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But AAPA knows that whether it's December or July, seaports deliver products and provide services to communities across the world throughout the year. That's why it will be continuing the social media campaign during 2014.

Stay tuned by following us on Facebook at www.facebook.com/seaportsdeliverprosperity and on Twitter at @AAPA_Seaports and help us tell the story about how #seaportsdelivertheholidays all year long.



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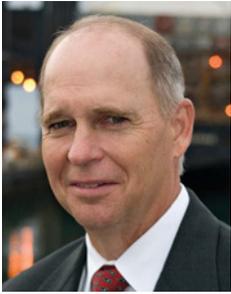
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Executives are the Lifeblood of the Industry

By Kurt J. Nagle
President & CEO
American Association of Port Authorities

At AAPA, we have a mission and vision for our organization that defines who we are: the alliance of leading ports in the Western Hemisphere that protects and advances the common interests of our diverse members as they connect their communities with the global transportation system. That diversity is one of the defining characteristics of our industry. As our staff repeatedly tells government agencies, industry partners, reporters and others, “When you’ve seen one port, you’ve seen one port.”

Yet there is strong commonality among our membership, and so much of the unity that exists within AAPA is about the shared experiences and perspectives that cut across regional divides, cargo types, governance structures or port size. In the words of former AAPA Chairman of the Board Armando Duarte, “Our industry is an intimate one. People who are part of the port industry stay connected to one another, and AAPA is the space where those connections are made, fostered and nurtured.”

AAPA’s technical committees and training programs provide easy opportunities for port staff of various backgrounds to collaborate, be they attorneys, engineers, environmental managers, information officers, public relations directors or finance officers. But leading port staff are seasoned port executives who wear many hats and serve many roles – CEOs and executive directors, certainly, but also senior managers who help helm their organizations through major milestones and times of crisis.

This issue of *Seaports* magazine is designed for those executives and for those who aspire to the C-suite, as well as

Do a quick internet image search for “ports,” and your browser will be flooded with aerial shots of cranes, pictures of containers, images of giant ship-to-shore cranes or glossy close-ups of cruise ships. But we know that ports are really people, staff who work hard every day to transport goods and people safely and efficiently throughout the hemisphere.

those who work with port executives. We want to highlight the good work executives are doing leading public port authorities through the delicate balance of revenue generation and public accountability, but we also want to provide resources for them to be better equipped to do their jobs.

Port executives are accountable to many different stakeholders – outside and inside the organization. Inside the organization, they set the tone for decision-making and culture, and their practices often have a direct impact on staff morale. A workplace that encourages input and creativity, even within the confines of a public agency, can be critical to attracting and retaining top talent for the organization.

In dealing with stakeholders outside the organization, the CEO is the face of the port and can be critical in setting the tone for relationships with customers, tenants, labor, community groups and environmental organizations. Owning the actions of the port and providing clear and direct accountability can be critical to the port’s larger success.

And while responsibility is critical for any executive, so is vision. Some executives have broad, compelling ideas for their

organizations – such as AAPA Chairman Tay Yoshitani and the Port of Seattle finding creative ways to help veterans and transitioning military members find meaningful employment in the private sector – and others have ideas and goals for the good of the industry. AAPA’s own Professional Port Manager program was revised several years ago based on the goals of some of our industry’s leaders, and the strength and value of the program continues to grow because of that vision.

And lastly, we’ve attempted to put a face on the port industry itself. Or rather, many faces.

Our cover artwork for this issue of *Seaports* is AAPA’s attempt to highlight the individuals who play such critical roles in the industry and to let the world see what the port industry looks like. Do a quick internet image search for “ports,” and your browser will be flooded with aerial shots of cranes, pictures of containers, images of giant ship-to-shore cranes or glossy close-ups of cruise ships. But we know that ports are really people, staff who work hard every day to transport goods and people safely and efficiently throughout the hemisphere. And leading them are the port executives who are the lifeblood of AAPA. ●

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PUBLIC SECTOR AGENCIES with PRIVATE SECTOR EXPECTATIONS

Recruiting and retaining high-quality employees at public ports requires addressing unique challenges.

By Meredith Martino

Most project managers acknowledge the triple constraints of their work, sometimes called the Iron Triangle: quality, time and cost. If a project is of high quality and completed quickly, it's going to cost a lot. If it's completed quickly and at low cost, the quality is going to suffer. And if the project must be of high quality and low cost, it will take a long time to complete.

Human resource managers face constraints of their own in finding and retaining high-quality employees while balancing the cost to the organization with the ability to retain those employees for as long as possible. And within public ports, there are often unique challenges that can impact the staff makeup of the agency.

Public Port Challenges

"We really act like a business," said Nancy Lawlor, manager of human resources at the Maryland Port Administration. "Other state agencies focus on providing services to citizens, but we generate revenue."

This duality is common among public ports. Functioning as arms of municipal, regional or state governments, ports are nonetheless expected to be sources of revenue – either keeping their financial ledger in the black on their own or generating funds for their larger government bodies. This tension creates challenges in recruiting and retaining port staff at all levels.

Where private companies can determine their own hiring processes within the bounds of employment law, public agencies have to be accountable to taxpayers, with a

high level of transparency and often limited budgets compared to their private sector counterparts. "We are accountable to the citizens," said Lawlor. "We have to be careful in how we reward and motivate."

Public ports also must deal with boards or commissions that change frequently, often the result of an election outcome – either directly or indirectly. Ken O'Hollaren, interim executive director at the Port of Port Angeles and former executive director at the Port of Longview, is familiar with the challenges of this aspect of port employment.

"There is no avoiding political change. It is part of being a public agency," O'Hollaren said. "The key role of the executive is to be a conduit between the board and the staff, to let management focus on



their management roles and keep political issues out of the organization.”

Competing with the Private Sector

O'Hollaren, who also has served as AAPA chairman of the board, agreed that it can be difficult for ports to offer compensation comparable with private entities, but he noted that many ports attract talent from the private sector. “Ports are seen as good places to work. People who come from the private sector are attracted by what we do,” he said.

Baltimore's Lawlor said the benefits that come from public sector jobs are often attractive to many people. “People who come here like the work and stay for the other benefits,” she said.

The Maryland Port Administration has taken advantage of social media and technology to increase the size of its recruiting pool. While MPA representatives still attend career fairs at local colleges, they use websites such as Monster and LinkedIn to recruit globally. Lawlor said that it is easier to fill positions that have “transferable skills,” such as information technology or finance. But jobs that require specific knowledge of the port and its maritime operations – such as marketing, cargo operations and harbor planning – are more challenging positions to fill.

“A real difficulty comes with hiring engineers because they can make so much more in the private sector,” Lawlor elaborated.

Culture as an Antidote to Compensation

The salary constraints of public hiring are common among all public agencies, no matter their function within broader government. Art Glover is associate director of human resources at a large county library system that employs approximately 325 people, and he is a member of the Society for Human Resource Management's HR Disciplines Special Expertise Panel. Glover acknowledged that many public agencies don't have the flexibility or higher pay of the private sector, but agencies can create a culture that attracts high-quality employees.

“Where there is room for creativity and innovation, encourage that,” Glover advised. “Giving people a voice makes people feel listened to.” Glover said his agency has created a culture where employees are given “room to breathe,” which has translated into great work from staff at all levels.

Finding non-financial ways to attract and retain people is not just an idea popular with HR managers. Seasoned executives also recognize that office culture is critical to recruitment and retention at ports.

Port Angeles' O'Hollaren believes that involving employees in strategic decision making benefits both the organization and the staff.

“Get people engaged at the highest level possible,” O'Hollaren said. “It communicates the value of the employee to the organization, and it gives management an opportunity to see the employee in a new environment.”

Glover echoed this sentiment. “Often public employees want to give back to their community,” he said. “Their work is meaningful for them, and they are invested in the mission of the organization.”

Recognizing and Rewarding Success

In the December issue of *HR News*, the monthly publication of the International Public Management Association for Human Resources, Craig Southern profiled successful efforts within the state of Georgia to retain employees in various state agencies. The state runs a Georgia Faithful Service Awards program for long-serving public employees, but agencies within the state have adopted individual policies and created unique programs to retain talent.

The Maryland Port Administration has a peer-driven recognition program to commend employees, and MPA's Lawlor said the agency has a high success rate of retaining employees. “A lot of our employees are eligible for retirement right now,” she said. “It is a problem of our success.”

Port Angeles' O'Hollaren said he is “a huge fan of promoting from within wherever possible,” because identifying candidates who are known quantities removes risk and has great benefits for morale among staff.

“There are many cost-effective things agencies can do around recognition,” SHRM expert Glover said. “It doesn't always have to be about money.” ●

WELCOMING VETERANS TO PORT RANKS

Two ports are finding ways to assist military members with transition to civilian employment.

