0	\$ 5,929,855

## Service Area Objectives

### 1) Management Scorecard - 69901.01

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

# Virginia Port Authority Strategic Plan

## Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

## Service Area Objective Measures

Measure Title: Percent of Governor's Management Scorecard categories marked as meets expectations  
Measure Type: Outcome  
Measure Frequency: Quarterly  
Measure Data Source and Calculations: Appropriations Act and VPA  
Measure Baseline: 2007 percentage of "Meets Expectation" 100%  
Measure Target: 100%

## Strategies Associated with Service Area Objective

Continue to maintain and enhance current practices in order to "Meet Expectations" in all areas under the VA Management Scorecard.

## 2) ISO 9001 and 14001 Certification - 69901.02

Development and implementation of a Quality Management System and an Environmental Management System to ensure product and service quality and that future environmental improvement initiatives are in accord with established operational improvement strategies.

## Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

## Service Area Objective Measures

Measure Title: Certifications from an internationally recognized Registrar and maintenance of the certifications.  
Measure Type: Outcome  
Measure Frequency: Annually  
Measure Data Source and Calculations: Quality Manuals  
Measure Baseline: None  
Measure Target: Certificates

## Strategies Associated with Service Area Objective

ISO 9001 certification is expected to:

- Improve product and service quality
- Increase customer satisfaction

# Virginia Port Authority Strategic Plan

- Provide additional access to the ISO oriented marine world
- Improve processes, directly improving return on investment
- Enhance market exposure
- Improve control over processes, and
- Improve safety and security

ISO 14001 certification is expected to:

- Ensure VPA meets or exceeds all applicable Federal, State, and Local environmental laws and regulations
- Help prevent activities and conditions that pose a threat to human health, safety, and the environment through proactive environmental leadership and compliance
- Ensure adherence to an established framework for setting objectives and targets that demonstrate a commitment to continual improvement
- Integrate environmental costs, risks, and impacts into port project development
- Promote pollution prevention and environmental awareness

### 3) Financial Performance/Net Income - 69901.03

Must meet or exceed the budgeted Income (Loss) before Capital Contributions and Transfers

### Support of Service Area to Mission

To develop, improve, or increase commerce of the Commonwealth's ports.

### Service Area Objective Measures

Measure Title: Meet or exceed budgeted Income (Loss) before Capital Contributions and Transfers  
Measure Type: Outcome  
Measure Frequency: Annually  
Measure Data Source and Calculations: Audited Financial Statements  
Measure Baseline: Budget approved by the Board of Commissioners  
Measure Target: budgeted Income (Loss) before Capital Contributions and Transfers

### Strategies Associated with Service Area Objective

Approach will include employing effective business strategies and initiatives to achieve financial rewards. Utilize the additional net revenues to further promote and develop new business opportunities in support of the Agency's mission.

# Virginia Port Authority Strategic Plan

## Security Services – 69923

The Virginia Port Authority Police Department is responsible for providing a full range of law enforcement services at, and near, the Authority’s facilities. Traditionally, this function has focused on theft prevention. In the past several years, emphasis has expanded to encompass terrorist threat protection and close access control to the facilities and to the vessels that utilized them. Virginia is the first port in the nation to have a radiation detection system in place and fully operational. The police department functions on a 24-hour, seven-day per week basis and comprises more than 50 percent of the agency’s personnel. Virginia consistently maintains the lowest pilferage rate of any port in the United States.

### Support of Service Area to Mission

VPA’s security mission is to serve as both the first and last line of security and law enforcement in place to ensure that the Ports of Virginia can operate at the highest level of security, on a continuous basis, without disruption to the flow of commerce.

### Statutory Authority of Service Area

§ 62.1-129.1 of the code of Virginia governs police powers empowering them to adopt and enforce rules and regulations. § 62.1-132.12 of the code of Virginia governs employment, jurisdiction, and power of special police officers of the Port.

