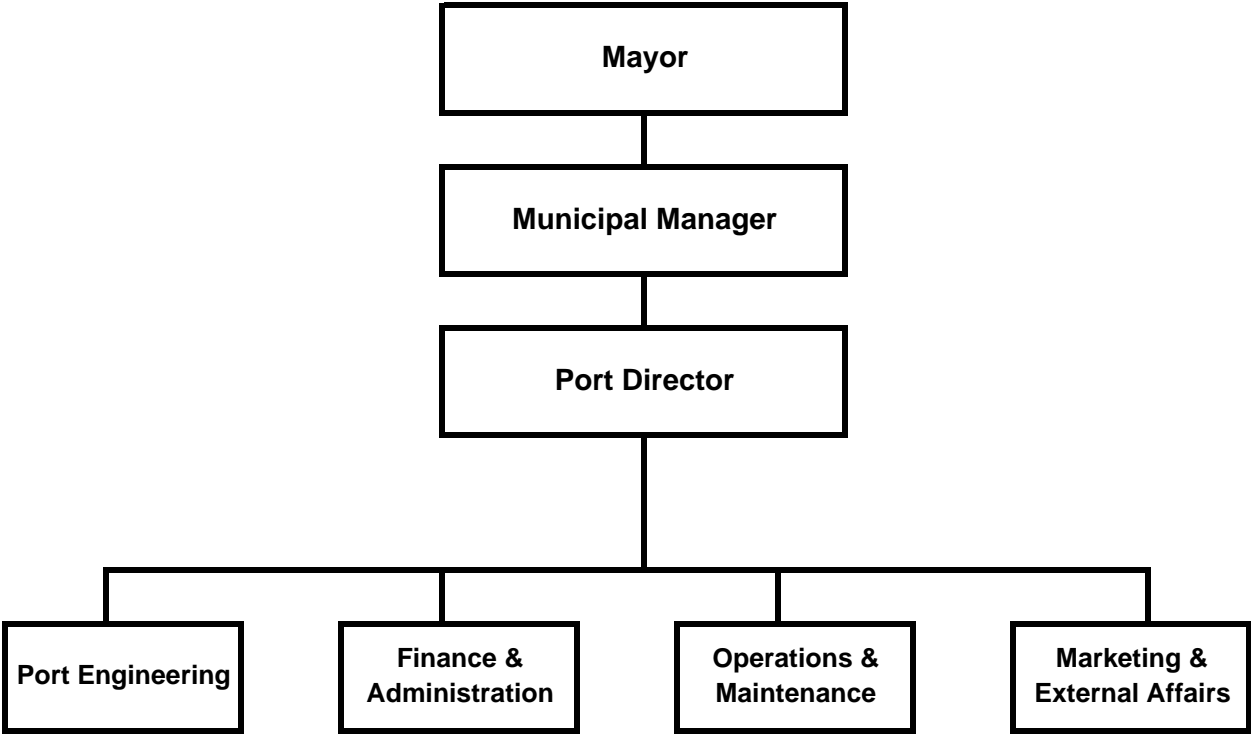


Port of Anchorage



Port of Anchorage Organizational Overview

The Port of Anchorage is an enterprise function of the Municipality.

The Port Director oversees all Port operations, which include: maintenance, safety functions, management of vessel scheduling, movements and dockside activities, general upkeep and operation of the facilities, infrastructure, equipment, and security. This also includes the upkeep and day-to-day management of all municipally-owned infrastructure, roads, and docks. The Maintenance Section is also responsible for the dredging and upkeep of the Ship Creek Boat Launch and Dry Barge Berth. Further, the Port's Operations Manager also serves in the role of Facility Security Officer, wherein he oversees the contract for Port security forces. Additionally, the Port's Safety Coordinator is in this section. The Deputy Port Director not only acts for the Director in his absence, but is now responsible for overseeing the Port's capital improvement program, to include managing the Port's engineering services contract, and execution of all FEMA port security grant program funds. While managing these programs, the Deputy Port Director will coordinate, as necessary, with the Port Engineer. The Port Engineer has overall responsibility to serve as the contract technical representative for all matters related to the ongoing Port modernization project.