By Meredith Martino

While the economic downturn of the past several years has hit all job seekers hard, veterans and members of the military transitioning from soldier to civilian roles have been the focus of particular attention in the United States. As service members end tours of duty abroad in Iraq and Afghanistan, many have been struggling to find work at home.

According to Ross Cohen, Senior Director at Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation, the rolling average unemployment rate for post-9/11 veterans has declined from 13 percent to 9 percent in the past two to three years. However, with the U.S. drawdown of forces abroad and the pullout of troops from Afghanistan, 1.5 million service members will be leaving the military in the next five years.

Many private sector companies have made large hiring commitments, either on their own or as part of larger concerted effort. While public sector agencies do not have as much autonomy in adding full-time positions to their roles, efforts within two ports are paying dividends for veterans and may serve as models for others in the port industry seeking to support transitioning service members.

Assisting with Transition in Seattle

In 2007, when Tay Yoshitani assumed the position of chief executive officer at the Port of Seattle, he wanted to find a way to help transitioning service members and veterans into full-time employment, a



Two recent veteran fellows at the Port of Seattle with CEO Tay Yoshitani, center.

passion of U.S. Sen. Patty Murray (D-WA). Yoshitani, himself a veteran of the U.S. Army, felt that the port had an obligation and duty to do something to help veterans find employment.

“As a public agency, we have a special responsibility on issues that are important in society right now,” Yoshitani said.

The Port of Seattle Veterans Fellowship Program, created in 2007 with strong support from both the Port Commission and staff, assists veterans in transitioning from active duty to the civilian work environment. The program supports transitioning service members through exposure and experience in the civilian workplace while refining skills and abilities necessary for successful integration into civilian organizations.

Every six months, the port welcomes two or three fellows – individuals who just ended their service or are in the process of exiting the military. The port matches those individuals with positions that fit their background and career aspirations. Past fellows have served in operations, public relations, engineering and legal departments, among other fields.

“These fellows provide value to the port, but we also help them make the transition by helping them arrange interviews in and out of the port,” Yoshitani explained, emphasizing that fellows receive pay and full benefits during their term.

The fellows who have participated in the Port of Seattle program have taken different paths – many have stayed on with the port in long-term positions, others have

moved on to other positions outside the organization and a few have re-upped with the military.

In 2012, the port received a Department of Defense Freedom Award, the highest recognition given by the U.S. government to employers for their support of their employees who serve in the Guard and Reserve. Since 2007, the Port of Seattle has also been a member of Hire America's Heroes, a Pacific Northwest-based organization that connects America's major corporations with the military service members and their families for the purpose of employment in the corporate workforce. Hire America's Heroes also has a California Steering Committee that provides leadership for the organization in California.

Commitment to Hiring in New York and New Jersey

On the East Coast, nearly 350 veterans will be hired within the Port of New York and New Jersey this year, thanks to details of a contract recently agreed to by the International Longshoreman's Association (ILA) and the New York Shipping Association (NYSA). The ILA and the NYSA announced the commitment to veterans' hiring on Veterans Day 2011, and the final contract was negotiated in 2013.

Jim McNamara, director of public relations for the ILA, explained, "We knew there was going to be a time where they would have to bring in new people [to the port] to replace retiring workers and those leaving, as well as to address projected cargo increases." He elaborated that hiring veterans is "a no-brainer because service members come back with a lot of training, and many have experience with vessels and cranes. They are highly motivated workers with good backgrounds."

The final contract includes a formula that stipulates 51 percent of new hires will be veterans. Since approximately 680 jobs within the port are expected to become available this year, just under 350 veterans are expected to be hired.

"The New York Shipping Association cannot think of a stronger, more diverse group than U.S. veterans to join our workforce here in the Port of New York and New Jersey," said NYSA President John Nardi.

"Hiring these individuals who have shown their discipline and dedication to our country is good business. These returning soldiers have the training, skills and adaptability that will make them assets to our waterfront industry."

Opportunities for the Future

Hiring Our Heroes' Cohen emphasized that there are many opportunities for ports and others in the maritime industry to assist in the training and hiring of veterans and transitioning service members. In 2014, Hiring Our Heroes is planning to host 662 job fairs in all 50 states. The organization, which has spent much of the recent past on creating tools for members of the military, is going to focus in the future on employer needs and on creating tools for human resources managers and recruiters to use, with a goal of ensuring that there is a good fit between employers and new hires and that employment is as successful as possible.

Port of Seattle's Yoshitani stated that a goal of his port's program has always been to get other ports interested in implementing similar programs. "Our long-term hope is that this is not a competitive advantage for the port," he said. "We wanted to roll it out, get the bugs out and market it to other organizations to encourage them to adopt this program or something similar."

At least one organization has followed suit. Alaska Airlines, the Port of Seattle's largest business partner (in addition to its seaport operations, the Port of Seattle operates Sea-Tac International Airport), has adopted a program similar to the Port of Seattle Veterans Fellowship Program.

Even without creating training or transition programs of their own, Cohen emphasized that ports can play an important role as conveners within their community.

"Ports can connect veterans with suppliers and stakeholders," said Cohen. "They can provide coordination to leverage stakeholders to make commitments and highlight success stories." ●

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WORKING WITH STAKEHOLDERS: THE BUCK STOPS AT THE CEO'S OFFICE

From shippers to state agencies, carriers to the community, many groups have an interest in decisions made by the port.

By Lori Musser

Running a port in the 21st century is not a pursuit for the meek. Port business is important business, especially from an economic perspective. It is complex – spanning functions, modes, assets, geography, time and jurisdictions. Perhaps the most challenging of all port management tasks is engaging and working with stakeholders. CEOs must ensure these relationships are managed wisely; their jobs hang in the balance.

The Rise of Stakeholder Rights

The variety and sheer volume of stakeholders with a claim on ports is mind-boggling – and it is growing. In the good old days, some ports ran much like private entities, working with customers to expand business, reporting to a board and quietly taking earnings to the bank. Those days are long gone.

Nowadays, information is at everyone's fingertips, and its availability has entitled and allowed individuals and groups to make their opinions known, pursue their expectations and anticipate timely responses. To some extent, private businesses can still pick and choose their stakeholders. Not so for ports. In the same hour, a port might receive a call from a global carrier on crane availability, a minister on scattering ashes, a neighborhood association on noise and a commercial fishery on security.

Stan Payne, an experienced port CEO and now principal for transportation management consultant Summit Strategic Partners, said that before a port can hope to optimize interactions with and delineate entitlements for stakeholders, it must clearly determine the division of responsibility between its board of directors and its CEO and staff. Who sets stakeholder policy? Who implements it? That will affect the answer to the next questions: Who are the stakeholders? What is the stakeholder policy? What are the boundaries of the port's relationship with its various stakeholders?

Payne said that there are pros and cons to greater stakeholder interaction. "When you make a decision with stakeholder input, there is a greater chance of success. However, a stakeholder can have a vested interest that may not be in the best interests of the port going forward."

He said that there are a number of useful tools to help develop positive relationships with stakeholders, but they come at a cost, and resources must be managed. "Ports must understand that there will be times when the port and stakeholder have to agree to disagree. At that point, how you approach the conflict is important," Payne said. He added that good relationships take time to develop, and given the relatively short tenure of CEOs and commissioners, staff may be the only candidates

available with sufficient longevity to nurture the relationships that can make the conflict resolution process more palatable for stakeholders.

It is increasingly important to regularly align port strategic plans with those of the cities, counties and states within which they operate. "It is all about the greater good of the community," Payne said.

A New Beginning at the Port of Long Beach

Delivering on all stakeholder expectations is neither reasonable nor doable. A port can, however, make great inroads on engendering respect for its decisions through understanding. The Port of Long Beach learned that lesson the hard way.

"We were dragged to the party," according to Managing Director of Environmental Affairs and Planning Rick Cameron.

In the early '90s, Long Beach's naval station, a long-serving base for the Pacific Fleet, was up for closure. "Once the writing was on the wall that we would lose the Navy complex, we geared up to see ... how we could benefit from the BRAC process. We were in major need of expansion land," Cameron said. The port's reuse plan was accepted, but management hadn't anticipated the strong bond so many in the local community had with the property. Interested groups included naval aficionados and historic preservationists. A portion



of the property, called the Roosevelt Base, was considered historically and architecturally significant for its style, site planning, landscaping and prominent Roosevelt-era African-American architect.

“There were a lot of people affected and interested,” Cameron said. This was the first time the port was challenged by stakeholders and special interest groups outside the port community, he added. “We weren’t doing a good job of listening. That was our culture at the time. We mostly did what we thought best and mitigated.” In the end, the port tore down the facilities and built a container terminal.

