

Strategic and Operational Plan Implementation of Seaports (Utilization Jeddah Port)

A. Elentably

King Abdul-Aziz University, Saudi Arabia

ABSTRACT: The Port of Jeddah (Port) released the initial version of this Strategic Plan in 2006. It was developed by Port staff, along with input, as a five-year rolling plan designed to guide the Port's future development while keeping in mind the needs of our tenants, local community members and stakeholders, and the nation. This is the second update to the Strategic Plan since its initial release. While the Port's overarching principles – commitment to environmental stewardship, addressing tenant needs, goods movement, economic development, and security – have remained largely unchanged, it is important for us to adapt our strategies to meet the challenges of an ever changing local and global environment. The Port is among the world's premier ports and is a critical hub for global trade. This prominence brings with it responsibilities and expectations for the highest possible standards for efficiency, safety and security, and environmental leadership. The Port is the nation's busiest container port and part of the world's busiest port complex, handling 3.7 million twenty-foot equivalent units in 2013. Global trade and goods movement is Western kingdom of Saudi Arabia's strongest industries in terms of jobs and economic activity. The Port of Jeddah powers these industries, handling almost more than a quarter of the cargo that enters the kingdom of Saudi Arabia annually. Through the Port's activities, a lot of jobs are created in western kingdom of Saudi Arabia and over five hundred thousand nationwide. In order to maintain our position among the world's premier ports, the Port is continually addressing the demands for providing modern and efficient cargo handling terminals as well as transportation and infrastructure projects. Protecting one of the nation's most vital economic hubs is also an ongoing challenge. Finally, promoting a sustainable "grow green" philosophy and ensuring that we are the leader among ports in promoting environmental stewardship is a strategic objective of the Port. A strategic plan is a management tool used to improve the performance of an organization and outlines the organization's direction and priorities. This plan identifies the Port's twelve strategic objectives for the next five years. Each of the objectives identifies a series of an act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something that the Port will undertake to accomplish that objective. While these objectives are organization-focused and require the coordination of resources throughout the Port, each one will be championed by a bureau, and the divisions within that bureau, as this paper will contain.

1 JEDDAH ISLAMIC PORT PROFILE

1.1 *Geographical advantage*

Jeddah Islamic Port has an excellent location in the

middle of the international shipping route between east and west. The port lies on the Red Sea coast at latitude 28° 21'. Jeddah Islamic Port Services

1.2 Cargo services:

The Kingdom established the Seaport Authority, in September 1976, whereupon it started developing Jeddah Islamic Port and its facilities were expanded from modest 10 operational berths in 1976 to the 58 berths of international status in service today.

Jeddah Islamic Port which is a congestion free harbor occupies 10.5 square kilo meters, with 81 deep water quays having an overall length of 11.2 kilometers with a draft reaching 16 meters. Which can accommodate the latest generation of large container vessels (with a capacity of 6500 TEUs)? The port provides handling services for all types of cargo by means of highly specialized cargo terminals, distributed as follows:

- container terminals
- bulk grain terminals
- bulk edible oil terminal
- ro-ro cargo terminals
- general cargo terminals
- live stock terminals
- chilled and frozen cargo terminals
- passenger terminal

2 MARINE SERVICES

The port has a large fleet of marine craft such as salvage tugboats, fire-fighting boat, other marine craft specialized in fighting pollution and a buoy laying vessel. Along with other crafts for pilotage, mooring and collecting garbage. In addition a floating crane of 200 tones capacity is also available. The marine tower controls the traffic of vessels. It is provided with most sophisticated wire/wireless communication equipment to serve navigation, to control and guide vessels. These facilities enable the port to carry out its marine function efficiently to meet the operational demands.

2.1 Cargo handling equipment

The port has available modern specialized equipment such as quay container gantry cranes, straddle carriers, rubber tired gantry cranes, and yard cranes mobile cranes for handling various types of cargo. Significant numbers of reefer points to provide reefer containers with electricity. Various types of forklifts, low and high trailer with different load capacities. This is in addition to bulk grain discharging equipment. Complete range of cargo handling equipment for all types of cargo with adequate reserve of equipment to ensure smooth an expeditious cargo handling operations.

2.2 Workshop/ maintenance facilities

The following purpose built workshops facilities are located throughout the port area.

Table 1.

Type of workshop	Number of workshops
Cargo handling equipment	7
Marine equipment	1
Civil engineering	1
Electrical engineering	1
Electronic engineering	1

2.2.1 Ship repair yard

One of the important facilities in the port is King Fahad Ship Repair Yard. It is equipped with the most modern facilities for maintenance, repair of vessels, building of small crafts. It comprises of two floating docks, which can receive vessels up to 45000 tons. in addition two berths (170) meters long to receive vessels up to 60000 tones.

