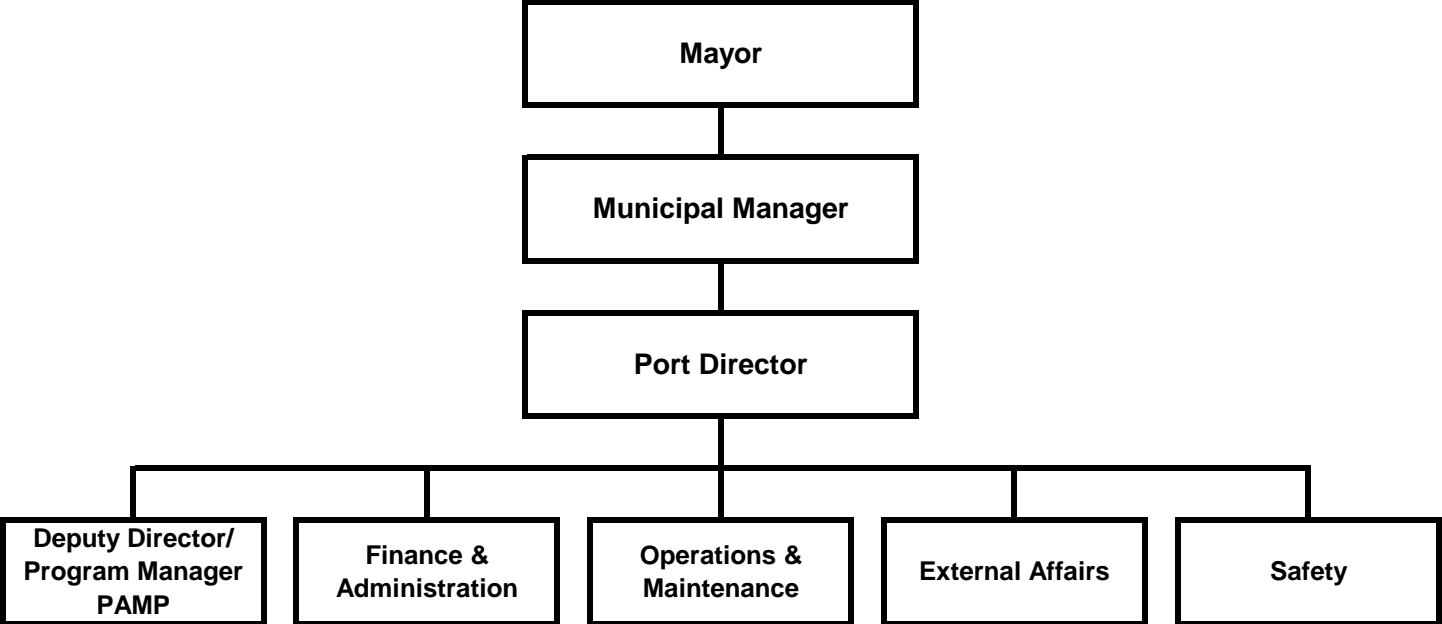


Port of Alaska



Port of Alaska Organizational Overview

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

The Port Director is responsible for overseeing the day-to-day business operations of the Port; interacting as needed with tenants, the U.S. Coast Guard, the military and any new business prospects interested in operating out of the Port.

The Deputy Port Director acts on behalf of the Port Director in his absence and provides technical and professional guidance for the Port's capital improvement program, is responsible for state and federal grant applications, leads the Port's GIS effort, and serves as the Program Manager for the Alaska Port Modernization Program.

The Port's Superintendent for Operations oversees all Port operations, to include all aspects of facility maintenance, vessel scheduling, movements and dockside activities, general upkeep and operation of Port facilities, infrastructure, equipment, upkeep and day-to-day management of all municipally owned infrastructure, roads, and docks. This individual also serves in the role of Facility Security Officer, overseeing the Port security contract for Port. Also, under his direction, Port Maintenance is responsible for the dredging and upkeep of the Ship Creek Small Boat Launch and the Dry Barge Berth.