That was the start of a new beginning of the Port of Long Beach. The port was growing at a pace that couldn’t be handled in a sustainable way – growth that was accompanied by mounting challenges. The challenges would not diminish when stakeholders were ignored. So, eventually, they were engaged.

Cameron said, “In the 10-year period following our perfect storm, we learned to engage, to listen to the community, to be a major part of the community. Corporate culture was changed. In 2005, the port established its Green Port policy – a cultural overhaul designed to help move forward with meaningful, environmentally-sound sustainability programs.” That involves substantial, ongoing community engagement and investment.

“Instead of taking our community relationship as being least important, today, it is our most important mission,” Cameron said.

Port of Cleveland’s Proactive Stance

Will Friedman, president and CEO of the Port of Cleveland, agrees that engagement and education are critical. “PR and reputation management is especially important to us. We have a tax levy, and every five years there is a referendum,” he said.

Although the port has had its share of controversies, Friedman said it tries to live by three maxims: work hard to be credible, always be transparent and, if you commit, then deliver. He said the Port of Cleveland’s customer service programs embrace all stakeholders, including the community.

Being proactive can facilitate community engagement. Friedman cites the example of a former dredged spoil disposal site that created a peninsula jutting about 100 acres into the water. It was unused by the port, had revegetated itself and had become an important bird habitat. The port declared it a preserve and earned a considerable amount of goodwill in the process.

“Even when you are proactive, it is hard to win over everyone,” according to Friedman. He said the port’s strategic plans embody a new, more thoughtful,

For a list of the many stakeholders within a seaport, visit www.aapaseaports.com.

transparent and intentional relationship with the community, but that ports must be selective.

“There are tons of demands on us, but we still have a port to run. Judgment comes into play. And like anything else you look at ROI,” he said. That includes looking at opportunity costs, such as dollars saved by avoiding litigation, and also qualitative metrics.

Port of Prince Rupert Partnership for Prosperity

The Port of Prince Rupert resides alongside a municipality that comprises almost 40 percent aboriginal peoples. In a landmark agreement with the Lax Kw’alaams Indian Band and Metlakatla Indian Band, interests were aligned in a way that provides for future growth and expansion at the port.

Part settlement for container terminals falling within the traditional territory of the native people, the agreement guarantees First Nations participation in the economic opportunities created through the port while allowing continued growth and expansion of the port.

The agreement also provides for financial payments associated with impacts on

traditional use of the site, provides jobs during construction and operations, and provides preferred contracting opportunities associated with the container terminal development and port operations.

The partnership, reached in 2011, allows the port and the Coast Tsimshian to work together toward the mutual objective of economic development in the Northwest Canada.

Showing Resolve

How port CEOs make tough stakeholder decisions will in large part define the success of ports in the coming decades. The buck stops at the CEO's office.

Optimal stakeholder interaction is a vision to strive toward. Planning and engagement and education can be resource-intensive, frustrating, somewhat thankless pursuits, but it can also produce solid blocks of support for goals and better management practices.



A Stakeholder's View: The Nature Conservancy

Why would a port take the time to work with a stakeholder, such as The Nature Conservancy? Well, for example, if an organization such as the Nature Conservancy can offer recommendations to help make a habitat mitigation project more viable, more attractive and more cost-effective, then ports should take the time to listen to their concerns and solutions. Take the following case:

In the Gulf of Mexico last spring, more than 800 volunteers and partners rebuilt oyster reefs in Pelican Point near Mobile, Ala. They moved nearly 13,000 interlocking concrete blocks that became the foundation for the reefs. The rebuilt oyster reefs minimize erosion, protect coastlines and infrastructure, and enhance important natural habitat for fish, birds and other marine life.

Over the past decade, The Nature Conservancy, in partnership with the National Oceanic and Atmospheric Administration, Army Corps of Engineers, U.S. Fish and Wildlife and others, has been putting science into action at more than 160 restoration sites around the globe and in every U.S. state. Together, it's led the world's largest seagrass restoration project in Virginia, conducted some of the most innovative coral restoration in Florida and the U.S. Virgin Islands, and directed the world's largest oyster restoration initiative in the Gulf of Mexico.

Healthy, intact wetlands, coral reefs, oyster reefs, coastal dunes, mangroves and flood plains can blunt the impact of wind-driven waves, reducing erosion and minimizing flooding. "These natural barriers can act as a first line of defense. They buffer local communities and important infrastructure from flooding while contributing to local economies through recreation, fish production and other community benefits," said Mark Tereck, president and CEO of The Nature Conservancy.

Learn more about the science of coastal restoration, the role nature can play reducing risk from coastal storms and providing benefits to the coastal economy at www.nature.org/RestorationWorks.

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WORDS OF WISDOM

FROM LONG-STANDING PORT EXECUTIVES



Don't try to mimic your predecessor. Set your own standards based on your port's mission and goals. Allow yourself the luxury of failure. You learn more from failure than success. Let your colleagues and staff perform. A detriment of the internet/social media is that it's easy to push decisions up the chain of command. Let your staff do their job on their own.

– John LaRue, Executive Director, Port Corpus Christi



Organizations within the maritime industry can be extremely complex and dynamic places. Leaders, if they are to remain valuable within these organizations, must stay current with technological changes, in addition to finding innovative ways to increase their contribution to the organization.

– Orlando Forbes, Port Director, Freeport Harbour Company (Bahamas)

For our Executive Issue, *Seaports* asked senior and long-standing port executives throughout the Western Hemisphere to share a few words of advice to those aspiring to leadership positions within the industry. We asked them both what they wish they had known when they began their careers in maritime and what experiences they would share with those just starting out. Here is what they had to say.



During my 30-plus years in the port industry, I have always worked to foster a workplace setting where people care about their co-workers and the success of the port. By creating this type of environment, it gives staff the confidence and supportive environment needed to perform their duties without fear of making mistakes and the comfort of knowing that their co-workers have their back. But one of my greatest successes as a port leader over the years has been to hire the best people, make sure they have clear direction, and then get out of their way.

– John M. Mohr, Executive Director, Port of Everett



Patience is a required tool that will serve you well; however, it is not necessarily easy to obtain. You will find that you will have many friends all of a sudden, just remember that there is a reason for this. Most importantly, remember to let everything come to you – do not rush your decisions. The truth almost always lies in the middle of the narrative.

– Steven M. Cernak, P.E., PPM®, Chief Executive and Port Director, Port Everglades



Strive for excellence, not perfection. Create a good team; foster teamwork and allow the members of the team to develop individually as they seek to obtain higher goals and objectives. Mistakes will happen – they are an integral and necessary part of the development.

– Valentín Moran, Gerente General, Consorcio de Gestión del Puerto de Bahía Blanca

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PPM® CERTIFICATION READIES EXECUTIVES FOR THE TOP

AAPA's Professional Port Manager program prepares to graduate its first class since implementing new guidelines four years ago.

By Sarah Sain

The American Association of Port Authorities PPM® (Professional Port Manager) program is ready to graduate its first class under new guidelines implemented in 2010. This new graduating class will be more ready than ever to serve and lead the maritime community.

The PPM® program was conceived in 1995 as a way to further the association's goals to enhance port management professionalism by assisting port authorities, maritime organization and agencies in hiring and promoting qualified professionals.

The changes implemented four years ago include more rigorous criteria for admittance and completion requirements. Candidates also must have a recommendation from their port director before beginning the program.

"The program is now more selective and more intensive," said Rex Sherman, AAPA's director of research and information services and administrator of the PPM® program. "The old version was good, but this takes the program a step further."

For starters, individuals are now accepted as members of a class, and they must complete all requirements within four years, as opposed to eight. Candidates are required to attend seven of AAPA's core seminars and training programs, plus three elective seminars.

"Whereas the candidates used to attend the seminars and take notes, now what happens is they go to the seminars as a class and meet to discuss what they've learned. These discussion groups are led by the chairman of the committee sponsoring the seminar or a member of the Curriculum Committee [which oversees the program]. It's more of a collegiate atmosphere."

Another purpose behind the updates to the program was so that candidates would have more opportunities to interact with senior port executives. For that reason, they must be active on one of AAPA's 14 committees.

Before graduating, the final requirement is for candidates to complete a thesis, group research project or residency at another port or AAPA's headquarters in Washington, D.C.

"The drafts of papers coming from so far from the 2014 class are very high quality – something you'd expect from graduate students," Sherman said. "We really have a very talented group."

Learn More About the PPM®

To find out more about the program requirements to earn AAPA's PPM®, visit www.aapa-ports.org.

Dr. Geraldine Knatz, former executive director at the Port of Los Angeles and past chairman of the AAPA Curriculum Committee, played a critical role in shaping the updated PPM® program. She said she's seen the affects of the changes already.