2.2.2 Types of berth and storage facilities:

Jeddah Islamic Port consists of (58) berths, which have been distributed to handle specialized type of cargo. Which are as follows:

Table 2.

Berth by cargo handling type	No. of berths
Container Terminal (South)	7
Container Terminal (North)	4
Ro-Ro and Passenger Terminal	10
Bulk Grain Terminal	7
Bulk Edible oil & Bulk Sugar Terminal	2
General Cargo Terminal (South)	12
General Cargo Terminal (North)	10
Chilled and Frozen Cargo Terminal	4
Livestock Terminal	2
Red Sea Gateway Terminal	4

2.2.3 Storage area:

The total area of the port is approximately 9 sq. kilometers and 2.5 sq. kilometers of which is used as storage areas which are divided into:

Open storage area of 2.1 sq. kilometers and covered storage area of 0.4 sq. kms consists of 59 warehouses and transit sheds In addition the Grain Silo & Grain Mills and Rice mill also have silos for storing grain. Tanks are available to store edible oil.

3 PRIVATIZATION

The port has assigned the management, operation and maintenance of the berths in the port to the private sector in the following areas:

- King Fahad Ship Repair Yard
- Ro-Ro and passenger terminal
- Bulk Grain Terminal
- North Container Terminal
- Southern Terminals for general cargo and live stock
- North Terminal for general cargo
- South Container Terminal

Operation, administration and maintenance of all marine crafts and navigation channel including marine control.

These contracts have been leased on 10 years & 20 years bases with the lessees having to invest significantly in new equipment, modernization and upgrading of these facilities.



Figure 1. Jeddah Port Picture



Figure 2. Jeddah Port



Figure 3. Jeddah Port

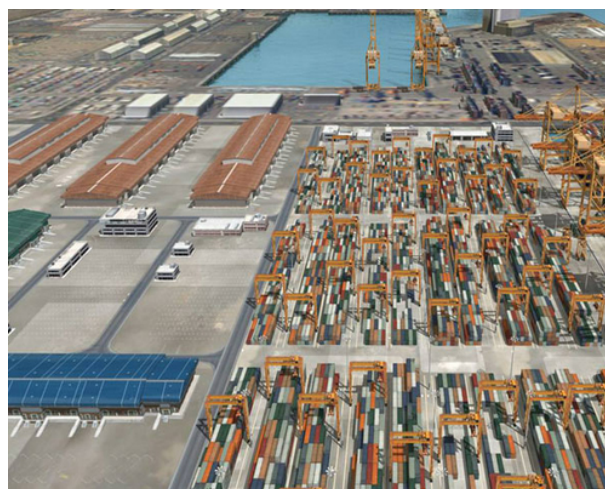


Figure 4. Jeddah Port

Table 3. Summary of cargo throughput(example)
Jan 2013 all seapa ports

CARGO TYPE	MONTH		YEAR TO DATE	
	DISCHARGED	LOADED	DISCHARGED	LOADED
BULK CARGO (SOLID)	2,251,828	605,740	2,251,828	605,740
BULK CARGO (LIQUID)*	507,691	5,196,181	507,691	5,196,181
GENERAL CARGO	822,023	121,809	822,023	121,809
CONTAINERS	3,049,143	2,285,702	3,049,143	2,285,702
RO-RO & VEHICLES	243,494	22,103	243,494	22,103
LIVESTOCK	20,867	-	20,867	-
TOTAL	6,895,046	8,231,535	6,895,046	8,231,535
TOTAL PORT THROUGHPUT		15,126,581		15,126,581

(* BULK CARGO EXCLUDING CRUDE OIL)

Table 4. Port throughput (numbers)

TYPE	MONTH			YEAR TO DATE		
	ARRIVED	DEPARTED	TOTAL	ARRIVED	DEPARTED	TOTAL
PASSENGERS	39,554	27,256	66,810	39,554	27,256	66,810
VESSLS	DISCHARGED	LOADED	TOTAL	DISCHARGED	LOADED	TOTAL
CONTAINERS (TEU)	673	239	912	673	239	912
VEHICLES	257,678	275,104	532,782	257,678	275,104	532,782
LIVESTOCK	89,366	9,556	98,922	89,366	9,556	98,922
	608,807	-	608,807	608,807	-	608,807



Figure 5. Jeddah Port

4 STRATEGIC PLAN

4.1 DEFINITION

A strategic plan is a management tool used to improve the performance of an organization and outlines the organization's direction and priorities.

