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COUNCIL ON PORT PERFORMANCE MISSION AND OBJECTIVES

The Council on Port Performance functions in an advisory capacity to provide advice, counsel and recommendations on matters relating to improved efficiency and service reliability in the Port of New York and New Jersey. Its objectives are to:

1. Work to implement the recommendations contained in the Port Performance Task Force (PPTF) Final Report dated June 2014 as appropriate.
2. Work to protect and advance the common interests of the diverse stakeholders in the Port.
3. Advocate for changes in policies, programs and procedures that will improve the Port’s preeminent position.
4. Promote information sharing and relationship building for the benefit of all port stakeholders and work to ensure an understanding of the Port’s importance to the regional and national economy.
5. Identify and address any emerging issues that impact the competitiveness and efficiency of the Port.
6. Provide oversight on matters that impact day to day operations.
BACKGROUND

In December 2013, The Port Authority of New York & New Jersey (Port Authority) and the New York Shipping Association (NYSA) convened the Port Performance Task Force (PPTF). Creation of the Task Force was a direct response to severe supply chain disruption and congestion experienced throughout the port during the summer of 2013. Labor shortages, operating system failures, construction projects and a shortage of chassis were among the causes that led to gridlock at the port’s terminals. The problems experienced were system problems which involved multiple stakeholders. It became evident that no one entity in the port could fix these problems alone and that everyone would need to work collaboratively for collective change.

Led by the Director of the Port Department for the Port Authority and the President of the NYSA, the PPTF was made up of experts across all sectors of the industry with the goal of:

- Providing a framework for constituents in the port to discuss areas of common interests,
- Identifying challenges to port efficiency and service reliability, and
- Recommending potential solutions and Key Performance Indicators (KPIs), all aimed at maintaining the port’s position as a preeminent port in the United States.

The PPTF and its Work Groups were comprised of nearly 100 individuals representing more than 60 different companies and organizations from all port stakeholder sectors. Five working groups were established to address specific concerns related to productivity and performance:

- Terminal Operations
- Drayage Operations
- Intermodal Equipment
- ExpressRail
- Government & Community Outreach

These Work Groups worked tirelessly for six months to analyze the situation and identify the root causes of certain supply chain productivity and efficiency issues.
PPTF FINAL REPORT RECOMMENDATIONS AND TRANSITION TO THE COUNCIL ON PORT PERFORMANCE

After extensive collaboration and input from the community, the PPTF produced 23 recommendations which were prioritized according to impact on long-term efficiency and service reliability, as well as feasibility of implementation. The common thread among all the recommendations was a greater need for increased efficiency, measurement, communication and transparency.

The recommendations were divided into three tiers:

- Tier One were large-scale management and infrastructure projects that would have the most resounding impact on the overall Port of New York & New Jersey (PONYNJ) business.
- Tier Two projects were not as large in scale but if implemented, enhance both efficiency and effectiveness of day to day operations.
- Tier Three were long- and short-term initiatives that would incrementally contribute to the overall health of the Port at both the administrative and operational levels.

One of the recommendations recognized the inherent value of the PPTF; a forum where competitors and entities with no business relationship but upstream and downstream dependencies, break down the silos and work together to help improve the overall port ecosystem. The recommendation called for the development of a mechanism to ensure continuity of the PPTF mission beyond the publication of the Final Report. Therefore, with the release of the Port Performance Task Force Final Report in June 2014, a new group known as the Council on Port Performance (CPP) was developed to provide oversight on the further analysis and potential implementation of programs and initiatives outlined in the report, as well as to address new and emerging issues.

Since its formation, the CPP has overseen the implementation of several initiatives from both the original recommendations and beyond. A report card of these accomplishments is attached in Appendix A and highlights the port community’s collective efforts to maximize the Port’s efficiency.

It is important to note that while the CPP was committed to further consideration of the PPTF recommendations, it was never the intent, nor does the CPP have the authority to implement
all 23 recommendations, but to further evaluate and assess the practicality, relevance, impact etc. of the recommendations. “Development of a Container Transfer Fee (CTF) Program” is a prime example. This Tier 2 Recommendation was advanced to assess the feasibility of a new program where each container would be assessed a fee to help fund the replacement of several thousand drayage trucks that were not in compliance with the then Port Authority Marine Terminal Tariff’s requirement to have a 2007 or newer engine by a certain date to access its terminals. Once the assigned Implementation Team began its research, it determined that the recommendation should not advance at that time due to a recently passed New Jersey law which would prevent the Port Authority from charging such a fee if/when New York State were to pass a similar law.

