• 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