

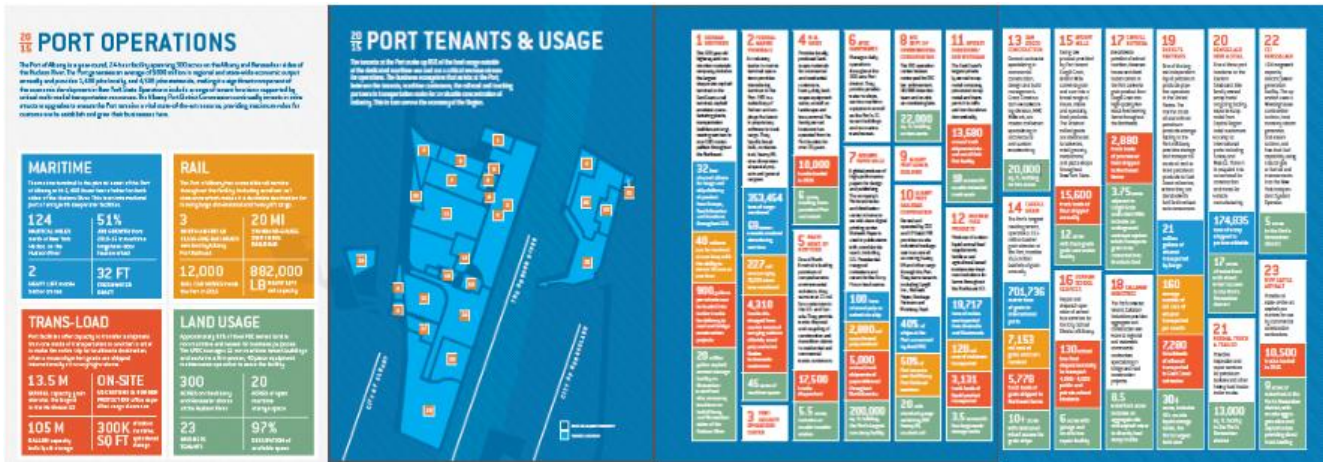


Port of Albany, NY submission for AAPA 2017 Communications Awards Program Annual Report Category

The Port of Albany is submitting its 2015 Annual Report /Year in Review. The report is the Port of Albany's primary marketing piece used to represent the Port of Albany, its operations, accomplishments and goals for the future. The 2015 report was the Port's most substantial report ever produced. It was the largest, as well as arguably the most informative. The report followed a historic year at the Port and detailed a significant period of development, growth and activity for the Port of Albany. Reflecting this - Port leadership took enormous time and effort to adequately document the activities and updates to promote and represent the Port of Albany. We have received extremely positive feedback from partners, consultants, engineers, public officials, leaders and others, including one international Port consultant that said "This is the best Port report I have ever seen".

1. What are/were the entry's specific communications challenges or opportunities?

Each year the Port prepares an annual report. However, this report was the Port's most substantial report ever produced. It was the largest in size and length and included new features to suitably highlight Port tenants, including a fold out map and a comprehensive overview of the intermodal activity of the Port.



The timing of this report followed a most historic year and was produced during a time of positive development, growth and strategic planning. This report was ultimately used to represent the Port of Albany in a few successful state and federal grant endeavors and also used as a basis for undertaking a growth strategy and market assessment. The report was a critical piece for many dynamic uses for the Port during an active period in the Port's history.

The report needed to present all of this information in an exciting and consumable way in order to serve an average reader – as well as potential customers and partners. The goal was to report in an informative and exciting manner that would attract and keep interest and show the increasing capacity and growth. It also intended to represent meaningful background for the Port of Albany's growing reputation for handling big lift and project cargo.

2. How does the communication used in this entry complement the organization's overall mission?

The Port of Albany's mission is focused on responsibly and effectively managing the publicly-owned maritime Port of Albany-Rensselaer, contributing to the economy of Capital Region and beyond while emphasizing transparency, public stewardship, Integrity, Professionalism and Customer Service. This mission is weaved into how the information is presented and how the report includes details of investments, economic indicators of the port, for better and for worse and what is ahead for the Port based on careful planning and leadership. An exciting component to this year's report was a fold out map detailing tenants, their business and integration with maritime and other commerce. Also exciting was the detailed break-down of all tenants and intermodal activity providing very interesting statistics on use of rail, ship, truck and land utilization at the Port of Albany. This report took an enormous amount of time in research, outreach and design. The report included tenant news and highlights, reinforcing partnerships and district-wide activity.