4.2 OBJECTIVES

This plan identifies the Port's twelve strategic objectives for the next five years. Each of the objectives identifies a series of an act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something that the Port will undertake to accomplish that objective. While these objectives are organization-focused and require the coordination of resources throughout the Port, each one will be championed by a bureau, and the divisions within that bureau, as follows:

5 STRATEGIC PLAN

This plan including the following objectives:

- 1 Strategic Objective 1 (LAND USE) :
Business Development Bureau (Planning & Economic Development and Real Estate Divisions)
- 2 Strategic Objective 2 (DEVELOPMENT) :
Development Bureau (Engineering and Construction Divisions)
- 3 Strategic Objective 3 (MOVEMENT):
Transportation and goods
Development Bureau (Goods Movement Division)
- 4 Strategic Objective 4 (FINANCIAL):
Finance and Administration Bureau (Risk Management, Accounting, Financial Management, Internal/Management Audit, and Contracts & Purchasing Divisions)
- 5 Strategic Objective 5 (ENVIRONMENTAL)
Development Bureau (Environmental Management Division)
- 6 Strategic Objective 6 (TECHNOLOGY AND GREEN ENERGY):
Development Bureau (Engineering and Environmental Management Divisions)

- 7 Strategic Objective 7 (SAFETY AND SECURITY):
Operations Bureau (Port Police)
- 8 Strategic Objective 8 (OPERATIONS):
Operations Bureau (Construction & Maintenance and quays Divisions)
- 9 Strategic Objective 9 (EXTERNAL RELATIONS):
External Relations Bureau (Government Affairs, Communications, Community Relations, Corporate Communications, and Media Relations Divisions)
- 10 Strategic Objective 10 (BUSINESS DEVELOPMENT):
Business Development Bureau (Marketing, Trade Services, and Planning & Economic Development Divisions)
- 11 Strategic Objective 11 (ORGANIZATIONAL DEVELOPMENT):
Finance and Administration Bureau (Human Resources and Information Technology Divisions)
- 12 Strategic Objective 12 (EMPLOYEES):
Finance and Administration Bureau (Human Resources Division)

6 PORT OF JEDDAH MISSION

To become a leading player connecting the national economy to the global market by providing productive, secure, and environmentally sound facilities, developing a motivated and skilled national workforce held accountable for performance, and achieving financial sustainability.

7 PORT OF JEDDAH VISION

A responsive, efficient, and competitive port system that promotes the Kingdom's economic growth and anticipates trend in global development.

7.1 The achieving Strategic objectives

1. Strategic Objective 1 (Land Use)

Implement development strategies to ensure the Port maintains and efficiently manages a diversity of cargo and land uses while maximizing land use compatibility and minimizing land use conflicts

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Land Use Planning

1.1. Land Use Planning

1.1.1. Develop a comprehensive plan for the Jeddah Marina area. This effort includes a land-use study of the Cerritos Channel/East Basin Marina, identifying uses for the 40-acre Anchorage Road Storage Site after its closure, determining the local boatyard capacity for small recreational craft repair and maintenance, and establishing a Jeddah Marina area Facility.

1.1.2. Develop a Non Water-Dependent Use Plan which preserves land areas for the traditional maritime uses that are water dependent and protect them from encroachment by non-maritime and often non water-dependent uses.

- 1.1.3. Identify opportunities for the vacant land and prepare analysis to determine best land use and steps to move forward.
- 1.1.4. Find a short-term customer for Berths 206-209 until the long-term plan is completed.

2. Strategic Objective 2 (Development)

Deliver cost-effective facilities and infrastructure in a timely manner consistent with the land use plan

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something

2.1. Customer Requirements

- 2.1.1. Identify existing customers' expansion plans along with growth opportunities and pursue development that meets their needs.

2.2. Facility Development and Maintenance

- 2.2.1. Develop and implement an affordable multi-year capital improvement program to modernize facilities and improve security and safety.

- 2.2.2. Modernize recreational boating facilities in Jeddah Marina area and in the coastal West Channel.

2.3. Waterfront

- 2.3.1. Implement the western coastal and Jeddah Marina area Waterfront infrastructure elements.

- 2.4. work synthesizes and elaborates upon this eclectic mix of aesthetics

- 2.4.1. Create an attractive physical presence, particularly at the Port/community interface, that is distinctive, recognizable, and well maintained throughout the Port.