Figure 1. Photo taken by Andre Horton

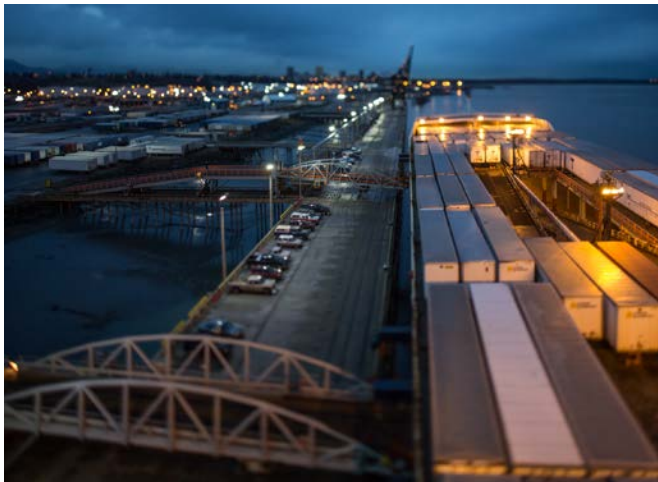


Figure 2. Photo taken by Andre Horton

The Port's Safety Coordinator oversees the Port staff's workplace safety program, heads the Port's Safety Working Group, and coordinates safety-related interactions with the municipality's Risk Management Department. The Safety Coordinator reports directly to the Port Director.

The Finance & Administration Section's responsibilities include the performance of the day-to-day business functions supporting the Port and Municipality as required. Duties performed by the staff in this section include receptionist duties; accounts payable and receivable; financial management; and analysis of reports and

budgets. The finance section is also responsible for real estate management, grants management, and budgeting preparation for the operating and Capital Improvement Plan.

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



Figure 3. Port of Alaska Docks

Port of Alaska Business Plan

Mission

The Port of Alaska 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 Alaska 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 all of the land, docks, and municipal buildings that encompass the Port of Alaska.

Business Goals

- Provide Port operating expertise and management to the Port of Alaska Modernization Program (PAMP) with 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; demand timely payments from all users.
- 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 maintenance of and access to the Small Boat Launch.
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, National Oceanic and Atmospheric Administration (NOAA), foreign navy, and Arctic research vessels on behalf of the Municipality of Anchorage, as needed.

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 year-to-date for current vs prior year.
3. Occupational Safety and Health Administration (OSHA) recordable incidents for current vs prior year (# of incidents, loss of time, and cost).

Port of Alaska

Anchorage: Performance. Value. Results.

Mission

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

Core Services

- Provide all 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

- Ongoing repair and enhancement of deteriorated dock pile.
- Continued maintenance of valve yard valves and piping through scheduled inspections and timely maintenance.
- Continued maintenance and repair of storm drain systems and Ship Creek Boat Launch.
- 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 Alaska Modernization Project (PAMP).

Performance Measures

Progress in achieving goals will be measured by the following:

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

	<u>2018</u>	<u>2019 (YTD)</u>
Total Hours	2,062	661
Total Cost	\$103,183	\$ 36,396

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

	<u>6/30/2018</u>	<u>6/30/2019</u>	<u>%Growth/(Loss)</u>
*Net Operating Income	\$ (965,078)	\$ (837,933)	13%
Total Cash Flow	\$ 2,545,613	\$ 2,879,740	13%

* Unaudited

* Net Operating Income includes Depreciation (non-cash item).