"I know these changes are working because I have seen one of my own staff members who entered the PPM® program just really step out and get involved in committee leadership as a result of the PPM® changes," she said. "That is what the industry needs: Younger people stepping up to lead."

Port of Palm Beach Executive Director Manny Almira said he believes earning his PPM® was one of accomplishments that made him stand out to the port's Board of Directors during the hiring process.

"The fact that I was a candidate when I was interviewed, I know that it was heavily weighted in the board's decision. It set me apart," he said. "If I think back, I'm quite certain that of all the other finalist, at that time none of them had a PPM®. The commissioners recognized the importance of the distinction and made me commit to graduating."

Almira earned his PPM® in 2013.

For Thomas Heidt, deputy executive director, finance and administration at the Port of Houston Authority, earning his PPM® in 2002 was an important step in his goal of moving into an executive position at the port. But he said, by far, the main benefit that he took away from the program was the relationships he formed with other candidates and port officials.

"There are many executives throughout the issue – now friends – who I can contact at any time for information or advice and vice versa," he said.

Dr. Noel Hacegaba, acting deputy executive director and chief operating officer at the Port of Long Beach, is a current candidate

PPM® Class of 2014

Sandra Ambris
Ricardo J. Arias, Port of Houston Authority
Michael Bragales, TASC Inc.
Regina Brayboy
Donald Brinkman, Port of Lake Charles
Molly Campbell, Port of Los Angeles
Eduardo A. Campirano, Port of Brownsville
Dakota Chamberlain, Port of Tacoma
Jose B. Guevara, Port Authority of Guam
Charles Hausman, Calhoun County Port Authority
Enrique Hurtado Juarez, Tennessee Valley Authority
Neil Kutchera, Port Rverglades
Catherine McGrail, Halifax Port Authority
Norris E. "Ed" Merkle, Motorola
Glenn B. Nelson, Port Authority of Guam
Elizabeth Ogden, PortMiami
Eafael Quesada, Port of Pascagoula
Michael A. Smith, Port of Pascagoula
Michael Vanderbeek, Port Everglades

PPM® Class of 2016

Christian D. Bonura, Port of New Orleans
Ronald Brown, Port of Oakland
Stuart B. Dezember, Port of Benton
Blair Garcia, Parsons Brinckerhoff
Matthew Gresham, Port of New Orleans
Dr. Noel Hacegaba, Port of Long Beach
Lance Kaneshiro, Port of Los Angeles
Patsy Ann Keays, Sept-Îles Port Authority
Alex King, Panama City Port Authority
David R. Koch, Oregon International Port of Coos Bay
Paul C. LaMarre III, Toledo-Lucas County Port Authority
Eric Martineau, Québec Port Authority
Gilda Ramirez, Port of Houston Authority
Richert L. Self, Port of Lake Charles
Paula Small, Port Saint John
Dr. Natacha J. Yacinthe, Port Everglades

in the PPM® class of 2016. He said he was motivated to apply for the PPM® program as a way to enhance his understanding of seaports in order to contribute more significantly to Port of Long Beach.

"With its comprehensive curriculum, seminar-style courses and the reputation and vast network of AAPA behind it, the PPM® program seemed like the best path," he said. "Two years into the program, I have found it to be even more beneficial to my career than I first imagined. Having now been exposed to other areas, such as terminal operations, security and engineering, I have a more complete and global perspective of a port authority."

To date, 90 individuals have graduated from the PPM® program, and there are 35 candidates in the 2014 and 2016 classes.

AAPA's Sherman said he feels the PPM® program is a testament to the service that the association provides its members.

"Education and training are a major mission of AAPA," he said. "This is where we put it to the test." ●

The Latin PPM®

By Raymond Byl

Director, TRAINMAR AMÉRICAS

AAPA Latin PPM® Program Director

The Latin PPM® Program was created due to changes that were taking place in the port and maritime sectors and transportation systems, as well as challenges that arose in the logistics chain as a result of the globalization of international trade in the 1980s and 1990s.

The program is not a reproduction or translation of the PPM® (Professional Port Manager) offered in English by AAPA. It is offered in Spanish and Portuguese and is a completely different program designed to suit the needs and address the challenges affecting ports in Latin America. Although Latin American port professionals possess valuable administrative and operations work experience, it was evident that they required new skills, tools and overall knowledge on a series of topics, including strategic planning, marketing, and investment and finance, in order to face the new challenges of sector growth and continuous change.

As ports play an increasingly active role in the integration of logistics networks, ports need to provide better, more efficient services at the lowest possible costs. Additionally, a growing number of value-added logistics activities are being provided in and around port areas creating value and more activity, different from those previously offered.

Ports have also needed to invest large sums of capital for deepening and widening access channels and the construction of new berths with sufficient depth and length to accommodate the arrival of the newer generation larger ships.

In the context of these structural changes, the need to address and develop better behavioral and attitudinal norms became evident so that port leaders would have the skills and tools needed to achieve increased efficiency in management and operations.

In order to create a program capable of addressing these needs, the Latin American Delegation of AAPA and TRAINMAR AMÉRICAS conducted a thorough analysis of the sector, ultimately designing courses that address the needs of Latin American port managers. It was determined that port professionals should have multidisciplinary abilities and be able to act in complex environments difficult to predict. It became evident that the development of port policies and strategies must be forward thinking and enable the ports to be flexible in the ever-changing environment. The Latin PPM® was created to foster the skills highly committed professionals need to develop successful strategies for their institutions.

Since the program's inception, more than 85 port leaders have participated from Latin American countries including Colombia, Peru, Argentina, El Salvador, Mexico, Guatemala and Ecuador. Candidates from Uruguay and Costa Rica are in the process of enrolling. Eighteen participants have completed the entire program, graduating and earning the Latin PPM® certification, while four are in the last stage of the program and finalizing their theses.

FACING CHALLENGES HEAD ON

Deborah Hadden has set a number of strategic goals for Massport in her new role as port director.

By Sarah Sain

Deborah Hadden likes a challenge, and she's facing quite a few head on as she takes on her new role as port director at the Massachusetts Port Authority.

Named to the job in September 2013 after having served as acting port director for nearly a year, Hadden will be responsible for directing the planning, development, marketing, operation, security, financial management, administration, and maintenance of Massport's properties in the Port of Boston, including the shipping container terminal and Cruiseport Boston.

Grew into the Industry

Hadden first started out as an environmental consultant to Massport, then joined the port officially in 1994 as an environmental permitting program manager. In the years that followed, she was promoted into various roles.

"To be honest, I really liked all the jobs I had, and I learned a lot in each role. But as opportunities came my way, I took advantage of them," she said.

One of her big projects initially was managing the Boston Harbor Navigation Improvement project in 1997, which included deepening the harbor to 40 feet to handle Panamax ships. She also worked with state and federal agencies on policy issues and environmental projects, including protecting the North Atlantic right whale by finding a way to minimize ships striking the endangered species.

During those early years, Hadden says she got to learn about many different aspects of the maritime industry. While she didn't

set out to find a life-long career at the port, she found that and much more.

"It's a fascinating industry," she said. "The challenges are huge, and I've always loved a challenge. In general, the people are down to earth and interesting. I fell in love with the industry."

She left the port for a year to work in the private sector, but returned in 2000 as deputy port director, where she focused on real estate development, dredging and economic growth. She stayed in that position until she was named acting port director in October 2012.

During her 10 months in that position, she implemented productivity gains at Conley Terminal; led successful negotiations with the International Longshoreman's Association and MSC, Conley's busiest steamship line; and secured a new six-year agreement with COSCO (China Ocean Shipping Company).

Telling the Story of Ports

Now settled into her role as port director, Hadden and Massport CEO Thomas P. Glynn are shaping the vision for Massport's maritime future and are facing a new set of challenges. From a big picture standpoint, Hadden said the goals are to continue to grow blue-collar jobs in Boston – more than 34,000 people are employed by the port – and to tell the story of Massport and how it affects the daily lives of everyone in the city.

"Jobs are what ports are all about," she said. "I want to get the word out to the public and elected officials about the importance of the port. In Boston, the general public



doesn't understand how important the port is for the economy and jobs – higher paying blue-collar jobs. That's what we need to get our economy going again."

Hadden is also working to dredge Boston Harbor to 47 feet to handle larger ships that are expected to come with the Panama Canal expansion to be completed in 2015. Hadden says she and CEO Glynn are actively working together to get the political and financial support for the dredging project.

Along those lines, she also plans to invest in new cranes and more trade lanes into the Port of Boston.

On the cruise side, Massport had a record season in terms of passengers in 2013, but the cruise season at the port is only six months of the year. Hadden said she wants to extend the season year-round in the hopes of growing cruise business year over year.