Under the Finance & Administration Section, responsibilities include performing the day-to-day business functions that support to the Port Director and other Port staff. Functions carried out by the staff of this section include: telephone switchboard/receptionist duties; accounts payable and receivable; financial management; and analysis of reports and budgets to Port staff, Commission, the Administration, Assembly, State Legislature, and financial agencies. The finance section is also responsible for real estate management, grant management, financial forecasting and modeling, yearly operating and Capital Improvement Plan budgeting and ensuring compliance, as well as other situational fiscal analysis as required.

The External Affairs section is responsible for all media advertising, coordinating public outreach and media/press relations, any major events involving public participation, business development, and grant writing. Associated duties include management of website and social media presence, coordinating all public speaking engagements, coordinating all port tours for both businesses and the public, interfacing with the public and all media for information inquires and public comments, and writing press releases.

Port of Anchorage Business Plan

Mission

The Port of Anchorage is committed to provide a modern, safe, and efficient facility to support the movement of goods throughout the State of Alaska.

Services

The Port of Anchorage is a landlord port committed to providing safe, efficient, and dependable facilities and support services to our private and public sector customers. The staff of the Port is responsible for maintaining and operating all of the land, docks, and municipal buildings that encompass the Port of Anchorage.

Business Goals

- Provide Port operating expertise and management to the Anchorage Port Modernization Project (APMP) with the Port Director and Deputy Port Director serving on the APMP Executive Committee and the Port Engineer serving as Project Administrator.
- Plan for future facility and service needs of business and public entity customers.
- Conduct periodic facility condition surveys to anticipate age-related challenges and to ensure uninterrupted operations and safety.
- Maintain affordable and competitive tariff rates sufficient to cover operating and capital requirements.
- Provide a safe work environment for both employees and tenants.
- Maintain financially sound operating ratios.
- Deliver accurate and timely billings to tenants and customers.
- Provide required level of Port security under U.S. Coast Guard/Homeland Security directives through a consortium of private tenants and the Port.

Strategies to Achieve Goals

1. Provide year-round access to suitable terminals and docks for movement of containers, dry bulk cargo, and liquid bulk cargo to include petroleum products.
2. Provide seasonal access to the Small Boat Launch Ramp.
3. Plan, develop, and operate facilities to accommodate market growth and modernization.
4. Schedule all vessels that call on the Port.
5. Provide centralized Port and tenant security services and emergency management leadership.
6. As a landlord port, manage short-term permits (revocable use permits) and long-term leases of land and buildings.
7. Maintain and ensure uninterrupted 24/7/365 availability of Port owned facilities.
8. Ensure environmental quality of the land within the Port boundaries
9. Assess and manage the collection of all tariffs and user fees associated with vessels calling on the Port and land tenant operations.
10. Manage the Foreign Trade Zone (FTZ) and all FTZ applicants.
11. Coordinate U.S. Army Corps of Engineers dredging of channel, turning basin, and dock face dredging to provide for safe commerce.
12. Host official U.S. Navy, U.S. Coast Guard, NOAA, foreign navy and Arctic research vessels on behalf of the Municipality of Anchorage.

Performance Measures to Track Progress in Achieving Goals

Progress in achieving goals will be measured by:

1. Overtime hours and pay compared to base compensation for current vs prior year.
2. Operating Net Income YTD for current vs prior year.
3. Reportable incidents for current vs prior year (# of incidents, loss of time & cost).

Port of Anchorage

Anchorage: Performance. Value. Results.

Mission

Develop and maintain the quality of the Port's infrastructure to meet the needs of our customers and ensure safe and modern infrastructure for the timely delivery of consumer goods and commercial cargo.

Core Services

- Provide Port users with marine terminals and staging yards free of defects.
- Provide Port petroleum terminal operators with an operable and efficient valve yard and petroleum docks.
- Provide clean and safe roads and transfer yards for use by commercial and port-related vehicles.

Accomplishment Goals

- Repair and replace damaged fender panels and repair deteriorated dock piles.
- Maintain valve yard valves and piping through scheduled inspections and timely maintenance.
- Inspect dock surface and common areas to ensure cranes, equipment and personnel can operate with minimal threat of damage.
- Assist the Municipality of Anchorage effectively oversee management of the cost and schedule associated with the Port of Anchorage Intermodal Expansion Project (PIEP).

Performance Measures

Progress in achieving goals will be measured by the following:

Measure #1: Over time hours and pay compared to base compensation for current vs prior year.