The CPP’s most significant accomplishments include the launch by Sustainable Terminal Services, Inc. (STS), a consortium of the ports six terminal operators, of the Terminal Information Portal System (TIPS), an integrated Port Community System which compiles information from all six PONYNJ container terminals and makes that data available in a single internet portal to qualified users on a near real-time basis. The first system of its kind in the United States, TIPS provides container availability, booking status, vessel schedule and empty-container return location information. Truckers and shippers are also able to create watch lists and receive alerts when the status of the container(s) they are interested in changes (i.e. becomes available, goes into demurrage, is being held by US Customs and Border Protection etc.). The entire port community benefits from the improved information flow that TIPS brings, from reducing the number of trouble ticket transactions to time saved determining container availability at individual terminals.
With the launch of TIPS, the cornerstone of implementing a Truck Management System (TMS) had been laid. All six container terminal operators in the Port contributed to the design and development of a TMS which effectively meters the truck arrival rates at a container terminal and helps optimize stakeholder resources through the use of appointments for container pickup and delivery.

Global Container Terminal Bayonne launched appointments on a limited basis in January 2017. Despite initial skepticism, the appointment system has been widely accepted by the drayage community. The pilot program originally required appointments for all trucks entering the terminal from 6:00 a.m. to 8:00 a.m. and has since been expanded to 1:00 p.m. due to increased demand and acceptance by the truckers and their customers.

Trucks with an appointment can get into and out of the terminal in under an hour, which is a 45% lower turn time compared to similar transactions before the appointment system was launched. Truckers can now get 3–4 turns a day. Other terminals are expected to begin implementing the TMS in 2018. Unique to the Port of New York and New Jersey, is that all appointments across the participating terminals will be made through the same system which streamlines the process and ease of use for the trucking community. In addition to decreasing truck turn times, the TMS has proven to reduce congestion, allow for more efficient allocation of resources, improve productivity and terminal capacity and reduce the number of trouble tickets/transactions. The corresponding benefits to the community have been notable.
After extensive coordination with the trucking community, terminal operators, and other service providers, a Truckers’ Resource Guidebook was developed to provide important information on how to more efficiently navigate through the PONYNJ’s six marine terminals. The Guidebook contains important phone numbers; a list of Do’s and Don’ts; Frequently Asked Questions; terminal maps; and tips to ensure a successful visit to a terminal. After surveying the trucking community, the Guide is available in English, Spanish, Mandarin and Polish in both hard copy and as a downloadable iBook.

These accomplishments are just a few examples of the CPP’s many successes all aimed at providing accurate information and predictability of service that ultimately improve efficiencies throughout the Port. The benefits to terminals, truckers, and all port stakeholders are indisputable. Turn times are up to 45% lower, trouble tickets have decreased 23% from the first quarter of 2015 to the first quarter of 2017, and average container dwell time has dropped to under four days, even as volumes continue to grow at a record pace. There were no persistent port wide congestion problems throughout the past 12–18 months. As one member of the CPP noted at our November 2017 meeting, “the port has been on a remarkably good run for a while now.” Perhaps the least recognized but most effective outcome of the PPTF and CPP has been the establishment of regular and open lines of communication and a collaborative environment amongst competitors and across the port stakeholder groups.

The below table provides a summary of the original 23 recommendations and the current status of each.
## PPTF FINAL REPORT RECOMMENDATIONS

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation</th>
<th>Completed/On-Going</th>
<th>Discontinued</th>
<th>2018 Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chassis Management System</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Truck Management System</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Integrated Port Community System</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Align Terminal Gate Hours</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>RFID to Measure Truck Moves</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Ensure Customer Service Availability</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Guidelines to Extend Free Time in Extremis Situations</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Construct Additional ExpressRail Support Track</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Develop Street Turn System for Empties and Chassis</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Daily Dashboard of Current Conditions</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Compile Key Performance Indicators</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Ensure Continuity of PPTF Mission</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Develop &quot;Guide Book” with Useful Port Information</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Publish Daily “Planning Guide” as Preview for Next Day</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Explore Opportunities to Establish Inland Ports</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Develop Container Transfer Fee Program</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Monitor and Share Data on Labor Needs</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Develop Unified Customer Service/411 Center</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Incorporate Performance Standard for Empties and Chassis in Tariff</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Encourage Ocean Carriers to Use Block Stowage for Rail Cargo</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Touch Pads at Gate Pedestals as Backup Communication</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Work Rail Cargo on Weekends as Necessary</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Develop Pre-Defined Crisis Communication Plan</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Completed/On-Going** - Successfully implemented and/or the “new normal” that warrants continual effort, enhancements, expansion and refinement over time.