3. Strategic Objective 3 (Transportation & Goods Movement)

Promote, develop, and provide a safe and efficient transportation system for the movement of goods and people in the Port vicinity and throughout the region, state, and nation in a cost-effective and environmentally sensitive and sustainable manner

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Transportation & Goods Movement

3.1. Transportation

- 3.1.1. Expand involvement in federal/state/ regional transportation planning activities to advocate for goods movement issues and public funding for goods movement projects.

- 3.1.2. Continue to assess Port area transportation needs through on-going environmental documentation, traffic studies, and terminal master planning efforts.

- 3.1.3. Continue active participation in the Corridor project.

- 3.1.4. Aggressively seek and accommodate higher on-dock rail usage via policy development, comprehensive coordination with the railroads, steamship lines, and terminal operators, and the provision of the necessary rail infrastructure.

- 3.1.5. Implement and continue to pursue technology deployment to improve traffic operations and reduce truck trips (e.g., Ports of King Abdullah Advanced Transportation Management,

Information, and Security System, and Zero Emission Container Movement System).

- 3.1.6. Facilitate grant funding on Port and goods movement projects.

4. Strategic Objective 4 (FINANCIAL)

Maintain financial strength and flexibility to implement strategic and policy priorities

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to FINANCIAL

4.1. Insurance & Risk Management

- 4.1.1. Partner with each division by providing specialized safety training to enable them to incorporate these safer working methods.

- 4.1.2. Reduce injury-on-duty hours and workers' compensation claims by 5 percent every year.

- 4.1.3. Improve vehicle fleet safety program.

- 4.1.4. Assist contract administrators with their insurance compliance by providing easy to-use resources.

- 4.1.5. Expand and develop wellness program to lower workers' compensation costs, increase morale, and reduce injuries and sick time usage.

4.2. Pursue Outside Sources of Funding

- 4.2.1. Pursue all sources of grant funding for which the Port may be eligible.

4.3. Increase Financial Transparency and Monitoring

- 4.3.1. Focus internal audits to increase administrative efficiency.

- 4.3.2. Modernize the Port's accounting systems.

4.4. Protect Port's Financial Assets

- 4.4.1. Streamline contracts and purchasing processes, while maintaining safeguards

5. Strategic Objective 5 (Environmental)

Be the greenest port in the region

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Environmental

5.1. Clean Air/Greenhouse Gases

- 5.1.1. Publish and implement an updated Clean Air Action Plan.

- 5.1.2. Publish the Port's Climate Action Plan and begin Implementation.

- 5.1.3. Promote the World Port Climate Initiative.

5.2. Sustainability Ethic

- 5.2.1. Incorporate a sustainability ethic into all Port activities and communicate this ethic to employees, customers, and the community.

5.3. Adaptation

- 5.3.1. Implement the first reader-friendly Environmental Impact Report .

- 5.3.2. Complete facility and terminal development, rail, and remedial action EIRs (BNSF Railway Jeddah International Gateway Proposal, Union Railroad Intermodal Container Transfer Facility.

- 5.3.3. Implement Mitigation Monitoring and Reporting Program tracking system.

5.4. Clean Water/Habitat Management

- 5.4.1. Implement Water Resources Action Plan including Sediment Management Plan and tenant storm water outreach program.

- 5.4.2. Proactively participate in and define Dominguez Watershed Total Maximum Daily Load development and implementation.
- 5.4.3. Resolve bacteria problem at western coast especially around Jeddah port.
- 5.5. Clean Soil & Groundwater
 - 5.5.1. Provide timely and cost-effective peril services in support of capital development construction projects.
 - 5.5.2. Create and implement clean soil and groundwater action plan.
 - 5.5.3. Implement an effective cost recovery process from responsible parties for contaminated sites in the Port.
- 5.6. Compliance Measures
 - 5.6.1. Environmental Compliance Plans for customer leases.

6. Strategic Objective 6 (Technology & Green Energy)

Be the leading port for new, emerging and environmentally-friendly cargo movement technology and energy sources

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Technology & Green Energy

- 6.1. Alternative Cargo Handling and Transportation Equipment
 - 6.1.1. Work with technology providers to develop and implement electrified cargo handling equipment such as yard tractors, rubber tire gantry cranes, and side and top picks.
 - 6.1.2. Explore emerging alternative container transport technology that can be used within and beyond Port boundaries.
 - 6.1.3. Continue development of electric powered heavy-duty truck for short haul drayage and terminal operations.
 - 6.1.4. Facilitate commercialization of new technologies to reduce emissions and increase efficiency at port terminals.
 - 6.1.5. Advance technological programs that will achieve the long-term goal of an emissions-free port.
- 6.2. Port Tech Saudi ports authorities
 - 6.2.1. Support the Port Tech Saudi ports authorities in assisting small and startup companies in developing technology applications to assist the maritime industry.
- 6.3. Electrification of the Port
 - 6.3.1. Lead discussions in exploring feasible conversion of processes and or equipment utilized within Port operations which currently use fossil fuels to operate using electrical energy at attractive rates.