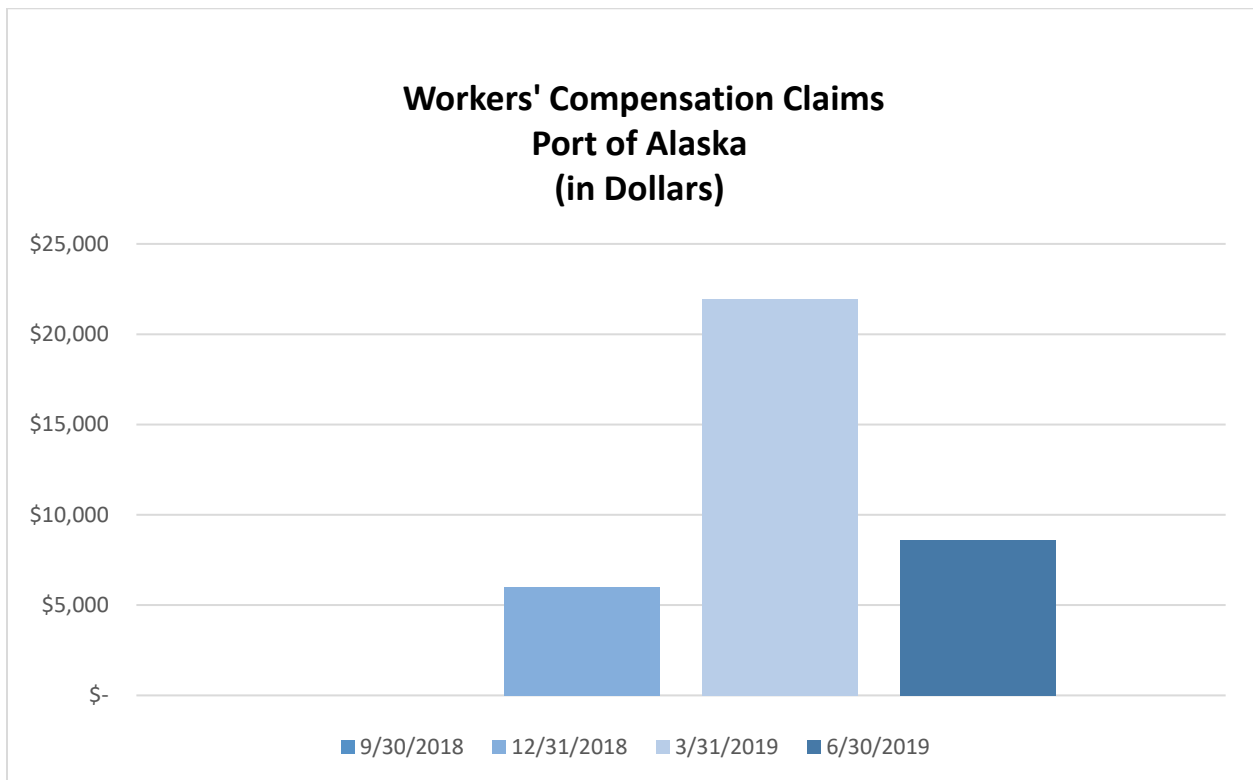
Measures #3: Occupational Safety and Hazard Administration (OSHA) recordable incidents for current vs prior year (# of incidents, loss of time, and cost)

	<u>2018</u>	<u>2019 (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 Alaska Highlights and Future Events

Port of Alaska Modernization Program (PAMP)

Port of Alaska is a Municipality of Anchorage owned and operated facility that serves Anchorage, the State of Alaska and the nation. The facility opened in 1961 to promote regional economic development. It has grown into Alaska's primary, inbound cargo facility that handles some 75 percent of all non-petroleum marine cargo shipped into Alaska. Today it supports more than \$14 billion of state-wide economic activity annually, including goods consumed by 90 percent of all Alaskans. Port of Alaska is one of 17 Department of Defence - designated Commercial Strategic Seaports world-wide and projects U.S. force across Alaska, the Pacific Rim and the Arctic. It also accounts for almost half of the jet fuel consumed at Ted Stevens International Airport, the nation's second busiest air-cargo hub and the fifth busiest in the world.

Port of Alaska's half-century-old docks have long-exceeded their 35-year design life and inspections show that its aging wharf piles have lost up to three-quarters of their original thickness near the mud line. Crews started installing steel jackets on corroding piles in 2004 and have reinforced about half of the facility's wharf piles through the end of 2019. Crews are also maintaining fender piles, cathodic protection systems and other dock-related infrastructure. Nevertheless, most of these repairs are one-time fixes that only last 10-15 years and do little to enhance seismic resiliency.

The Port of Alaska Modernization Program (PAMP) will replace aging docks and related infrastructure to:

- Improve operational safety and efficiency
- Accommodate modern shipping operations
- Improve resiliency to survive extreme seismic events and Cook Inlet's harsh marine environment.

The first PAMP project is constructing a new petroleum cement terminal (PCT) just south of Port of Alaska's existing docks. Crews finished shore stabilization and transitional dredging for the PCT in September 2019 and in-water dock construction is scheduled to begin spring 2020. Financing options are under review to complete PCT construction in 2021 and to continue remaining PAMP-related scoping, design, permitting and construction work.