	<u>2014</u>	<u>2015 (YTD)</u>
Total Hours	946	363
Total Cost	\$ 36,723	\$ 11,701

Measures #2: Operating Net Income YTD for current vs prior year.

	<u>06/30/2014</u>	<u>06/30/2015*</u>	<u>%Growth/(Loss)</u>
Net Operating Income	\$-1,858,821	\$ 2,293,581	223% *
Total Cash Flow	\$ 2,469,643	\$ 5,988,136	142% *

* Unaudited

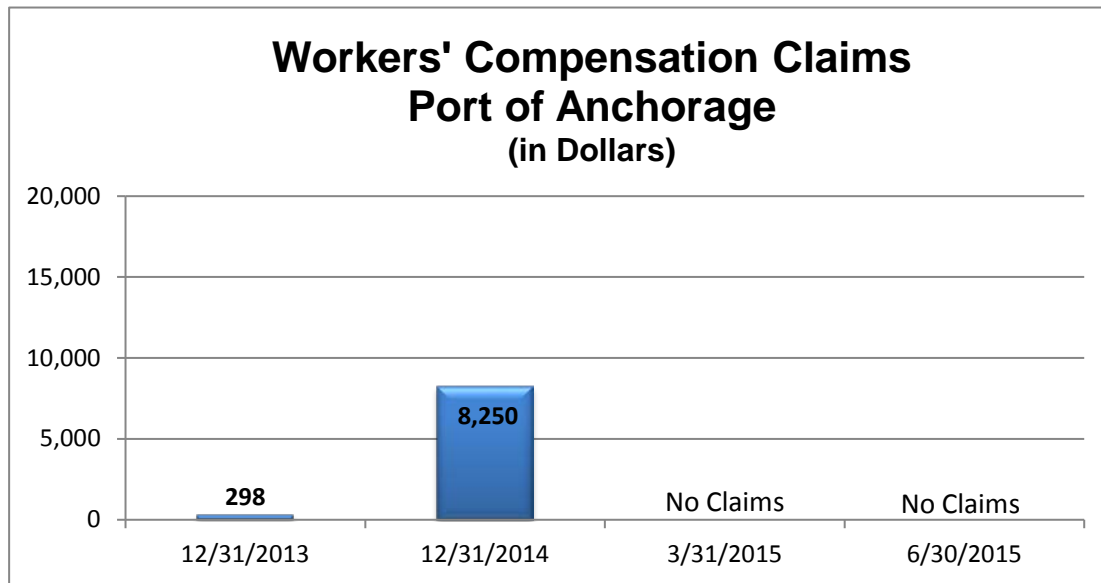
Measures #3: OSHA Recordable incidents for current vs prior year (# of incidents, loss of time & cost)

	<u>2014</u>	<u>2015 (YTD)</u>
# of Incidents	0	0
Loss of Time	0	0
Cost	\$ 0	\$ 0

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



Port of Anchorage Highlights and Future Events

Anchorage Port Modernization Project (APMP)

The Port's existing marine terminals have reached the end of their life span and suffer from severe corrosion on the wharf piling. The APMP will replace two general cargo terminals and two petroleum terminals to ensure infrastructure resilience over a 75-year life cycle. To maintain Port operations during construction, the project will be completed in four primary steps. Step 1 includes providing new buildings for Port administration and maintenance operations that must be relocated to allow demolition and reconstruction of the marine terminals. Step 2 cuts-back and stabilizes the north extension area to preserve usable land while improving hydraulics for reduced maintenance dredging and safer navigation. Steps 3 to 4 complete the new marine terminal construction.

The project will enable the Port to accommodate deeper draft vessels by allowing for a harbor depth increase from 35 feet to 45 feet. New ship-to-shore container cranes will increase reach for wider vessels. Completion of this project is critically important for the Port to continue to serve 87% of Alaska's population and to maintain its role as one of only 22 designated Department of Defense Strategic Seaports.

Based on a 15%-complete design, assuming full up-front funding, and assuming timely permit issuance, the project is estimated to be completed in 2022 at a total cost of \$485M. State capital grant and general obligation bond funding available to the project totals approximately \$126.8M.