**Discontinued** - Will Not Advance (no longer applicable, overcome by events, etc.)

**2018 Initiative** - Will Be Addressed in 2018 Work Plan

With the publication of this Work Plan, the original 23 PPTF recommendations and report are now closed.

In addition, the CPP was committed to proactively addressing new and emerging issues. The following is an impressive list of additional accomplishments that would not have been possible without the collaboration of all port partners:

- Development of Winter Weather Plan
• Increased Communications
• Streamlined eAlerts System
• Distribution of Customer Service Contacts Database
• Alignment of Truck Service Center (TSC) Hours
• Implementation of Traffic Management Plan
• Launch of CPP Website (www.councilonportperformance.com)
• Publication of PONYNJ Economic Fact Sheets
• Creation of Workforce Development Implementation (WDIT) Team
• Visibility into Alliance-Service Restructuring

The CPP will of course continue to be proactive in identifying, tracking and monitoring additional emerging issues and will serve as the forum to address the potential impact and work required to ensure the continued efficiency and productivity of the Port of New York and New Jersey.
CURRENT STATE OF THE INDUSTRY

In the four (4) years since the PPTF/CPP was first established, the PONYNJ has seen a steady and strong growth in cargo, including a double-digit volume increase in 2015 and a record year in 2017. The second set of locks in the Panama Canal were completed in June 2016 allowing Neo-Panamax vessels to call the Port from Asia. The $2.1 Billion Harbor Deepening Project was completed in September 2016 providing 50 foot of draft. Then in June 2017 navigational clearance (215’ MHW) was achieved when the Bayonne Bridge “Raise the Roadway” project was completed. Thanks to these three major infrastructure projects and many more capacity, equipment and service improvements by the terminal operators, the size of ships calling the port has continuously grown along with the economies of scale achieved and the savings that result.

At the same time, the industry has seen a series of ocean carrier mergers, and consolidations of alliances as well as one major bankruptcy. It is anticipated that what was approximately 20 major carriers a few short years ago will shrink to 12 by the end of 2018. This consolidation in the industry along with a steady increase in vessel capacity will lead to a rationalization of services which should favor larger ports such as PONYNJ in the not too distant future.

The Port will be in its strongest position to increase market share and volume as carriers begin to leverage the advantages of exchanging larger concentrations of cargo in the PONYNJ in favor of multiple calls with much smaller volumes along the US East Coast. These developments will exert pressure on all port partners to continue collaborative efforts to further increase efficiency to handle and sustain growth in our port ecosystem into the foreseeable future.

The Council on Port Performance has and will continue the efforts of the PPTF in moving the collective vision forward.
As the Port of New York & New Jersey begins to regularly handle 10,000 TEU or larger containerships, the need for efficient operations throughout the supply chain is essential. In December 2017, the CPP focused its efforts on the development of a work plan for 2018. The goal was to identify and re-prioritize the PPTF Final Report recommendations that were still valid and should continue to advance, as well as those that were no longer applicable, relevant, or had been overcome by events. New projects and initiatives for consideration were also introduced in light of changes in the industry or operations that have taken place over the past three and a half years.

The 2018 Work Plan draws to a close the PPTF Final Report recommendations and represents the next iteration of CPP objectives. The six initiatives outlined below may contain elements of the one or more of the original recommendations, while others are the result of more recent changes and developments in the industry.

Moving forward, these initiatives, which are not listed in priority order, are what the CPP’s success should be measured against.

1. Development of a Crisis Management & Communication Plan

The development of a Crisis Communication Plan was first identified as a Tier 3 PPTF recommendation. In the past 3+ years, incremental steps have been taken to improve “normal” communications and to providing more relevant, timely and transparent messaging. Through the use of the Port Authority’s eAlert system and Breaking Waves, as well as the front “news” page of TIPS and daily terminal messages, Facebook, Twitter and LinkedIn pages, port stakeholders have several types of media available to receive information about terminal operations, anomalies, new developments and noteworthy news. These processes and procedures can be further leveraged in the event of a crisis.