"So for half of the year we have no revenue, no additional jobs. Even New York has a year-round cruise season," she said. "If we have a strong cruise business, it's better for our economy. We're looking at new itineraries – more southern destinations – which could help us toward that goal."

'Just Keep Swimming'

Hadden joined AAPA in 1994, shortly after being hired at Massport. She soon joined the Harbors, Navigation & Environmental Committee (as it was known at the time) and chaired the committee for two years.

"Joining AAPA was a great opportunity to get to know the industry better and also to meet people in the business who I could

continued on page 34



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Ports are Critical to U.S. Economy's Health

By U.S. Rep. Scott Peters

Ports play a strategic role in our national competitiveness and are vital to keeping the United States at the top of the global economy in coming years. Our ports connect farmers in Iowa, automakers in Michigan, and manufacturers in California to markets around the world.

Unfortunately, Congressional gridlock and an unstable budget picture have marred our nation's ability to effectively plan for the future. This has hindered every sector of the economy including our country's ports, which have long been the hub of international trade.

But the more than 300 ports in North America are bigger than just doors to the global marketplace; they provide an often overlooked first line of homeland security, play a role in environmental sustainability, and support millions of well-paying jobs here at home. As a former commissioner and chairman of the San Diego Unified Port District, I know that we must invest in our nation's ports if we will grow our economy.

The challenges of working in a bitterly divided Congress are great, but not insurmountable. Despite the tight budget, we cannot put off vital investments that will yield continued growth and future job creation. The Water Resources Reform and Development Act (WRRDA), which as of writing is in a conference between the two chambers, is an opportunity for bipartisanship. The current version would maintain our waterways, allowing export growth.

Further, as Congress begins to contemplate surface transportation reauthorization, I will work to ensure that ports are

better integrated into the larger transportation system and that there is a better emphasis on the role ports play in freight movements. Better connections mean greater movement of goods, which translates into job growth here in America.

I have seen firsthand the positive economic impact that ports have in regional and national economies. My home port, the Port of San Diego generates economic activity both locally and nationally that is being replicated by ports across the continent. Just in San Diego, the port is home to more than 11,000 industrial and maritime jobs that are high-paying and high-quality, while generating \$1.65 billion in direct economic activity.

Given that U.S. ports see more than 2 billion tons of cargo annually, and that the American trade volume is expected to double by 2021, now is the time to be investing in infrastructure in and around our ports. This must come through WRRDA and the Harbor Maintenance Trust Fund, as well as through preservation of the TIGER grant program.

In 2013, the American Society of Civil Engineers gave our nation's ports a "C" grade because the federal investment has declined. We've got to be smarter and more strategic in our efforts to improve the connections between our ports and the road and rail networks so as to ensure a more effective and efficient movement. That makes economic sense and must be a priority.

Raising awareness of the role ports play in the national economy, not just in the coastal regions near individual ports,

Given that U.S. ports see more than 2 billion tons of cargo annually, and that the American trade volume is expected to double by 2021, now is the time to be investing in infrastructure in and around our ports.

is critical to our country's economic success. The effort to inform members of Congress and other government agencies about the need to support and invest in our nation's ports, for economic, security and competitiveness reasons, will be a long process but must happen.

It is no coincidence that the growth in value of waterborne U.S. exports was higher than the rest of the economy in 2012 and that our trade deficit was at its lowest level in years. It is no secret that ports and waterways are key investments that benefit all 50 states. Let's work together to make the federal government a stronger partner in supporting the engine of economic growth. ●

Congressman Scott Peters represents the 52nd District of California in the U.S. House of Representatives. He is a former San Diego City Councilman and served on the San Diego Unified Port Commission from 2008–2012.

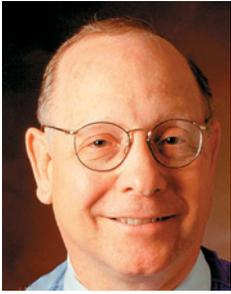


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The Changing Paradigm of Transportation Executives

By *Tim C. McNamara*
 Managing Partner
 Boyden global executive search

The old adage “any port in a storm” is altogether irrelevant when it comes to the selection of executive talent in the transportation sector, particularly in today’s highly competitive war for talent. Traditionally, in the U.S. public seaport and airport sectors, there has been a constant rotation of executives among different ports throughout their careers. Likewise, even within the carrier domain executives would typically circulate among different lines, whether through lateral moves or promotions. The transportation industry fed upon itself, in a sense, creating a very predictable “gene pool.”

Today our industry has become increasingly sophisticated in determining the optimum set of experiences and skills needed to succeed in a more complex and global landscape. This has been driven in part by the desire to ensure an excellent cultural fit exists between the executive and the client organization as historically, when we look at failure in the executive ranks, it is most frequently a cultural disconnect between the executive and organization that sets the stage for an executive exit.

We are experiencing a greater openness on the part of public sector organizations to seek non-traditional candidates for executive roles in the transportation industry, meaning the individual does not necessarily have to possess direct industry experience, though frequently tangential industry exposure is preferred. In the private sector, clients are more willing to take risks and look outside the box to aggressively pursue senior level talent.

If one looks at just a few recent examples of seaport CEO hires in the U.S. (Charleston, Jacksonville, Oakland, Tampa and Norfolk) the trend toward non-traditional thinking is very apparent. In each of these cases, the CEO originally hailed from outside the seaport sector. We also have great examples on

the carrier side where senior executives are succeeding without having direct shipowning experience, including Niles S. Andersen, Group CEO of A.P. Moller-Maersk, who was formerly with the Carlsberg Group, and Sam Woodward, CEO of Horizon Lines, who was formerly managing director of a middle market investment bank focused on transportation transactions. The new CEO of Edmonton Airports is Tom Ruth, a U.S./Canadian citizen who commenced his career with Northwest Airlines and later moved to Livingston International, a Canadian-based logistics firm prior to entering the aviation/airport sector.

According to a November 2013 report from *Bloomberg*, U.S. corporations are switching chief executive officers at the fastest pace in five years. We have seen significant port leadership change in recent years and the trend line for future change is strong. Today senior executives are required to master a broader range of skills than in the past, when top executives might have been selected or promoted for having strength in a single discipline. In a November 2011 study undertaken by Accenture, it was found that more than 55 percent of workers in the U.S. report they are under pressure to develop additional skills to be successful in their current and future jobs.

In a 2013 Accenture study, companies noted leadership, creative thinking, problem solving, communications, and people management among the skills most needed in the executive suite. Employers are seeking executives who can create a vision, as well as develop and execute a strategy, and who have lots of energy and passion for the role. Being comfortable in a leaner structural environment is also key, and having an ethical approach and respect for others is a given.

In partnering with transportation clients around the world, there is a strong focus on

ensuring that candidates are client-centric and have a good mix of commercial and financial acumen. Possessing superior communications skills, both up and down, is an imperative and having the ability to partner with the organization’s governing body is an absolute must. Transportation clients within both the public and private sector are seeking executives who are creative decision-makers who know how to differentiate the organization in an environment that is increasingly being viewed at as a commodity vs. a value-added partner.

The U.S. port sector is facing many new global challenges, including the potential for regional consolidation and privatization of ports to achieve better economies of scale and superior return to stakeholders. These and other potential changes are likely to dictate a transformation in future structure and governance. This new paradigm will dictate that a new breed of executive be developed to take U.S. transportation infrastructure to the next level.

When organizations determine that a change must be made in the executive ranks to cope with the challenges of our time, a strategic investment decision must be made to compete for talent, and public sector transportation clients must realize that they are no longer merely competing among themselves, but waging a war for talent that includes the private sector. Likewise, transportation management professionals need to be aware of and address the multitude of skills now required for senior management roles. ●

Tim McNamara, managing partner at Boyden global executive search, leads the firm’s global transportation and infrastructure executive search practice headquartered in Washington, D.C. He can be contacted at tmcnamara@boyden.com or (202) 536-5168.

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Port and Maritime Environmental Compliance Planning Starts at the Top

By Micheal W. Dobbs and William J. Jackson
 Jackson Gilmour & Dobbs, PC

Environmental planning and compliance is essential for any port or maritime operation, especially those operating around industrial areas or water. The close proximity to “waters of the United States” coupled with the often hazardous nature of the commodities handled in maritime facilities heightens the need for effective and efficient environmental planning.

Environmental compliance plans and other structured internal environmental procedures are commonplace for construction and development projects. The EPA even provides guidance for environmental compliance planning in its 2005 publication “Managing Your Environmental Responsibilities: A Planning Guide for Construction and Development.” Industry organizations also provide guidance and certification for large-scale, organization-wide environmental compliance and planning. ISO 14001 (2004) sets criteria for environmental management systems that are designed to protect the environment, prevent pollution and improve environmental performance.