Revenue Requirement Update & Cost of Services Study

The Port of Anchorage is under contract with Parrish Blessing and Associates to perform an update to the 2014 Revenue Requirement study and to prepare a Cost of Service evaluation. The completed study will result in a management tool that effectively addresses whether the Port, at existing rates, is recovering its revenue requirement and the percentage change in rates needed to achieve its revenue requirement. It will outline equitable cost recovery from each customer class of service category that accurately estimates both the demands on the Port infrastructure and the benefits derived by customers from the Port of Anchorage. The report will deliver recommended rate structures grounded in current best cost-of-service and recovery practices that adequately address the balance of perspectives and needs of the Port and the customers served. Upon completion, the Port will receive recommendations to either increase, decrease, or keep the same rate structures for each class of service. Completion is estimated in the 4th Quarter of 2015.

Ongoing Facility Maintenance

The Port continues to work diligently to meet its commitment to offer continued operational capacity for Port customers while new facilities are in design and construction. Aging facilities not included in the early phases of infrastructure improvements continue to be managed and maintained to the highest standards possible with great attention being paid to the highest priorities addressed first. The recommendations in the Port's Capital Improvement Budget address items needing immediate attention outside of the modernization project. Those include, but are not limited to, Wharf Pile Enhancements, Upgraded Emergency Power System and Ship Creek Boat Launch restoration and repairs. Additionally, continued work on the Port's Storm Drain system is required to maintain proper drainage over the footprint of the Port.

Fuel Farm and Leasehold Expansion

As of this writing, construction is in process for the first tank in the new Delta Western fuel facility at the Port of Anchorage. The estimated completion date is the fall of 2015. No firm dates have been reported to management as to the construction of additional storage at this facility, however, the initial business plan indicated there will be as many as 6 tanks when the facility is completed.

Port of Anchorage External Impacts

External Factors

Continued development and infrastructure replacement at North Slope, offshore, and Cook Inlet oil and gas fields, including potential construction of a pipeline to tidewater for LNG export.

Emergence of a market for LNG/CNG fueling to serve natural gas powered vessels due to environmental regulation and increased supply of natural gas in Cook Inlet.

Sustaining the response to jet fuel requirements from Ted Stevens Anchorage International Airport.

Designation of the Port of Anchorage as one of 23 Department of Defense National Strategic Seaports.

Increased interest in and utilization of our new barge bath.

Landside and waterside access to the Port, including road access associated with the proposed Knik Arm Bridge.

Declining availability of State and Federal funding sources.

Unpredictable terrorist events affecting implementation of Department of Homeland Security laws and regulations.

Port of Anchorage Workforce Projections

Division	2014	2015	2016	2017	2018	2019	2020	2021
Administrative / Engineering	9	8	8	8	8	8	8	8
Operations / Maintenance	12	12	12	12	12	12	12	12
Total Full Time	21	20	20	20	20	20	20	20
Part Time / Temporary	2	2	12	2	2	2	2	2
Total Positions	23	22	32	22	22	22	22	22
Total FTE	22.0	21.0	26.0	21.0	21.0	21.0	21.0	21.0

Port of Anchorage
8 Year Summary
(\$ in thousands)

Financial Overview	2014	2015	2016	2017	2018	2019	2020	2021
	Actuals	Proforma	Proposed	Forecast				
Revenues	12,310	12,947	12,693	13,010	13,336	13,669	14,011	14,361
Expenses*	23,569	18,967	21,945	19,823	20,616	21,234	21,659	21,875
Net Income(Loss)	(11,259)	(6,020)	(9,252)	(6,812)	(7,280)	(7,565)	(7,648)	(7,514)
Budgeted Positions	23	22	32	22	22	22	22	22
Capital Improvement Program	255,172	3,800	71,839	3,808	3,245	3,375	3,510	3,650
Long Term Debt**	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Net Plant (12/31)	26,095	129,442	133,600	137,408	140,653	144,028	147,538	151,188
Total Net Assets	168,338	166,555	162,336	161,488	160,305	159,250	158,115	156,679
General Cash Pool	10,205	12,760	14,581	14,781	14,981	15,181	15,381	15,581
Construction Cash Pool	6,988	10,788	10,788	11,424	12,425	13,292	14,231	15,464
Total Cash	17,193	23,548	25,369	26,205	27,406	28,473	29,612	31,045
IGCs - General Government	3,511	762	686	762	762	762	762	762
MESA	534	2,056	1,787	1,832	1,877	1,924	1,973	2,022
Total Outstanding Debt 12/31 - (Long Term Debt)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Debt Service Coverage (Short Term Note Interest)	707	456	456	456	456	456	456	456
Debt/Equity Ratio (12/31)	28/72	28/72	29/71	29/71	30/70	30/70	31/69	31/69
Tariff Wharfage Rates (01/15):								
1250 Petroleum, Bulk / Barrel	\$0.130	\$0.130	\$0.135	\$0.141	\$0.146	\$0.152	\$0.16	\$0.16
1250 Cement, Bulk / Ton	\$1.37	\$1.43	\$1.48	\$1.54	\$1.60	\$1.67	\$1.74	\$1.81
Statistical/Performance Trends:								
Tonnage (in thousands)	3,456	3,672	3,783	3,840	4,010	4,070	4,132	4,194
Operating Revenue/Ton	3.45	2.95	2.86	2.84	2.89	2.89	2.89	2.89