Remaining PAMP-related projects could include construction of one or two general cargo terminals that have lift-on/lift-off and roll-on/roll-off capabilities, a second petroleum terminal, North Extension stabilization, and demolition of all decommissioned docks. All PAMP- and North Extension-related projects are expected to take 8-to-ten years to construct, depending upon final project scopes, schedules and design. PAMP project funding is expected from a combination of state and federal grants, private funding sources and cargo-related fees and tariffs.

Ongoing Facility Maintenance

Port of Alaska officials are working to provide uninterrupted service and capability throughout PAMP 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. Recommendations in the Port's Capital Improvement Budget address items needing immediate attention outside of the PAMP, including additional wharf pile and fender system repairs and a project that supports the GIS mapping of all Port facilities.

Port of Alaska 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 liquefied natural gas (LNG) export.

Catching up with the changing equipment and infrastructure needs of the maritime shipping community so as not to lose relevance, to keep port users competitive, and to keep the cost of goods to the consumer reasonable.

Sustaining the response to jet fuel requirements from Ted Stevens Anchorage International Airport and Joint Base Elmendorf-Richardson (JBER).

Designation of the Port of Alaska as one of 17 Department of Defense – designated Commercial Strategic Seaports.

Unpredictability of State and Federal funding.

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

Port of Alaska Workforce Projections

Division	2018	2019	2020	2021	2022	2023	2024	2025
Administrative / Engineering	7	7	7	7	7	7	7	7
Operations / Maintenance	13	13	13	13	13	13	13	13
Total Full Time	20	20	20	20	20	20	20	20
Part Time / Temporary	2	2	2	2	2	2	2	2
Total Part Time	2	2	2	2	2	2	2	2
Total Positions	22	22	22	22	22	22	22	22
Total FTE	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0

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

Financial Overview	2018	2019	2020	2021	2022	2023	2024	2025
	Actuals	Proforma	Proposed	Forecast				
Revenues	14,321	14,132	14,059	14,410	14,771	15,140	15,519	15,906
Expenses (1)	21,949	23,014	22,234	23,123	21,048	21,680	22,113	22,334
Net Income(Loss)	(7,628)	(8,882)	(8,175)	(8,713)	(6,278)	(6,540)	(6,595)	(6,428)
(1): Expenses shown include all depreciation, including depreciation on assets purchased with grant funds.								
Budgeted Positions	22	22	22	22	22	22	22	22
Capital Improvement Program	1,750	5,789	7,600	4,750	4,750	3,250	3,250	3,000
Long Term Debt**	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Net Plant (12/31)	157,920	163,709	171,309	176,059	179,309	181,059	182,809	184,309
Net Assets (12/31)	191,304	197,093	204,693	202,056	230,365	226,018	223,347	222,114
General Cash Pool	6,520	8,985	11,412	11,412	40,283	69,786	99,722	129,880
Construction Cash Pool	14,445	20,234	27,835	32,585	37,335	3,250	6,500	9,500
Total Cash	20,965	29,219	39,247	43,997	77,618	73,036	106,222	139,380
Charges by Other Depts	985	1,004	1,029	1,055	1,081	1,108	1,136	1,164
Transfers (MESA)	2,019	2,087	2,062	2,083	2,135	2,188	2,243	2,299
Long Term Debt	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Debt Service Coverage	1,152	1,386	1,325	1,325	1,350	1,350	1,350	1,350
Debt/Equity Ratio	27/72	26/72	29/71	29/71	30/70	30/70	31/69	31/69
Tariff Wharfage Rates (01/15):								
1250 Petroleum, Bulk / Barrel	\$0.146	\$0.152	\$0.158	\$0.164	\$0.171	\$0.178	\$0.185	\$0.192
1250 Cement, Bulk / Ton	\$1.61	\$1.67	\$1.74	\$1.81	\$1.88	\$1.95	\$2.03	\$2.11
Statistical/Performance Trends:								
Tonnage (in thousands)	3,949	3,524	3,525	3,578	3,632	3,686	3,741	3,797
Operating Revenue/Ton	3.12	3.36	3.37	3.41	3.40	3.41	3.45	3.50