Moving forward, the focus in 2018 will be on developing a Crisis Management and Communications Plan focused on resiliency strategies that would enable continuity of operations and clear communications in the event of unanticipated disruptions, such as the June 2017 global cyber-attack that effected businesses worldwide including APM Terminals.

The range of potential events and other unknowns is large, but an established routine of redundant systems, alternative arrangements (i.e. queuing space, etc.) and information
gathering and dissemination is crucial to resuming normal operations as quickly as possible. The Crisis Management and Communication Plan will be further enhanced through tabletop exercises that bring together port stakeholders to share best practices and evaluate their readiness for crisis management, disaster recovery and business continuity.
2. Rail Network Optimization

The Port’s three on-dock intermodal rail terminals handled their fourth consecutive year of record-breaking volume in 2017. With a fourth intermodal rail terminal under construction at Greenville Yards, the PONYNJ is even better positioned to increase cargo moved by rail, specifically discretionary cargo. Discretionary cargo is not destined for local consumption and therefore can be imported or exported through any number of other US ports. This makes discretionary cargo and its destinations in the mid-west the battleground among ports on both coasts, especially since an increasing share of cargo carried on the new mega-ships will move inland by rail.

An efficient rail network is critical to the success of PONYNJ’s ability to handle the anticipated growth in intermodal rail traffic in the port. Some of the old Tier 2 and Tier 3 recommendations associated with rail have been consolidated into a broader initiative. Focus will be on:

- ways to utilize existing rail infrastructure more efficiently to handle the existing and future volumes;
- the construction of ExpressRail support track, which would reduce rail congestion, improve throughput and efficiency, and provide intermodal container surge capacity;
- further examination and coordination with the ocean carriers to do more effective planning at the port of origin and increase the use of block-stowage of import containers for cargo destined to intermodal rail. This should expedite the discharge of rail containers from vessels and reduce the time in which import containers are made available to the railroads; and
- exploration of opportunities for the establishment of inland ports to facilitate the movement of international cargo to discretionary markets.

3. Supply Chain Analysis

Supply chains are a complex ecosystem involving multiple organizations that continually effect one another. They are made up of Beneficial Cargo Owners (BCOs), ocean carriers, port authorities, regulatory agencies, marine terminal operators, port labor, rail and motor carriers, warehouses and distribution centers and more. Each plays a specific role in the flow of cargo, but when disruptions or bottlenecks occur in any part of the supply chain, its impact is felt throughout the whole supply chain.
As the PONYNJ strives to maintain its competitive position, it must further evaluate each link in this chain, both separately and together, with the end goal of making its supply chain as efficient as possible. The port is changing and the market is growing. E-commerce is changing last mile distribution. There is a new regulatory environment effecting parts of the industry. Technology is developing faster than anyone can keep ahead of. An updated supply chain analysis (1, 3, 5 years out) would help the CPP better understand the impacts these changes might have on efficiency and to identify additional improvements that may be needed. This can be accomplished, in part, through analyses like the ones listed below:

- Evaluating current terminal hours of operation to determine the point at which extended hours are necessary.
  - How do the terminals offset additional operating costs incurred?
  - How do we ensure that US Customs & Border Protection has the resources long term to support additional hours of operation?
  - Are there sufficient truckers to support a second or third shift?
- Embarking on a more in-depth study of warehouse and distribution center operating hours to see how they align with marine terminals.
  - Expanding upon the 2016 Warehouse & Distribution Center Survey.
  - Origin and destination analysis (primary and secondary move).
  - Evaluate the impact of distribution centers and e-commerce fulfillment centers relocating closer to urban areas.
- Examining the needs of key BCOs and commodities moving through the PONYNJ.
- Participating/coordinating planning efforts to align with State Freight Plans to provide additional access roads to the Port.

The analysis must also address the lack of transparency of critical information within certain parts of the supply chain. BCOs often describe the time between a container’s arrival at a terminal and its dray out of the port as a “black box” that inhibits their ability to track the whereabouts of their cargo. There is no question that the industry is using technology more aggressively to enhance end-to-end visibility throughout the supply chain. The CPP must further examine ways to leverage TIPS or other technologies to provide improved planning and predictability, visibility and efficiency to enhance cargo velocity.