*AO2015-170 Appropriated legal contracts for FY2014 - 2016 total \$9M, FY16 requires \$3.5M of this appropriation and is represented in non labor expenses.

** Commercial Paper converted to a three year note in July 2013.

Port of Anchorage Statement of Revenues and Expenses

	2014 Actuals	2015 Proforma	2015 Revised	16 v 15 \$ Change	2016 Proposed*	16 v 15 % Change
Operating revenue						
Dock Revenue	5,555,705	5,969,918	5,751,810	39,264	5,791,074	0.7%
Industrial Park Revenue	4,548,180	4,500,422	4,423,599	3,000	4,426,599	0.1%
Other Operating Revenue	458,365	472,685	586,204	134,722	720,926	23.0%
Total Operating Revenue	10,562,250	10,943,025	10,761,613	176,986	10,938,599	1.6%
Non Operating Revenue						
Interest Income (Loss)	211,006	243,807	200,000	-	200,000	0.0%
Pipeline Right-of-Way Fee	174,968	270,493	160,000	-	160,000	0.0%
Miscellaneous Non-Operating Revenue	1,361,865	1,489,719	1,394,643	-	1,394,643	0.0%
Total Non Operating Revenue	1,747,839	2,004,019	1,754,643	-	1,754,643	0.0%
Total Revenue	12,310,089	12,947,044	12,516,256	176,986	12,693,242	1.4%
Operating Expenses						
Labor						
Labor and Benefits	2,503,925	2,364,190	2,670,374	445,939	3,116,313	16.7%
Overtime	36,723	59,650	68,040	-	68,040	0.0%
Total Labor	2,540,648	2,423,840	2,738,414	445,939	3,184,353	16.3%
Non Labor						
Non Labor	7,311,050	5,925,808	5,378,190	2,966,937	8,345,127	55.2%
Travel	90,189	8,960	30,000	-	30,000	0.0%
Transfers (MESA and Gross Receipts)	533,731	2,056,004	799,197	988,143	1,787,340	123.6%
Depreciation and Amortization	8,026,147	7,366,442	7,366,442	90,141	7,456,583	1.2%
Total Non Labor	15,961,117	15,357,214	13,573,829	4,045,221	17,619,050	29.8%
Total Direct Cost	18,501,765	17,781,054	16,312,243	4,491,160	20,803,403	27.5%
Charges from other departments	3,510,666	762,718	675,377	10,656	686,033	1.6%
Total Operating Expense	22,012,431	18,543,772	16,987,620	4,501,816	21,489,436	26.5%
Non Operating Expense						
Financing Costs on Short-Term Obligations	1,556,940	423,864	456,400	-	456,400	0.0%
Total Non Operating Expense	1,556,940	423,864	456,400	-	456,400	0.0%
Total Expenses (Function Cost)	23,569,371	18,967,636	17,444,020	4,501,816	21,945,836	25.8%
Net Income	(11,259,282)	(6,020,592)	(4,927,764)	(4,324,830)	(9,252,594)	87.8%
Appropriation						
Total Expenses			17,444,020	4,501,816	21,945,836	
Less: Non Cash items				-		
Depreciation and Amortization			7,366,442	90,141	7,456,583	
Total Non-Cash			7,366,442	90,141	7,456,583	
Amount to be Appropriated (Cash Expenses)			10,077,578	4,411,675	14,489,253	

*AO2015-170 Appropriated legal contracts for FY2014 - 2016 total \$9M, FY16 requires \$3.5M of this appropriation and is represented in non labor.