** Line of Credit renewed in June 2019 - 2yr term

MESA - Municipal Enterprise Service Assessment

Port of Alaska
Statement of Revenues and Expenses

	2018 Actuals	2019 Proforma	2019 Revised	20 v 19 \$ Change	2020 Proposed	20 v 19 % Change
Operating Revenue						
Dock Revenue	6,762,486	6,257,696	6,302,487	-	6,302,487	0.0%
Industrial Park Revenue	5,036,375	5,004,521	5,288,645	(87,025)	5,201,620	-1.6%
Other Operating Revenue	526,851	315,898	280,500	-	280,500	0.0%
Total Operating Revenue	12,325,712	11,578,115	11,871,632	(87,025)	11,784,607	-0.7%
Non Operating Revenue						
Interest Income (Loss)	312,700	759,161	200,000	337,000	537,000	168.5%
Pipeline Right-of-Way Fee	202,056	202,500	160,000	13,000	173,000	8.1%
Other Revenues	1,480,808	1,592,705	1,477,975	87,025	1,565,000	5.9%
Total Non Operating Revenue	1,995,564	2,554,366	1,837,975	437,025	2,275,000	23.8%
Total Revenue	14,321,276	14,132,481	13,709,607	350,000	14,059,607	2.6%
Operating Expense						
Labor						
Salaries and Benefits	2,602,300	2,622,349	2,807,450	41,040	2,848,490	1.5%
Overtime	100,950	102,464	104,365	-	104,365	0.0%
Total Labor	2,703,250	2,724,813	2,911,815	41,040	2,952,855	1.4%
Non Labor						
Non Labor	7,010,609	8,678,503	7,637,690	-	7,637,690	0.0%
Travel	39,465	31,240	40,000	-	40,000	0.0%
Transfers (MESA and Gross Receipts)	3,033,915	2,087,485	2,105,301	(43,452)	2,061,849	-2.1%
Depreciation and Amortization	7,024,522	7,103,250	7,435,347	(247,556)	7,187,791	-3.3%
Total Non Labor	17,108,511	17,900,478	17,218,338	(291,008)	16,927,330	-1.7%
Total Direct Cost	19,811,761	20,625,291	20,130,153	(249,968)	19,880,185	-1.2%
Charges by Other Departments	985,176	1,003,683	1,003,683	25,163	1,028,846	2.5%
Total Operating Expense	20,796,937	21,628,974	21,133,836	(224,805)	20,909,031	-1.1%
Non Operating Expense						
Financing Costs on Short-Term Obligations	1,152,083	1,385,977	1,325,000	-	1,325,000	0.0%
Total Non Operating Expense	1,152,083	1,385,977	1,325,000	-	1,325,000	0.0%
Total Expense (Function Cost)	21,949,020	23,014,951	22,458,836	(224,805)	22,234,031	-1.0%
Net Income (Loss)	(7,627,745)	(8,882,470)	(8,749,229)	574,805	(8,174,424)	-6.6%
Appropriation:						
Total Expense			22,458,836	(224,805)	22,234,031	
Less: Non Cash Items				-		
Depreciation and Amortization			7,435,347	(247,556)	7,187,791	
Total Non-Cash			7,435,347	(247,556)	7,187,791	
Amount to be Appropriated (Cash Expense)			15,023,489	22,751	15,046,240	

Port of Alaska
Reconciliation from 2019 Revised Budget to 2020 Proposed Budget

	Appropriation	Positions		
		FT	PT	T
2019 Revised Budget	22,458,836	19	3	-
Transfers by/to Other Departments				
- Charges by Other Departments	25,163	-	-	-
Changes in Existing Programs/Funding for 2020				
- Salaries and Benefits Adjustments	41,040	-	-	-
- Municipal Enterprise Service Assessment (MESA) and Gross Receipts	(43,452)	-	-	-
- Depreciation	(247,556)	-	-	-
2020 Continuation Level	22,234,031	19	3	-
2020 Proposed Budget Changes				
- None	-	-	-	-
2020 Proposed Budget	22,234,031	19	3	-
2020 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation	(7,187,791)	-	-	-
2020 Proposed Budget (Appropriation)	15,046,240	19	3	-

Port of Alaska
2020 - 2025 Capital Improvement Program
(in thousands)