Good environmental planning, however, can be beneficial for any organization, whether large or small. A comprehensive written environmental compliance plan can ensure that the organization is prepared to meet regulatory requirements, account for compliance costs and be ready to respond to any environmental incident. This enables the organization to run more efficiently and avoids unnecessary cost and liability associated with ad hoc environmental compliance and response.

Good environmental compliance planning starts at the top. It begins with a management focus on compliance and planning, including providing the necessary resources. It includes having knowledgeable and trained personnel oversee and

implement the environmental policies and procedures for the organization. Depending on the size of the organization, this might be a compliance department, a dedicated environmental compliance manager, or even a key employee whose duties include responsibility for compliance. With the right team or person in place and an emphasis on planning and compliance, an effective and efficient environmental compliance plan can be developed and implemented.

Whether project specific or organization wide, compliance planning must include a look-ahead assessment of the environmental issues, permitting and actions required. Legal and technical expertise may be necessary to ensure that all areas are covered. With full knowledge of the organization’s operations or the project, environmental issues that might be encountered can be identified and planned for. For example, a compliance system can identify legally required permits that must be obtained and factor in any permitting restrictions that need to be addressed. A compliance system can provide the structure to develop and budget for the various required mitigation plans, like Spill Prevention, Control and Countermeasures Plans, Hazardous Waste Handling and Disposal Plans, Stormwater Pollution Prevention Plans and Air Quality Management. Planning for environmental compliance ahead of time helps ensure that an organization is prepared for issues that might arise and allows for effective budgeting and cost management. With the ever-increasing costs of complying with environmental regulations, early and effective planning is essential.

Once environmental compliance measures are identified, they can be incorporated into a written compliance plan and communicated to the affected persons. Effective communication and documentation of the compliance plan is also essential.

It is therefore important to design the plan so that the persons responsible for implementation understand the requirements and the actions necessary for each activity or function. Importantly, the organization’s commitment to implementing the plan and to environmental compliance must be communicated and reinforced throughout the organization so that the plan is actually put into action.

After an effective environmental compliance plan is put into place, record keeping and documentation of the environmental compliance must be maintained. Good record keeping will allow for necessary auditing of the plan and its implementation. Because governmental agency enforcement (local, state and federal) often focuses on inspections and audits, easily assessable records are extremely important. Having an effective environmental compliance plan that is supported by proper record keeping allows the organization to quickly prepare for inspections and easily demonstrate compliance with regulatory standards. Also, adequate environmental compliance planning is often a mitigating factor in the event there is a regulatory violation or environmental incident.

Lastly, and arguably most importantly, proper planning can help mitigate any environmental incident, like a spill or release of hazardous substances. With proper planning and training of personnel, a hazardous substance spill or other environmental incident can be quickly contained, limiting any human health or environmental damage and reducing an organization’s ultimate liability. ●

Micheal W. Dobbs and William J. Jackson are shareholders with Jackson Gilmour & Dobbs, PC in Houston, Texas. Jackson Gilmour & Dobbs, PC focuses on environmental litigation and regulatory matters and representation of port industry clients.



Comprehensive Records Retention Plan a Must for Ports

By Steve M. Lewis
President and CEO
SML, Inc.

It is easy for the busy executive to overlook the necessity of destroying records when administrative, legal, fiscal or historical value has expired. A large industry likely bangs on your door wanting to do something with your data – image, store or content manage. Yet, the most cost-effective and economical solution for most data is simply destruction based on approved record retentions. A retention schedule is an expression of the relative value of the data. Most data loses value very quickly, usually within five years. Exceptions include contracts, leases, record drawings and personnel files. But again, only based on approved retention schedules in the presence of due diligence and not intuitive assumptions.

To address the complexities associated with this issue, a comprehensive, systematic records and information management plan is an essential component of any port, public or private, headed by a records officer reporting directly to senior management with sufficient authority to mandate the effort. There will be much resistance throughout the port to the idea records should be destroyed.

Generally, records means all data regardless of physical form or characteristics or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business. For public agency ports, an administrative entity generally will define the public record and may even provide retention schedules. For private ports, the port must define the corporate record and establish the retention schedules.

Email often engenders considerable confusion relative to retention. Email is also a most popular target for records requests or production. Retentions are not written

Scheduling is the heart of the records program. For the records program to be legally sufficient, the scheduling process must be documented and approved.

for media types. Email is a media type and has no specific retention. Retention is content driven.

Scheduling is the heart of the records program. For the records program to be legally sufficient, the scheduling process must be documented and approved. The program must be systematic and comprehensive. To selectively apply the program is to invite adverse inference in litigation. The program also must be developed during the normal course of business, not developed for specific records for specific reasons. The working papers used to develop the program, and especially those used to develop the retention schedules, must be maintained permanently. Each retention schedule and disposition document must be approved and signed through a regular process. As retention periods are met, the records must be destroyed and documented on a disposition list.

Spoliation is the intentional destruction or significant alteration of evidence. When spoliation is established, an inference may be drawn that the evidence destroyed was unfavorable to the party responsible for its destruction – the spoliator. Spoliation can constitute obstruction of justice and can result in sanctions in court. If it rises to the level of attempting to perpetrate a fraud on the court, it may result in the dismissal of an action or other summary judgment. Careful adherence to approved retention schedules and correct application of the port's disposition list will virtually eliminate the potential for spoliation. Therefore, the disposition list must represent actual

destruction. If paper records are destroyed, yet digital records of the same information continues to be maintained, the disposition list is a fraud, including email and back-ups. If source documents relative to destruction are produced (certificates of destruction from recyclers, land fill tickets, etc.) attach these as a witness to the destruction.

Metadata is receiving particular attention and perhaps points to the greatest vulnerability during discovery. Metadata is data about data – information about a particular data set that describes various attributes, such as authorship, creation, modification and/or format. More frequently we see discovery mandated in “native format,” or the “form in which it is used.” For digital records, this includes metadata. This issue points to the need for a comprehensive, systematic disposition effort as a regular component of the port's record life cycle. A comprehensive, systematic records plan is much more than simple destruction, yet destruction produces the biggest bang for the buck in a busy port. ●

Steve M. Lewis is president and CEO of independent records and information management consulting firm SML, Inc. He has more than 35 years of experience at nearly every size and type of government agency. Clients range from small towns to major cities, counties, school boards, state agencies, universities, community colleges, utilities, transportation, law enforcement, court and regulatory agencies. Learn more at www.smlinfo.net.

Saint John Brings the Port to the Classroom

For many students in Saint John, Canada, the port is right in their front yard. Now, it's in their classrooms, too.

Port Saint John, in partnership with PALS (Partners Assisting Local Schools) and the Anglophone South School District, is launching lesson plans about the port and maritime industries. The education program is designed to complement many areas of the curriculum and can be adapted for many grade levels.

"Students may see the port every day, but they may not be aware of who we are or what we do. Each lesson plan developed between the port and PALS team informs students about an important piece of their community and regional economy. We want them to learn about our industry in an exciting and creative way. Not only will it contribute to making them well-informed citizens, but it may also open their minds to

future career possibilities," said Jim Quinn, president and CEO of Port Saint John.

In December, Quinn took the first group of students from Centennial School on a tour of the port. Centennial School staff were helpful in focus-testing the resource as it was developed. The Grades 2 and 3 students were shown a short presentation before touring the port and wrapping up with a 360-degree view of the city from the rooftop patio of the Diamond Jubilee Cruise Terminal.

There are three unique lesson plans: Ports and Cargo, Cruise and Dredging. Port Saint John has made lesson plans available online and is already booking tours for teachers eager to help their students learn more about the port.

"We are so pleased to enter this next phase of our PALS at the Port partnership. Port Saint John is at the heart of the city and, with this new resource, the students



A group of students learn about cruise aboard the Carnival Glory.

and staff of local schools will have an exciting way to become better acquainted with the port and what it means to our community. Extending learning beyond the classroom broadens the horizons of our young people," said PALS Coordinator Deborah Fisher. ●



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Contact: **Geno Marconi, Director of Ports and Harbors**
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Visit our website www.portofnh.org

Barbados on Track for Strategic Cruise Growth

Barbados Port Inc. recorded an increase in cruise calls and passenger arrivals, which are up 6.5 percent from 616,317 passenger arrivals in 2012 to 656,083 in 2013. Local cruise tourism officials are working diligently to move the arrival numbers past 700,000 in 2014. The last time passenger arrivals reached 700,000 was 2011.

Cruise ship calls also increased by 4.5 percent from 356 in 2012 to 372 in 2013. In association with its marketing partner,

Recent surveys show cruise contributes millions of dollars to the island county's economy every year and employs several hundred people directly.

