

## PARTNERING AGREEMENT

BETWEEN

U. S. ARMY CORPS OF ENGINEERS

AND

THE AMERICAN ASSOCIATION OF PORT AUTHORITIES

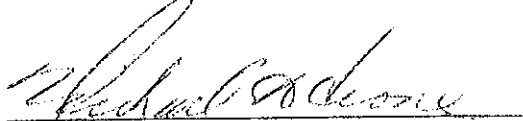
- I. **PURPOSE.** The purpose of this Partnering Agreement is to agree to a mutual vision of excellence in developing and maintaining the nation's port and harbor infrastructure
  
- II. **SHARED PARTNERSHIP PRINCIPLES.** These principles guide the partnership between the U.S. Army Corps of Engineers and the American Association of Port Authorities (AAPA)
  - A. Recognize the mutual objectives of our organizations to the facilitation of commerce through the development, operation and maintenance of the nation's port and harbor infrastructure in an environmentally sustainable manner;
  - B. Foster respect for and understanding of the unique public mission(s) and fiduciary responsibilities of our organizations;
  - C. Recognize that our unique partnership relationship, which derives from being cost-sharing partners, does not undermine the responsibility of the U.S. Army Corps of Engineers to make independent decisions regarding the Federal interest in port and harbor projects;

- D. Cooperate in developing projects; allocating work between our organizations for the best utilization of assets; resolving disputes early; and, finding innovative and mutually beneficial solutions;
- E. Continuously improve our policies and practices for developing, operating and maintaining the nation's port and harbor infrastructure;
- F. Maintain open communication and seamless collaboration, and promote transparency and accountability in executing the provisions of individual project agreements; and,
- G. Cooperate in developing procedures and practices to protect ports from all hazards; ensure consistent collaboration with other Federal and State partners to maintain secure and safe ports, and develop procedures to ensure rapid response and recovery from any disaster.

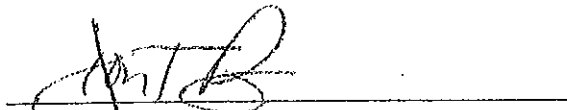
**III. IMPLEMENTATION.** We will develop a Program Management Plan to serve as our mutual guide for measuring the successful planning, design, construction and maintenance of federal deep-draft navigation channels as well as the permitting process for port development projects. We also commit to achieve our goals through periodic partnering sessions, Process Improvement Teams, special study groups, and through personal commitment of team leaders in our respective organizations and AAPA member ports in the conduct of our day-to-day business. We will establish common program metrics to measure local project sponsor/Corps of Engineers performance. We also commit to promote partnering at all levels of our organizations and within the various line departments of AAPA member ports. This partnership agreement does not commit either the AAPA or the Corps to fund particular initiatives, as funding must be addressed pursuant to a more formal document.

**IV. EFFECTIVE DATE.** This Partnering Agreement becomes effective when signed by each signatory party and remains in effect until modified or terminated.

**V. SIGNATORIES**



**Michael A. Leone**  
Chairman of the Board  
American Association of Port Authorities



**Major General Don T. Riley**  
Director of Civil Works  
U.S. Army Corps of Engineers

Dated: September 7, 2004