Port of Anchorage Reconciliation from 2015 Revised Budget to 2016 Proposed Budget

	Appropriation	Positions		
		FT	PT	T
2015 Revised Budget	17,444,020	21	1	-
Transfers (to)/from Other Agencies				
- MESA	988,143	-	-	-
- Charges by/from others	10,656			
Changes in Existing Programs/Funding for 2016				
- PIEP Legal Contracts - AO2015-170 appropriated legal contracts for FY2014 - 2016 total \$9M, FY16 requires \$3.5M of this appropriation	3,500,000	-	-	-
- PIEP Discovery Research Team (DiRT) - 10 Temporary positions to complete document catalog and research work; 7 FT, 3 PT	413,063	-	-	10
- Legal Services	(413,063)	-	-	-
- Insurance - Savings due to obtaining a 5 year policy, sufficient insurance budget remains	(75,000)	-	-	-
- Depreciation	90,141	-	-	-
- Salary and benefits adjustments	32,876	-	-	-
2016 Continuation Level	21,990,836	21	1	10
2016 Proposed Budget Changes				
- Decrease advertising	(45,000)	-	-	-
2016 Proposed Budget	21,945,836	21	1	10
2016 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation	(7,456,583)	-	-	-
2016 Proposed Budget (Appropriation)	14,489,253	21	1	10

Port of Anchorage
2016 Capital Improvement Budget
(in thousands)

Project Title	Debt	State/Fed Grant	Equity/ Operations	Total
Emergency Power Upgrade	-	-	750	750
Port Modernization	-	67,000	-	67,000
Port Security	-	813	276	1,089
Wharf Pile Enhancements	-	-	3,000	3,000
Total	-	67,813	4,026	71,839

Port of Anchorage
2016 - 2021 Capital Improvement Program
(in thousands)

Project Category	2016	2017	2018	2019	2020	2021	Total
Anchorage Port Modernization Project	67,000	-	-	-	-	-	67,000
Buildings and Equipment	1,839	688	-	-	-	-	2,527
Wharf Pile Enhancements	3,000	3,120	3,245	3,375	3,510	3,650	19,899
Total	71,839	3,808	3,245	3,375	3,510	3,650	89,426

Funding Source	2016	2017	2018	2019	2020	2021	Total
State/Fed Grants	67,813	688	-	-	-	-	68,501
Equity/Operations	4,026	3,120	3,245	3,375	3,510	3,650	20,925
Total	71,839	3,808	3,245	3,375	3,510	3,650	89,426

Port of Anchorage Statement of Cash Sources and Uses

	2014 Actuals	2015 Proforma	2016 Proposed
Sources of Cash Funds			
Net Cash by Operating Activities	3,634,653	6,130,809	1,620,650
Interest	236,164	223,807	200,000
Grant Proceeds/Capital Contributions	1,247,658	3,800,000	71,839,000
Total Sources of Cash Funds	5,118,475	10,154,616	73,659,650
Uses of Cash Funds			
Additions to Plant	6,863,023	3,800,000	71,839,000
Total Uses of Cash Funds	6,863,023	3,800,000	71,839,000
Net Increase (Decrease) in Cash Funds	(2,646,995)	6,354,616	1,820,650
Cash Balance, January 1	19,840,514	17,193,519	23,548,135
Cash Balance, December 31	17,193,519	23,548,135	25,368,785
Detail of Cash and Investment Funds			
Equity in General Cash Pool	10,205,074	16,559,690	18,380,340
Equity in Construction Cash Pool	6,988,445	6,988,445	6,988,445
Cash Balance, December 31	17,193,519	23,548,135	25,368,785

About Port of Anchorage

History

The Port of Anchorage commenced operation in September 1961, with a single berth. In its first year of operation, 38,000 tons of cargo crossed the Port's dock. On average, around four million tons passes over the dock every year, equating to about 250,000 commercial truck trips through Port property. The Port of Anchorage is a major economic engine and one of the strongest links in the Alaska transportation chain. This chain enables residents statewide, from Cordova to Barrow, to take full advantage of the benefits of inexpensive waterborne commerce through this regional Port. The Port and its stakeholders have maintained a notable safety record throughout the five decades the Port has been in operation. The Port is one of 21 nationally designated Department of Defense strategic seaports.

The Anchorage Port Modernization Project (APMP) began in 2003 as the Port Intermodal Expansion Project (PIEP). What started as an expansion effort, is now solely focused on replacing the deteriorating dock structures that have reached their original design life and were not built to current engineering standards for operational and seismic performance.