Barbados Tourism Authority, Barbados Port Inc. executives are confident that the port should be able to exceed 400 vessel calls based on bookings to date, having last reached that goal in 2010.

The trends are the result of sustained efforts by a number of stakeholders involved in several strategic initiatives.

- The long-term contract with Carnival Corporation continues to shore up the base with more than 400,000 passengers annually.
- The proposed Sugar Point Cruise facility, which broke ground in January 2014, has created significant buzz in the market. This project is a partnership involving Barbados Port Inc., SMI Infrastructure Solutions and RCCL Cruise Corporation.
- Minister of Tourism and International Transport Richard Sealy has given impetus leading to the development of the Southern Caribbean Alliance with Bridgetown as a hub, designed to develop

the cruise sector in this sub-region, particularly during the summer months.

- In response to the positive outlook in cruise, particularly home porting, Barbados Port Inc. and the Barbados Workers Union have agreed to the conversion of Shed 3 into a dedicated cruise terminal to support the home port business over the next three years.
- Of course, the tireless efforts of local agents and service providers have been pivotal in winning the confidence of cruise lines.

Cruise is important to the Barbados economy and society. Recent surveys show cruise contributes millions of dollars to the island county's economy every year and employs several hundred people directly. The strategies being pursued are in keeping with those set out in the recently developed Barbados Growth and Development Strategy and BPI Master Plan in the context



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Santa Marta Focuses on the Environment, Community and Operational Efficiency

By Mauricio Suarez Ramirez, PPM®
 Chief Executive Officer, Puerto de Santa Marta

The Port of Santa Marta is located in northern Colombia, on the shores of the Caribbean Sea, in the city of Santa Marta with a population of approximately 400,000. It is characterized as a port city with burgeoning tourism potential and excellent opportunity for the development of industry.

Santa Marta is blessed with natural wonders, such as the Sierra Nevada de Santa Marta, the world's highest coastal range beginning at the shores of the region and rising to 5,700 meters (18,700 feet) in altitude with ice covered peaks, as well as Tayrona National Park, famous worldwide for its beautiful beaches and rich marine life.

The Port of Santa Marta is a multipurpose deep-water terminal handling about 6 million tons per year. The port is comprised of three subterminals: container, coal, and bulk and general cargo.

As a port professional in the industry for the last 18 years, I've come to the conclusion that port managers have to be forward thinkers. Our industry environment is constantly changing; we live in a different world and industry paradigm. The growth in international trade, globalization, and the complexities and limitations affecting the entire logistics chain have made it indispensable for port managers to make decisions within strategic, forward-thinking frameworks. Moreover, port managers have to be cognizant of and address the need of training their mid-level managers so they too make decisions based on forward thinking. And teamwork must be emphasized while the abilities and strengths of each individual must be fostered and developed.

At the Port of Santa Marta, we have concentrated on achieving efficiency in the handling of cargo. We have strived to operate a sustainable enterprise and worked hard to administer the port with best practices in environmental management and, most importantly, we have expended great effort and committed significant

resources to improving the quality of life of our less advantaged neighboring communities.

During the past five years, we have invested \$80 million to acquire two gantry cranes, four RTGs (rubber-tired gantry) and Vigan suction equipment for dry agri-bulk cargoes; built storage silos; and acquired a state-of-the-art coal loading system. In the coming years, we will be investing an additional \$127 million to meet the demands of international trade, growth, competition and the ever-changing port industry scenario.

In the realm of environmental practices, in June of 2013, the Port of Santa Marta received the ECOPORTS award for best practices in sustainable environmental policies and procedures certified by the Lloyds Register. The Port of Santa Marta became the first port outside of Santa Marta to be granted this certification, becoming a model for sustainable development for other ports throughout Latin America.

Lastly, I can say that everyone associated with our organization is very proud of the port's commitment to helping our less advantaged neighboring communities. By Board of Directors mandate, the Port of Santa Marta allocates 5 percent of net profits on a yearly basis for social work needs through its Port Society Foundation. The port seeks to be not only a good neighbor, but an excellent and respected neighbor. Our objective is to improve the education of children, give access to health resources, build parks and recreational centers, and increase the overall quality of life of our neighboring communities. In partnership with area private companies, we have been able to help and support the needs of more than 1,000 children.

With a well-trained, forward-looking management team that administers a highly competitive port, the Port of Santa Marta is poised and prepared to meet the challenges of the future and the changes that will undoubtedly take place in the port industry. ●

Container ships at the Port of Seattle.

Northwest Ports Partner to Further Cut Diesel Emissions

The ports of Seattle, Tacoma and Metro Vancouver in Canada will continue its cooperative partnership in an aim to cut diesel emissions by 75 percent per ton of cargo moved by 2015 and 80 percent by 2020. Factoring in projected cargo growth, this will result in overall reductions of 70 percent by 2015 and 75 percent by 2020.

The ports also set a goal to reduce greenhouse gases by 10 percent by 2015 and 15 percent by 2020 per ton of cargo moved.

The goals are part of the 2013 Northwest Ports Clean Air Strategy Update, which was adopted in December. This update to the 2007 Northwest Ports Clean Air Strategy is a five-year-old partnership among the three ports and five regulatory agencies, along with relationships with customers, tenants, shipping lines and environmental organizations. The 2013 Update commits these groups to work together through 2020.

The 2013 update was based on the results of the 2011 Puget Sound Maritime Air Emissions Inventory. The inventory found maritime-related air pollution has decreased since 2005, with much of the progress due to significant, voluntary investments of the maritime industry and government agencies in cleaner technology, cleaner fuels and more efficient systems of operation.

To develop and implement the 2007 strategy and this 2013 strategy update, the three ports partnered with other government agencies in the Puget Sound: the U.S. Environmental Protection Agency, Washington State Department of Ecology and Puget Sound Clean Air Agency.

“Air quality is a regional issue, and we appreciate working with a range of partners – from other ports and air agencies to our customers and vendors – to improve the environment, protect human health and provide a healthy supply chain,” said Jason Jordan, director of environmental programs at the Port of Tacoma. “The cooperative effort that launched the Northwest Ports Clean Air Strategy several years ago remains intact and strong today.”

Ports are a critical part of the Pacific Northwest and North American economy, facilitating the movement of people and goods and supporting living-wage jobs. With their tenants and customers,

the three ports use diesel-powered ships, trains, trucks and other equipment to move goods and passengers through the ports to other destinations.

The strategy creates an integrated approach to improve air quality and reduce port-related emissions in the shared airshed to safeguard public health and the environment while supporting economic growth. ●



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continued from page 22

learn from and swap stories with,” she said. “Plus, the process of chairing a committee was great leadership training – I learned a lot about leading a group.”

When she’s not at the port or industry-related commitments, Hadden spends all her free time with her family – her husband and two sons, 12 and 14.

And chances are the family can be found outdoors.

“What time I have leftover I spend with them,” she said. “I used to do triathlons,

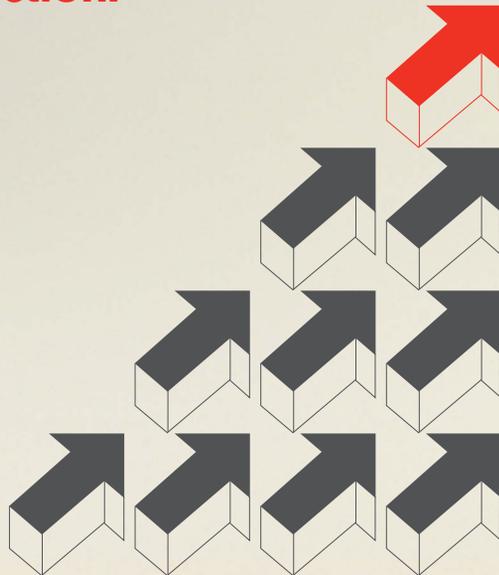
but my age caught up to me. Now we do a lot of hiking, boating, skiing, we go to the beach – being outside in general is my passion, our passion.”

She also enjoys reading, photography and cooking.

When asked what advice she would share – for fellow port leaders and for life in general – she turned to one of her favorite films.

She said: “In the words of Dory from ‘Finding Nemo’: ‘Just keep swimming.’” ●

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Puerto Brisa is a multipurpose port; with a strategic location in Guajira state along the Caribbean Sea on the northern part of South America it has a depth of 66 feet and will be able to handle ships of up to 180,000 DWT. It comprises initially an area of 350 hectares for a free trade zone. : the project's total area is 1.363 hectares with 3.5 kilometers of coast line and 10 berth positions at the same time with all facilities.