ALBANY PORT RAILROAD CORPORATION

The Albany Port Railroad operates a responsive and efficient switching service to CSX and Canadian Pacific Railroads and is owned jointly by CSX and CP Railroads. The service is critical for most of the business of the Port of Albany, offering moving capabilities that facilitate moving freight in the terminal between tenants. The APRT also provides service to a large portion of the ships that come to the Port of Albany, and is capable of moving heavy

It and large cargo movements. The service truly provides options for the moving of goods that otherwise could not be moved by other means of transport. This tag for the multi-modal service that makes the Port's distribution for customers. The APRT is comprised of a small but mighty team of 30 men and women. In 2015, the team has a new leader that has been a breath of fresh air for the company and the tenant relationships.

ALBANY PORT RAILROAD CORPORATION

23 years of service in the railroad industry. He most recently came from CSX in Jacksonville, Florida where as he recently has joined Albany Port Railroad. Before that he was Albany Division Manager at CSX Transportation, overseeing regional operations for a critical part of the CSX network. There, he managed a 60 person team throughout the CSX corridor. Caputo has been in locations throughout the U.S., including Albany, NY, Jacksonville, FL, Louisville, KY and Cincinnati, OH. Caputo has been a leader in CSX and the Port is excited to have his experience and integrity at the Port of Albany.

THE ALBANY PORT RAILROAD TEAM: Fred Davis, Clerk, Tommy King, Foreman, Stephen Taylor, Construction Supervisor, Claydon Taylor, Tom Campbell, Foreman, Barbara LaCorte, Manager, and John Caputo, General Manager.

3. What were the communications planning and programming components used for this entry?

The goal was to produce a report that would serve a few different readerships and relay the exciting and positive things happening at the Port of Albany. The readerships this was aiming for includes local and regional public officials, leaders and community partners as well as to communicate to industry partners, customers and potential customers. In terms of local reader-ship it was intended to relay the scale of activity, operations and impact at the Port of Albany. In terms of industry and customer readers it was intended to relay capacity and the opportunities available as well as plans for future growth. The Port team wanted to reach the regional partners and relay the exciting events, and show return on investments that have been supported by state partners. The Port measured this by increased call for tours and meetings, and by continued support with funding requests and inclusion in regional strategic planning efforts. The Port also sought to have the report help with new customers and new partners. The team had a goal of utilizing the majority of the reports printed as well as providing the report on line via the website and in email format. The Port team also sought to have the report incorporated into new and fresh branding for the Port and it has. Our new consultants and new engineering partners recognize this. The primary audience is regional marketplace and new customers, and the secondary is new regional contacts and new relationships.

This report took a unique approach in that it called out the departure of a long-time valued staff member of the Port of Albany team. This was very important, and as the design specialist working on the graphic design component of this report pointed out, also unusual to dedicate the amount of space and focus on a single individual. However, this was done to show thanks and value to this departing team member – who was responsible for many policy and procedure improvements that were critical to the integrity of the organization - but also reinforced the nature of the 'team' approach that the General Manager sets in the workplace. He underscores that the group of staff works as a team to make the Port of Albany of a leader in its field, and also celebrates that each and every member of staff, from maintenance to senior staff are able to make an indelible positive impact. We believe that this also provided a message that people and positive relationships are paramount and a part of the business relationship and part of doing business at the Port of Albany.

FAIR WINDS AND FOLLOWING SEAS

For 15 years, Thomas M. Dorens, Esq. provided counsel to the Albany Port District Commission, an advisor and then becoming full time General Counsel. Tom's service was integral to the APDC fulfilling its mission and advancing the reputation and progression of the Port of Albany. Tom's education, experience in law, engineering and 20 years in the U.S. Navy provided him a unique blend of expertise that brought the Port to another level. Integrity, professionalism and customer service describes the manner in which Tom served the APDC, responsibly and with distinction while contributing to the Capital Region and beyond. His personal conduct however—his partnership, kindness, fairness and honesty, made the Port the best team to work with.