4. Efficient Chassis Provisioning
Efficient chassis provisioning is critical to ensuring there is enough available equipment for PONYNJ to cope with the increasing arrival of mega-ships and the expected cargo growth. As such, a Chassis Management Improvement System was among the top recommendations in the PPTF Final Report. In order to improve efficiency, three essential components were believed at the time to be necessary including adequate supply, interoperability and gate integration. Interoperability could be achieved through the establishment of a “gray pool”.

There have been several positive developments that have helped with the availability and efficiency of chassis provisioning in the PONYNJ. The three original Intermodal Equipment Providers (IEP) have invested heavily to ensure adequate chassis supply by both adding units to their fleets and dramatically decreasing the number of out-of-service chassis to meet the increasing demand. Additionally, chassis have now been moved off terminal and consolidated in off terminal depots that serve all PONYNJ terminals. This allows truckers to quickly secure an available chassis. This has reduced the on terminal turn time by as much as 30%. Two new IEPs have also entered the market and at least one interoperable pool is expected to be launched in early 2018. These incremental improvements taken by the IEPs have had a noticeably positive impact on the efficiency of the Port. There have been no systemic chassis shortages in the Port for the past two years or more.

While the CPP is not in a position to force or mandate the IEPs to change their business models to participate in a “gray pool”, discussions continue. Further discussion will also include:

- improvements to gate integration and gate control;
- near real time visibility of chassis inventories; and
- alignment of chassis depot hours with terminal hours, particularly on optional holidays.

The CPP remains committed to facilitating such efforts to further improve efficiencies at the Port.

5. Reporting of Current Conditions and Key Performance Indicators via Integrated Dashboard

A core mission of the PPTF was the identification of Key Performance Indicators (KPIs) for reporting and distribution to the port community via an integrated dashboard. Working with terminal operators, carriers, equipment providers, and trucking interests, metrics were developed for gate moves, inventory levels, dwell times, and trouble tickets. These KPIs
are currently collected from the terminals and are aggregated and reported to the port community on a monthly basis. Additional KPIs had been identified as beneficial to gauging the port’s performance but did not advance due to concerns of compromising proprietary information and competitiveness.

The 2018 Work Plan calls for the development of new or modified KPIs to support current CPP priorities.

Creating an integrated dashboard could potentially be accomplished building upon the early success of TIPS. Enhancing TIPS’ capabilities to include chassis availability, rail service, and other information in real-time will provide the intelligence necessary to respond to emerging challenges, ultimately improving operating effectiveness and efficiency.
6. Workforce Development

In September 2016, the CPP unanimously approved the creation of a Workforce Development Implementation Team (WDIT) to locally attract, engage, and retain a highly-skilled and diverse workforce. Members of the WDIT include trade associations, planning organizations, marine terminal operators, equipment providers, trucking industry, supply chain and logistics management, warehousing and distribution centers, BCOs, academia, host communities, and governmental organizations. Personnel shortages and a lack of qualified candidates are risks this industry faces. The WDIT’s network has the shared focus of educating and providing awareness of the Port of New York & New Jersey’s economic contribution within the supply chain and employment viability of the regional Transportation, Logistics and Distribution industry (TLD).

Based on information gathered from various outreach forums, a subcommittee structure was developed to carry out the WDIT’s mission:

- **Marketing & Awareness Subcommittee** informs all interested stakeholders about the Port, TLD, and overall workforce development effort
- **Education & Curriculum Subcommittee** informs students and educators about the Port and potential career paths in the TLD industry
- **Job Bank Development Subcommittee** assists existing job seekers in locating reference material and available job openings and work with support staff to learn about applying and obtaining vacancies throughout the industry.