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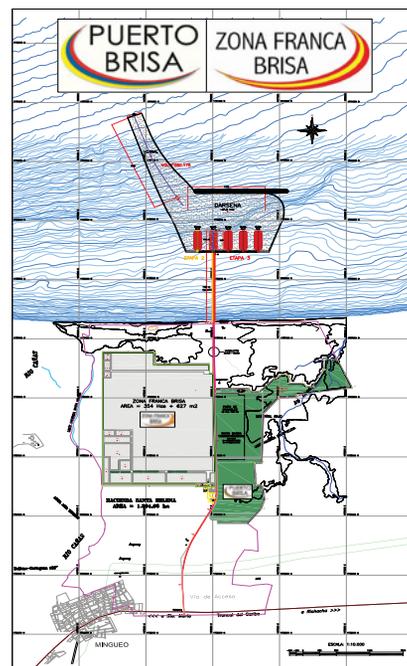
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- Exports made from Free Trade Zones to foreign countries, may apply the benefits of international trade agreements signed by Colombia.
- Possibility of performing partial processing outside of the Free Trade Zone for up to 9 months.
- Possibility of selling to the national territory the goods or services without restrictions or quotas, paying the applicable customs tariffs over the imported goods.



The World Bank ranked Colombia as the third most business-friendly country in Latin America in its 2013 "Doing Business Report".



ONLINE EXCLUSIVES

*The following pages are provided as an extra value
for the online readers of this publication*



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Paula Small, Port Saint John
Dr. Natacha J. Yacinthe, Port Everglades

in the PPM® class of 2016. He said he was motivated to apply for the PPM® program as a way to enhance his understanding of seaports in order to contribute more significantly to Port of Long Beach.

"With its comprehensive curriculum, seminar-style courses and the reputation and vast network of AAPA behind it, the PPM® program seemed like the best path," he said. "Two years into the program, I have found it to be even more beneficial to my career than I first imagined. Having now been exposed to other areas, such as terminal operations, security and engineering, I have a more complete and global perspective of a port authority."

To date, 90 individuals have graduated from the PPM® program, and there are 35 candidates in the 2014 and 2016 classes.

AAPA's Sherman said he feels the PPM® program is a testament to the service that the association provides its members.

"Education and training are a major mission of AAPA," he said. "This is where we put it to the test." ●

El Programa del PPM® Latino

Por Raymond Byl

Director, TRAINMAR AMÉRICAS

AAPA Latin PPM® Program Director

El Programa del PPM® Latino vio sus inicios, con los cambios que se generaron en el sector marítimo-portuario, los sistemas de transporte, y en la forma de ver y tratar la logística, ocurridos en la década de los 80 y 90, a raíces de la globalización del comercio internacional.

El Programa surgió, no como una copia o una traducción del PPM en lengua inglesa de la AAPA, sino como un programa nuevo diseñado, a la medida de las necesidades y como la mejor respuesta al cambio que requerían las empresas portuarias de América Latina. Se detectó que los profesionales portuarios a pesar de tener mucha experiencia laboral y operativa requerían de nuevas herramientas, competencias y conocimientos en temáticas de planificación estratégica, mercadeo, inversión y finanzas entre otras, para poder enfrentar los nuevos retos de esa industria en constante cambio y crecimiento.

Irremediablemente, los puertos ingresan con un papel más activo en la integración de las redes logísticas y como consecuencia más esfuerzos se requieren para prestar mejores servicios portuarios a los más bajos costos posibles. Adicionalmente, un rango creciente de actividades logísticas de valor añadido se concentra en las áreas portuarias y sus alrededores, creando valor y más actividad, diferentes a las que anteriormente se desarrollaban.

En los puertos ha sido necesario invertir grandes cantidades de dinero en la profundización y ampliación de los canales de acceso, la construcción de nuevos atraques con suficiente profundidad y longitud para acomodar la llegada de nuevos buques gigantes.

Para lograr todo este cambio radical, de operación, de comportamiento, de actitud, y de a logística en general, la delegación latinoamericana de la AAPA y TRAINMAR AMERICAS realizaron un análisis del sector para establecer cuál sería el mejor camino para que las empresas portuarias de América Latina enfrentaran de la mejor forma a todo estos cambios.

Se encontró que era indispensable disponer de un recurso humano con nuevas competencias y altamente comprometido para enfrentar los retos derivados del nuevo rol del puerto.

Se detectó que el profesional portuario debía ser multidisciplinario y sobre todo ser capaz de actuar en un entorno de alta complejidad y de difícil predicción. Como consecuencia la elaboración de las estrategias portuarias debía apoyarse en una reflexión prospectiva, es decir de anticipación y formalización del futuro, la cual permite que las estrategias de las empresas portuarias sean lo suficientemente flexibles y robustas en un entorno cambiante.

Fue con esa visión que se elaboró el programa PPM® Latino de tal forma a dotar al profesional portuario de competencias específicas que juegan un papel preponderante en la elaboración de la estrategia basada en la prospectiva.

Durante estos años de programa se han registrado más de 85 participantes, de diferentes países de América Latina entre los cuales: Colombia, Perú, Argentina, El Salvador, México, Guatemala, Ecuador. Otros países están en las etapas de matrícula como es el caso de Uruguay, Costa Rica. Dieciocho participantes lograron completar las actividades académicas y obtuvieron el título de PPM® Latino. Otros cuatro se encuentran en la etapa de elaboración de sus tesis y con las actividades académicas terminadas. Los demás participantes están en desarrollando los diferentes módulos del Programa.

También es importante destacar que cincuenta y siete de participantes han llevado el Taller No.1 y veintisiete el Taller No.2, que ofrece a los participantes la oportunidad de poner en la práctica sus nuevos conocimientos utilizando la caja de Herramientas de la Prospectiva y de la Planificación Portuaria.



Puerto de Santa Marta: Un terminal ejemplo en protección al medio ambiente, trabajo con comunidades y eficiencia operativa

Por Mauricio Suarez Ramirez, PPM®

Gerente General, El Puerto de Santa Marta

El Puerto de Santa Marta se encuentra ubicado al norte de Colombia, a orillas del mar caribe, en la ciudad en la ciudad de Santa Marta la cual cuenta con cerca de 400 mil habitantes y se caracteriza por ser una ciudad con vocación portuaria, turística e industrial.

Este polo de desarrollo cuenta con bondades naturales como lo es la Sierra Nevada de Santa Marta; la única montaña en el mundo que comienza en el mar y termina en picos con hielo, así como el Parque Natural Tayrona, reconocido mundialmente por contar con gran variedad de playas y vida marina.

En esta misma ciudad se localiza el Puerto de Santa Marta, un terminal multipropósito de aguas profundas por el cual se movilizan cerca de 6 millones de toneladas por año y que se divide en tres grandes sub terminales: sub terminal de contenedores, sub terminal de carbón y sub terminal de granel y carga general.

El Puerto de Santa Marta se ha caracterizado en el panorama portuario internacional por su eficiencia, protección al medio ambiente y trabajo en el mejoramiento de la calidad de vida y educación de las comunidades menos favorecidas de la ciudad de Santa Marta.

A la cabeza de este terminal se encuentra Mauricio Suárez Ramírez, CEO de la compañía, con más de 18 años de experiencia en Puertos y con resultados sorprendentes en materia de renovación tecnológica y operativa la cual se encuentra al servicio del comercio exterior colombiano.

Prueba de ello es que en el terminal de Santa Marta se han invertido en los últimos 5 años más de 80 millones de dólares con

los que se adquirieron 2 grúas pórtico, 4 grúas RTG's, un equipo de succión VIGAN para granes sólido, construcción de silos de almacenamiento, además de un moderno sistema de carga directa de carbón, entre otros. En los próximos años el Puerto llegará a la suma de 127 millones de dólares en inversión en infraestructura.

El Puerto de Santa Marta durante el segundo semestre del 2013 recibió la certificación ambiental ECOPORT de parte de la Lloyds Register, acreditación que reconoce exclusivamente a los terminales portuarios de Europa con políticas ambientales sostenibles. En este caso, el Puerto de Santa Marta se convirtió en el primer puerto por fuera de Europa a nivel global en obtener dicha distinción, siendo modelo de desarrollo sostenible para los distintos terminales del continente.

En materia de trabajo comunidades menos favorecidas del país, el terminal no es ajeno al compromiso de tener capital económico con una función social. Anualmente destina por mandato de la Junta Directiva el 5% de las utilidades netas a la Fundación Sociedad Portuaria, quien a su vez invierte dichos recursos en proyectos sociales encaminados a mejorar la calidad de vida de niños y jóvenes de las comunidades vecinas al Puerto, atendiendo integralmente en salud, educación, dotación escolar, parques, centro de atención y recursos a más de mil niños en convenio con distintas empresas privadas de esta misma ciudad.

El Puerto de Santa Marta se presenta así como un terminal altamente competitivo, a la altura de los nuevos retos que depara el comercio exterior en todas sus esferas. ●