Project Category	2020	2021	2022	2023	2024	2025	Total
Fender Pile Enhancements	5,500	1,500	1,500	1,500	1,500	1,500	13,000
Port Equipment	350	-	-	-	-	-	350
Storm Drain Enhancements	1,000	1,500	1,500	-	-	-	4,000
Wharf Pile Enhancements	750	1,750	1,750	1,750	1,750	1,500	9,250
Total	7,600	4,750	4,750	3,250	3,250	3,000	26,600

Funding Source	2020	2021	2022	2023	2024	2025	Total
State/Federal Funds	4,000	-	-	-	-	-	4,000
Port Equity	3,600	4,750	4,750	3,250	3,250	3,000	22,600
Total	7,600	4,750	4,750	3,250	3,250	3,000	26,600

Port of Alaska
2020 Capital Improvement Budget
(in thousands)

Project Title	Debt	State/Fed Grant	Equity/ Operations	Total
Fender Pile Enhancements	-	4,000	1,500	5,500
Port Equipment	-	-	350	350
Storm Drain Enhancements	-	-	1,000	1,000
Wharf Pile Enhancements	-	-	750	750
Total	-	4,000	3,600	7,600

Port of Alaska Statement of Cash Sources and Uses

	2018 Actuals	2019 Proforma	2020 Proposed
Sources of Cash Funds			
Net Cash by Operating Activities	2,286,561	2,168,471	2,227,516
Interest	318,660	296,688	200,000
Grant Proceeds/Capital Contributions	10,562,025	5,788,722	7,600,000
Total Sources of Cash Funds	13,167,246	8,253,881	10,027,516
Uses of Cash Funds			
Additions to Plant	21,143,922	5,788,722	7,600,000
Total Uses of Cash Funds	21,143,922	5,788,722	7,600,000
Net Increase (Decrease) in Cash Funds	(7,976,676)	8,253,881	10,027,516
Cash Balance, January 1	28,941,510	20,964,834	29,218,715
Cash Balance, December 31	20,964,834	29,218,715	39,246,231
Detail of Cash and Investment Funds			
Equity in General Cash Pool	6,520,046	8,985,205	11,412,721
Equity in Construction Cash Pool	14,444,788	20,233,510	27,833,510
Cash Balance, December 31	20,964,834	29,218,715	39,246,231

About Port of Alaska

History

The Port of Alaska commenced operation in September 1961 as the Port of Anchorage, with a single berth. In its first year of operation, 38,000 tons of cargo crossed the dock. On average, around four million tons pass over the dock every year, equating to about 250,000 commercial truck trips through Port property. The Port of Alaska 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 of operation. The Port is one of 17 Department of Defense - designated Commercial Strategic Seaports. On October 24, 2017, the Anchorage Assembly approved ordinance AO 2017-122(S) to change the name to the Port of Alaska in an effort to recognize the statewide importance of this vital marine intermodal facility.

Physical Plant

Real Estate: 128 acres of developed uplands

65 acres currently under construction

48 acres of newly acquired land from Joint Base Elmendorf-Richardson (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, bulk cement, dry bulk 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 (FTZ) service available.

Services

Approximately 50% of all waterborne freight entering the State, and 90% of all refined petroleum products sold within the Railbelt and beyond (87% of the State's population) move through the Port of Alaska 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. Due to its strategic global position and close proximity to neighboring military bases, JBER 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 Municipality of Anchorage is the Grantee of FTZ No. 160, the only activated FTZ in the State of Alaska. The Port of Alaska is the Municipal department responsible for the administration of the FTZ program in Anchorage. Under the FTZ Alternate Site Framework construct, the entire Municipality is the identified FTZ. At the present time, there are seven "sub-zones" totaling some 1,000 acres located at the Port, Ted Stevens Anchorage International Airport and at five private sites throughout the Municipality. An application for subzone status for the Andeavor (formerly Tesoro) 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 Alaska are established in the Port's Terminal Tariff No. 8.2 and through contractual Terminal Preferential Usage Agreements. Changes to the tariff and adjustments to the 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. The Port area was also granted a categorical exclusion from Cook Inlet beluga whale critical habitat for reasons of its strategic importance to the Department of Defense and the State of Alaska.

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 terrorists 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, and Municipal, 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.

Master Planning

The Port of Alaska Modernization Project (PAMP) began in 2003 as the Port of Anchorage 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.