WDIT’s goals for 2018 include:

- working to create a Seaport Division of the Council for Airport Opportunity to connect current job seekers with employers in the maritime and broader TLD industries;
- coordinating a TLD career and education exposition with industry, government, and academic partners to introduce youth, educators, and local job seekers to the industry’s professions and opportunities in the region; and
- continued engagement with local academic institutions and host communities to share information, raise awareness and develop programs to collaborate on workforce development and education.
The CPP framework allows WDIT to serve as a conduit between industry, government, and local communities. Educators want to be more involved, host communities are encouraged, and industry recognizes the importance of a properly trained and right-sized workforce for their productivity and efficiency. The leading challenge is obtaining the full commitment and support from industry partners to accomplish implementation objectives. Success is contingent on mutual collaboration and assurance from the entities that hire TLD industry personnel.
IMPLEMENTATION TEAM STRUCTURE

The Port Authority’s Port Department and the NYSA will continue to serve in a leadership capacity with executive staff from the port community serving as Council members. Existing Implementation Teams will be disbanded and replaced with the following six new teams to support the efforts identified in the 2018 Work Plan:

- Crisis Management & Communications Team
- Rail Network Optimization Team
- Supply Chain Analysis Team
- Chassis Provisioning Team
- Dashboard Team
- Workforce Development Implementation Team

As with any project, success rests on the people involved. Teams will be right-sized for effectiveness based on the scope of work and appropriate sector representation to ensure a balanced and complimentary skill mix. A minimum of two Council members will serve as liaisons for each team. At different stages of the project, it is likely that Subject Matter Experts from different backgrounds will be called upon to provide support as necessary. All participants will serve as representatives of their industry sector, not their individual company or organization.
CONCLUSION

The PONYNJ has much to be proud of in the years since the PPTF was created. The Harbor Deepening Program providing 50–foot water access to container terminals coupled with the completion of the Bayonne Bridge Navigational Clearance Project has ushered in a new era of big ships, giving PONYNJ the ability to attract and handle vessels up to 18,000 TEUs.

The port has experienced double-digit volume increases since 2013 and set a new annual record in 2017. This growth brings new challenges to the port and underscores the need for continued collaboration. Working together and openly sharing ideas and information helps stakeholders gain visibility to issues and provides them with flexibility to adjust plans, ultimately leading to greater efficiency and effectiveness of operations.

The PPTF and CPP built the foundation for problem solving port–wide issues, proving that the synergy created from working together results in greater accomplishments than any group working on its own could hope to achieve. Collectively, the CPP has had more success influencing change because it represents a cross-section of the port community. Their efforts have and will continue to require participation, support, and commitment by all stakeholders to ensure the productive and efficient movement of cargo for the port and its customers.
## APPENDIX A: REPORT CARD

<table>
<thead>
<tr>
<th>Tier</th>
<th>Initiative</th>
<th>Status</th>
<th>Stakeholder Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Truck Management System Implementation</td>
<td>Effective January 15, 2017, GCT Bayonne began a 6:00-8:00AM appointment period, which has since been expanded to 1:00PM. Average turn times during the appointment window are 45%/+/−/lower compared to turn times without an appointment. Other terminals will implement once pre-requisites are completed.</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Integrated Port Community System (PCS) Utilization</td>
<td>The Terminal Information Portal System (TIPS) provides streamlined access to information on container availability, booking status, vessel schedules and empty returns. Go to <a href="http://www.porttruckpass.com">www.porttruckpass.com</a></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Availability of Customer Service</td>
<td>Terminals have extended the availability of customer service representatives and named managers where necessary. All customer service contact information has been published: <a href="http://www.panynj.gov/port/pdf/CPP_Customer_Contact-RL-6-21-2015.pdf">http://www.panynj.gov/port/pdf/CPP_Customer_Contact-RL-6-21-2015.pdf</a></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Street Turn System for Empty Containers and Chassis</td>
<td>BiState Motor Carriers has created a dashboard to facilitate street turns among truckers. Collects data on those turns and the benefits accrued.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Continuity of PPTF mission</td>
<td>CPP established to restore port pride through clear, consistent information sharing and continued collaboration among numerous disparate stakeholder communities. CPP works both on PPTF recommendations and new/emerging issues.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Truckers Resource Guide</td>
<td>First published in July 2015, the Truckers’ Resource Guide contains valuable information on how to navigate through the Port of NY &amp; NJ’s six marine terminals and ensure a successful visit, including important phone numbers, a list of Do’s and Don’ts, Frequently Asked Questions, and terminal maps. Updated periodically.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Quantity of Labor Needed in Comparison to Labor Ordered</td>
<td>Monitored daily by NYSA and used to justify hiring needs. Full complement of additional labor required for relief gangs has been certified. Provides predictable actions for adverse weather including conditions for free time, demurrage and per diem extensions or waivers. Plans have been issued each winter since the 2014-2015 season.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Winter Weather Plan</td>
<td>Ensure customers have accurate information to support day to day decision-making and port selection. Daily communications from each terminal and IEP</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Increased communication</td>
<td>Improved the customer experience by eliminating several steps for registering and developing pre-scripted messages. Established &quot;All Clear&quot; messages.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Streamlined eAlerts System</td>
<td>Consolidates key points of contacts for port stakeholders in one simple to use PDF document.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Customer Service Contacts Database</td>
<td>Access to information and resources during port holidays that terminals are open.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Traffic Management Plan</td>
<td>Provides predictability during high volume days providing standardized action and messaging. Periodically updated to be responsive to changing needs.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>CPP Website (<a href="http://www.councilonportperformance.com">www.councilonportperformance.com</a>)</td>
<td>All current and archived information on CPP activities available as well as an online suggestion form.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>PONYNJ Economic Fact Sheets</td>
<td>Economic impact of port on each of over 25 counties in the NY &amp; NJ area captured in single easy to use fact sheets.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Workforce Development Implementation Team</td>
<td>New focus area and team established to ensure right-sized and properly trained workforce and opportunities for host community students and residents.</td>
<td></td>
</tr>
<tr>
<td>*</td>
<td>Alliance-Service Restructuring</td>
<td>Visibility and awareness of service changes which could impact cargo availability, location, customer service, and more.</td>
<td></td>
</tr>
</tbody>
</table>