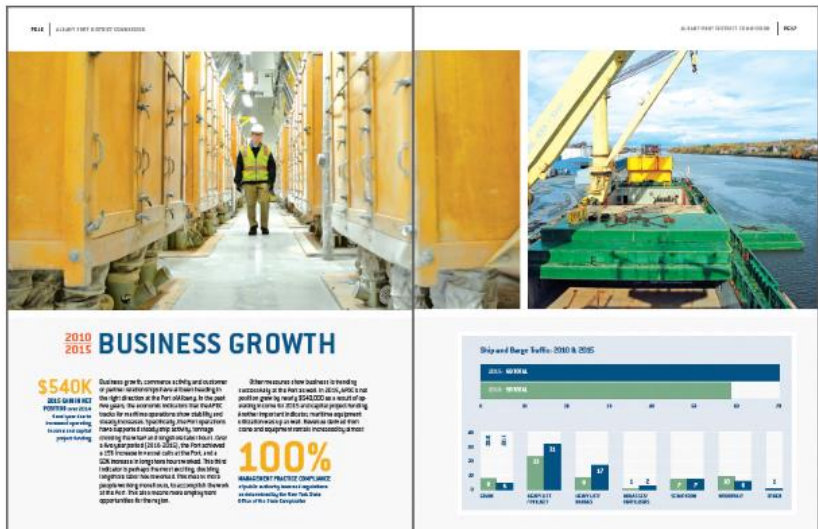
In 2015, Tom took a new opportunity and left the Port for a private venture. The Board of Commissioners, General Manager, and staff of the APDC thank Tom for his years of service as a trusted colleague and good friend. It is no doubt that Tom left the Albany Port District Commission a better place than when he started, and for that we offer great thanks and wish him "Fair Winds and Following Seas."

4. What actions were taken and what communication outputs were employed in this entry?

The report was released at the Port Industry Day, over 200 reports were provided. Port Industry Day occurred in May where a number of speakers talked about collaboration opportunities possible with the Port of Albany. The keynote speaker was the lead engineer involved in the Port's Growth Strategy and Market Assessment undertaking. There was tremendous interest in this portion of the event. Port Industry Day is still relatively new for the Port of Albany and is modeled after larger Port events, with the goal of welcoming community members, elected officials, businesses and customers.

The report was also directly mailed to over 250 regional partners, it was used in every port tour, often 20-50 copies at a time and was included in every single new customer and new partner meeting and used in business development conferences and meetings. The report was also used to rebrand the Port's powerpoint presentations – to reinforce branding of what the Port was representing – new projects, record setting business, big investments!

The timing of the report was focused on representing the events of 2015 and timing to be produced and first available in time for the Port's largest public event in early May – Port Industry Day. The report is produced with one single point of contact on the Port of Albany team who consults with the General Manager, the business development manager, the financial team and coordinates with a professional graphic design team to produce the report.



The 2015 report relied on statistics and trends to represent activities at the Port of Albany and inform the reader. This is an overview of business growth and the highlights on economic indicators the Port tracks. A critical component of the mission of the Port is to develop and safeguard commerce. This is important to represent in an interesting and informative way. It helps to show our partners and sponsors the positive return on investments and also shows potential partners and customers the healthy business climate that is available at the Port of Albany.

5. What were the communications outcomes from this entry and what evaluation methods were used to assess them?

This year's report was certainly the biggest undertaking in terms of time, effort and size of an annual report for the Port of Albany. The port administration team is a relatively lean staff so to dedicate the time and attention to produce such a full product is a testament to the importance of the report in communicating the operations and activities at the Port of Albany. The result was an extremely comprehensive and information packed report.

This year's report was unique in that it coincided with the Port undertaking a Growth Strategy and Market Assessment endeavor with a world class team of Louis Berger Associates and Nathan Economics. This team has traveled to Ports throughout the world. Their reference and critical review of this report was overwhelmingly positive and we believe that is especially enlightening coming from a team that sees Port marketing and communication pieces from all sizes and budgets!

The Port used this report in every marketing and customer relation meeting. Feedback has ranged from statements like "extremely informative" and "I didn't know the Port did all that" and "This report has a spicy look to it – I like it" and "this feels like a U.S. News & World Report edition".

The report was used as supporting material and information to justify two successful state and federal grant applications during the year. These grants were both extremely competitive and will support efforts to expand the port's capacity in heavy lift handling capacity as well as expand the Port's footprint. The successful grants include a \$5 million New York State economic development infrastructure award and a \$17.8 million federal TIGER award. While these required full grant applications, we believe having a substantial and comprehensive annual report to support the submission was critical.

All in all, over the period of a year of using the report we have received extremely positive feedback from all avenues – including from the City of Albany Economic Development team, from tenants of the Port, from regional economic development partners, and from consultants from around the Country. The Port leadership has been very proud of this feedback.