

PUBLIC

- Strategic Asset
- Blend of private/public partnerships
- Be commercially focused and in tune – responsiveness
- Growth of trade associations - be actively engaged – create business solutions NOT government solutions
- Cooperative efforts with other ports – standards/best practices

Community Aspect

- Environmental – Security – top priorities today!!!
- Public Interest –
 - Community
 - Economic engine
 - Transportation planning – National Freight Policy
- Permit Processing – mitigation sites – trade offs
- Facilitate partnerships
- Transparency

Business Aspect

- Maintain Control – diversification options – autos, cruise, break-bulk, containers
- Multiple stakeholders – neutrality by the port
- Neutrality in business dealings – ie rice example
- Landlord – leases must have caveats – not just land – utilization of – revenue tied to productivity.
- Benefit from transfer of leases – critical today!!
- Transparency for the public

Financial Aspect

- Commitment for long term – won't sell out in a down market
- Private – 'shareholder value'
- Lower rate
- Longer term
- Higher loan amount
- Tenant 100% tax benefit
- Fiscal responsibility
 - Financing – bonds/grants – raise revenue – ability to tax