



A Collaborative Effort for a Collective Change

BACKGROUND

The Port of New York and New Jersey (PONYNJ) is the largest port on the East Coast, serving a community of more than 21 million people. It has seen steady growth in cargo volumes over the past 13 years, but has also faced a number of challenges to operational efficiency, such as an increase in vessel size, labor shortages, operating system failures, a shortage of chassis, and other interruptions due to construction, record snow, ice and sub-freezing temperatures, as well as natural disasters such as Superstorm Sandy. The port community recognized no one entity in the port could fix these complex challenges alone and that everyone needed to work collaboratively for collective change.

PORT PERFORMANCE TASK FORCE'S MISSION

In late 2013, the Port Authority of New York and New Jersey (Port Authority) formed the Port Performance Task Force (PPTF) made up of industry executives to: 1) provide a framework for constituents in the port to discuss areas of common interest, 2) identify challenges to port efficiency and service reliability, and 3) recommend potential solutions and Key Performance Indicators (KPI) in order to maintain the port's position as a preeminent port of the United States.

TASK FORCE'S ORGANIZATION

The PPTF was comprised of nearly 100 individuals representing more than 60 different companies and organizations from all the port stakeholder groups. The PPTF was led by the Director of Port Commerce for the Port Authority and the President of the New York Shipping Association (NYSA). Five working groups were established to address specific concerns related to productivity and performance:



CONTINUING THE COLLABORATION

Moving forward, a new group known as the Council on Port Performance (CPP) will be developed to build upon the efforts of the Task Force. Regular communications and periodic Town Hall meetings will take place to inform the port community of progress and to solicit input on implementing the recommendations. The port community is committed to furthering the Task Force's highly collaborative and inclusive process to improving efficiency and reliability at the PONYNJ. By working together to identify specific solutions to maximize the port's efficiency, the Task Force and the port community have paved the way for continued economic success for the port as well as the region it serves.

FINAL RECOMMENDATIONS

Together, after extensive collaboration and input from the community, the Task Force produced 23 recommendations, which the PPTF prioritized according to impact on long-term efficiency and service reliability as well as feasibility of implementation. The recommendations were divided into three tiers:

- **Tier One** – Large-scale management and infrastructure projects that would have the most resounding impact on the overall PONYNJ business;
- **Tier Two** – Projects that aren't as large in scale but enhance both the efficiency and effectiveness of day to day operations; and
- **Tier Three** – Long- and short-term initiatives that will incrementally contribute to the overall health of the Port at both the administrative and operational level.

Tier One Recommendations

- 1) Implement a system to improve chassis management
- 2) Implement a truck management system
- 3) Use an integrated port community system to optimize logistics planning and information sharing
- 4) Align terminals' gate hours and coordinate to the fullest extent possible the days on which multiple terminals can have extended gate hours
- 5) Use Radio Frequency Identification (RFID) technology to measure and report on truck movements

Tier Two Recommendations

- 6) Ensure customer service is available from gate opening until the last truck has exited
- 7) Develop guidelines to extend free time in extremis situations
- 8) Construct additional ExpressRail support track, as recommended in a 2013 Port Authority study
- 9) Develop a street turn system for both empty containers and chassis
- 10) Create a daily bulletin board/dashboard of current, near-real-time conditions to display congestion, roadway traffic, webcam views, etc.
- 11) Compile Key Performance Indicators for reporting and distribution to the port community via an integrated consolidated dashboard

Tier Three Recommendations

- 12) Establish a structure to ensure continuity of the PPTF mission beyond publication of the final report
- 13) Develop a "Guide Book" with useful information about each location to educate stakeholders
- 14) Publish a daily "Planning Guide" as a preview for the next day's activity
- 15) Explore opportunities for establishing inland ports associated with PONYNJ
- 16) Develop a Container Transfer Fee program
- 17) Share data on available and needed labor to help predict potential impacts on terminal turn times
- 18) Develop a unified customer service/411 center
- 19) Incorporate performance standards for empty container and chassis depot transactions in tariffs
- 20) Encourage ocean carriers to use block stowage for rail cargo
- 21) Provide touch pads at gate pedestals as a backup method for drivers and clerks to communicate
- 22) Work rail cargo on weekends as necessary to optimize rail operations and achieve KPIs
- 23) Develop and implement a pre-defined crisis communications plan

To download the full report, visit: <http://www.panynj.gov/port/port-news-announcements.cfm?tabnum=2>