Physical Plant

Real Estate: 128 acres of developed uplands
65 acres currently under construction
48 acres of newly acquired land from JBER
400 acres of economically developable tidelands to the north and south of
the existing Industrial Park and dock area
1,000 acres of submerged lands offshore from tidelands holdings
1,641 total acres

Terminals:

- Three General Cargo Terminals, 2,109 ft. of dock face, container, roll on\roll off, bulk cement and break bulk capabilities
- Two Bulk Petroleum Product Terminals with 600 feet each of berthing space with four 2,000-bbl./hr.-product pipelines each
- Operating depth at all facilities: dredged to -35 feet MLLW
- Maximum vessel tonnage: 60,000 DWT
- Maximum length and breadth: No limit
- On-dock Transit Shed with 27,000 square foot heated storage/office space
- One dry barge berth, available spring through fall, and 15 acres of uplands for any type commodity movement

Cargo Handling Equipment:

- Rail mounted, electric Container Cranes:
(2) 30 ton and (1) 40 ton
- Portable Cranes to 150 tons available
- Forklifts to 30 tons available
- Bulk Petroleum Valve Yard capable of accommodating multiple simultaneous marine/shore and/or inter-user shore side transfers.

U.S. Port of Entry: Foreign Trade Zone service available.

Services

Approximately 74% of all waterborne freight, and 95% of all refined petroleum products sold within the Railbelt and beyond (87% of the State's population) move through the Port of Anchorage on an annual basis. Container service is available twice a week from the Port of Tacoma through two domestic ocean carriers. Bulk shipments, both domestic and foreign, involve imports of basic commodities such as cement, refined petroleum products and construction materials. The Port of Anchorage, due to its strategic global position and close proximity to neighboring military bases, Joint Base Elmendorf-Richardson and Fort Wainwright are key transportation nodes for Department of Defense concerning mobilization planning, shipping/transporting of jet fuel and other related petroleum products and bulk cargo for military use. The Port serves as the primary export facility for the largest petroleum refinery in Alaska, located in North Pole, and facilitates in the delivery of refined petroleum products from the State's other refineries.

The Municipality of Anchorage is the Grantee of Anchorage Foreign Trade Zone (FTZ) No. 160, the only activated FTZ in the State of Alaska. The Port of Anchorage is the Municipal department responsible for the administration of the FTZ program in Anchorage. At the present time, FTZ No. 160 is comprised of seven sites totaling some 1,000 acres located at the Port of Anchorage, Anchorage International Airport and at five private sites throughout the Municipality. An application for subzone status for the Tesoro Petroleum refinery in Kenai was approved by the United States Department of Commerce, Foreign Trade Zones Board in May 2001.

Regulation

Dock revenue rates for the Port of Anchorage are established in the Port of Anchorage Terminal Tariff No. 8 and through contractual Terminal Preferential Usage Agreements. Changes to the tariff and adjustments to the five year Preferential Usage Agreements' charges require initial approval by the Anchorage Port Commission, and are subject to final approval by the Anchorage Municipal Assembly.

Port Industrial Park Revenue is derived from long-term leases of properties in the 220-acre Port Industrial Park. The leases provide for five-year rate adjustments that are performed in accordance with Anchorage Municipal Code provisions. Leases and lease options are subject to Municipal Assembly approval.

Environmental Mandates

The Port complies with a broad range of local, state and federal environmental standards, including all provisions of the National Environmental Policy Act (NEPA), Clean Water Act, Clean Air Act, National Pollution Discharge Elimination System (NPDES), the Marine Mammal Protection Act (MMPA), Endangered Species Act and Coastal Zone Management Plan.

Port Safety Security and Emergency Preparedness

Because the Port is a lifeline to the state of Alaska, safety, security and emergency preparedness are key parts of Port operations. Threats of natural disasters, accidents, or terrorist potentially disrupting the commerce and fuel supply for 87% of the state's population is of utmost importance. Efforts will continue to prevent and minimize these threats as well as establishing recovery procedures. These efforts are done in conjunction with the Port stakeholders, MOA, state, and federal agencies. The Port continues to undergo security upgrades via Federal Port Security Grant applications and awards. Emergency preparedness planning and drills continue to be held to establish up to date disaster action and mitigation plans.