*Above and beyond original recommendations  

1/31/2018
## Tier 1 Recommendations

### Chassis Management Improvement System
- Fleets increased through new acquisitions and reduction in out of service levels. Chassis consolidated into off terminal depots. Additional service providers entered market. Initial limited gray pool beginning early 2018. Discussion continue on further interoperability.

### Use Radio Identification (RFID) for Turn Times
- Limitations of RFID technology make this difficult to achieve in a timely, cost effective and efficient manner. Alternative technologies investigated by BiState Motor Carriers. GPS based system to measure turn times piloted and "fencelines" worked out with terminals.

### Coordination of Terminals and Alignment of Gate Hours
- Hours coordinated during adverse weather only. Further alignment requires market demand and coordination with CBP.

## Tier 2 Recommendations

### Construction of Express Rail Support Track
- No work on this initiative to date.

### Extension of Free Time in Extremis Situations
- As part of Winter Weather Plan, free time considerations have been addressed. This is otherwise a FMC Tariff issue. Longer free time is generally thought to exacerbate conditions in the terminals.

### Availability of a Dashboard of Current Conditions
- Daily updates from each terminal and IEP sent each morning. Terminal camera views available online. Roadway cameras are being added with availability expected in 2018. Working on improved ITS visibility.

### Compilation of Key Performance Indicators (KPIs)
- Four (4) KPIs currently collected. 22 KPIs listed in PPTF report grouped into 7 areas based on impact, feasibility & ease of implementation. Research reveals limited to no comparative data available at competitor ports and terminals, so there is reluctance to make available for competitive reasons.

## Tier 3 Recommendations

### Publication of a Snapshot of the Next Day’s Activity
- Each terminal is publishing a daily forecast. Work is underway to standardize the content and timing of these messages which may eventually be rolled into TIPS.

### Establishment of Inland Ports
- White paper prepared. Additional discussion with the rail carriers required. Effort being further evaluated as part of Port Master Plan.

### Development of a Container Transfer Fee (CTF) Program
- Various models of a CTF have been under discussion by the Clean Air Strategy Group. NJ Law prohibits PA from assessing a CTF. Alternative funding strategies identified.

### Performance Standards for Empty Chassis Depot Transactions
- Tied to the development of a gray chassis pool, which has not been implemented yet.

### Development of a Unified Customer Service Center
- Determined to be impractical. Each terminal has customer service available while trucks are being serviced.

### Touch Pads at Gate Pedestals
- No work on this initiative.

### Use Block Stowage of Rail Cargo
- White paper prepared and discussion held with NYSA Board. Terminals actively encouraging carriers to use block stowage. Feasibility increases with advent of larger vessels.

### Development of a Crisis Communications Plan
- While a formal plan has not been developed, tremendous steps have been taken to improve day to day communications which can be leveraged in a crisis.

### Movement of Rail Cargo on Weekends
- Available as demand requires and CBP resources permit.