### Service Area Customer Base Listing

<b>Customer Group</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area (annually)</b>	<b>Potential Service Area Customers (annually)</b>
Shiplines	Shiplines	75	75
Terminal Operators	Terminal Operators	3	3
Other Members of Maritime Community	Anyone working on or using the port (served-unknown, potential-unlimited)	0	0
Governmental Agencies and Organizations	Department of Homeland Security	1	1
<b>Customer Group (Cont.)</b>	<b>Service Area Customer</b>	<b>Customers Served by Service Area</b>	<b>Potential Service Area Customers</b>

## Virginia Port Authority Strategic Plan

		(annually)	(annually)
International Freight Forwarders/Custom House Brokers	US Customs	1	1
Governmental Agencies and Organizations	Commonwealth of Virginia	1	1
General Public (VA population based on US 2000 consensus data)	General Public (served-unknown, potential-unlimited)	0	0
Governmental Agencies and Organizations	U.S. Government	1	1

### Service Area Product or Service

The protection of cargo that moves through the ports, and to safeguard against possible terrorist acts against the ports, the Commonwealth, or the United States.

### Factors Impacting the Products and/or Services of this Service Area

Federal mandates have been enacted that require security enhancements at all waterfront facilities. The required enhancements include changes in perimeter security, surveillance, access control, and training of security personnel, background checks on persons with waterside access, and the detection of weapons hidden in shipping containers. In several core areas, VPA is already in compliance and is far ahead of any other port in the United States.

Necessary capital-related security improvements have been estimated to be in the range of \$40 to \$45 million. To date, federal grants allocated to VPA in this area amount to \$11.4 million. It is anticipated that there will be a seven-figure shortfall in security funding that the Authority intends to address through the utilization of scarce terminal revenues, including a security surcharge on all port activity. The Authority also intends to slightly increase the number of security staff to enhance the current security level and account for the increased activity at the port, at a minimal cost to the Authority.

### Financial Overview

Security Services is funded 80% from Port Facility Revenues and 20% from Commonwealth Port Fund Revenues.

# Virginia Port Authority Strategic Plan

## Financial Breakdown

	Fiscal Year 2009		Fiscal Year 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$0	\$ 8,485,460	\$0	\$ 8,485,460
<b>Changes to Base</b>	\$0	\$ 1,444,540	\$0	\$ 1,139,338
<b>Service Area Total</b>	\$0	\$ 9,930,000	\$0	\$ 9,624,798

## Service Area Objectives

### 1) Meet or exceed all local, state, and federal security and law enforcement requirements - 69923.01

Security services will implement strategies to meet or exceed all local, state, and federal security and law enforcement requirements.

#### Support of Service Area to Mission

To secure necessary navigable tidal waters.  
To develop, improve, or increase commerce of the Commonwealth's ports.

#### Service Area Objective Measures

Measure Title: Local, state, and federal mandates  
 Measure Type: Outcome  
 Measure Frequency: Annually  
 Measure Data Source and Calculations: Local, state, and federal performance reviews  
 Measure Baseline: 100%  
 Measure Target: 100%

#### Strategies Associated with Service Area Objective

The VPA security force will ensure a safe, secure, and competitive environment by aggressively implementing a holistic approach to security and law enforcement.

### 2) Maintain low theft rate - 69923.02

Maintain VPA's position as the port with the lowest theft rate of any port of its size in the world.

#### Support of Service Area to Mission

To secure necessary navigable tidal waters.

# Virginia Port Authority Strategic Plan

To develop, improve, or increase commerce of the Commonwealth's ports.

## Service Area Objective Measures

Measure Title: Theft rate  
Measure Type: Outcome  
Measure Frequency: Annually  
Measure Data Source and Calculations:  
VPA financial and non-financial records  
Measure Baseline: 0  
Measure Target: 0

## Strategies Associated with Service Area Objective

Approach will include preparation of plans and assessments, further development of access controls, surveillance and monitoring, asset tracking and accountability, cargo screening efforts, staffing, training and exercises, communications and IT improvements, and command and control initiatives.