7. Strategic Objective 7 (Safety & Security)

Maintain the Port as a world-class model for crime prevention, counter-terrorism detection, maritime security training, and emergency incident response and mitigation

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Safety & Security

7.1. Public Safety

- 7.1.1. Develop Port-wide and City-wide emergency operations contingencies.
- 7.1.2. Complete the Maritime Law Enforcement Training Center and begin classes.
- 7.1.3. Complete an audit of Safety and Security staffing.
- 7.2. Homeland Security/Emergency Preparedness
 - 7.2.1. Install a Port-wide emergency public notification system.
 - 7.2.2. Continue to improve the capability of the Port to prevent or detect an event, to respond to an incident, mitigate its effects on the Port and the community, and resume critical operations.
 - 7.2.3. Continue security upgrades at all critical locations.

8. Strategic Objective 8 (Operations)

Maintain the Port as a world-class model for efficient operations and outstanding customer service

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Operations

- 8.1. Port Operations and Maintenance
 - 8.1.1. Continue the implementation of the Construction & Maintenance audit.
 - 8.1.2. Continue implementation of the Clean Truck Program while minimizing financial impact.
 - 8.1.3. Improve existing processes to gain efficiency and reduce spending.
 - 8.1.4. Continue to enhance operational efficiency and service to our customers.



Figure 6. Container Terminal

9. Strategic Objective 9 (External Relations)

Strengthen relations with all internal and external stakeholders through education, advocacy, meaningful interaction and engaging events/ an act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something that benefit the community

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to External Relations

- 9.1. Media Relations & Marketing Communications
 - 9.1.1. Pursue/place news stories that underscore the Port's business-friendly focus.
 - 9.1.2. Develop materials and advertisements that underscore the Port's business friendly focus and support Business Development activities.
- 9.2. Community Outreach
 - 9.2.1. Maintain the high level of interaction with a broad array of community stakeholders that

was achieved during The western coastal Waterfront Project outreach.

- 9.2.2. Provide strong and sustaining stakeholder outreach in support of Waterfront community meetings, workshops, special events and continuous project updates through Web, newsletter and news stories.
- 9.2.3. Assess the Port Community Advisory Committee's role and mission and implement adjustments that benefit the Port and the community.
- 9.3. Government Affairs & Advocacy
 - 9.3.1. Build a strong and efficient Government Affairs Division with people and processes that deliver excellent internal customer service and tangible support for external Port business development, environmental, security and infrastructure objectives.
 - 9.3.2. Develop and maintain relationships with local, regional, state, federal and international government officials, especially those involved in transportation, environmental, and security policy and funding decisions.
 - 9.3.3. Consolidate grant sourcing, writing and management Port-wide into grants function that will optimize the Port's pursuit and processing of government and non-profit foundation grant funding.
 - 9.3.4. Oversee and drive support for the launch of the transformative City Dock No. 1
 - 9.3.5. Jointly work with the other West Coast Ports and Railroads to develop legislative programs that retain cargo business on the West Coast with the Suez Canal expanded opens in end 2015.

10. Strategic Objective 10 (Business Development)

Realize the potential of the diversity of western area' population by expanding opportunity; retain and develop more high-quality jobs with an emphasis on green technology

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Business Development

10.1. Marketing

- 10.1.1. Divide up the kingdom of Saudi Arabia and gulf area among the Marketing team members and reach out to the top 100 Beneficial Cargo Owners and promote the Port of Jeddah gateway by sharing the Port's advantages including the extensive rail network and state of the art facilities.
- 10.1.2. Retain and grow market share by developing cargo incentives and customer an act or strategy intended to resolve a difficulty or improve a situation; a fresh Review current programs and make recommendations on their future need. Identify creative new opportunities to remain competitive in the market place.
- 10.1.3. Identify potential new shipping lines/ cruise lines, meet with them and outline the Port's advantages, introduce them to Marine Terminal Operators, and encourage their future commitment to the Port.
- 10.1.4. Promote the benefits of the Port of Jeddah by personally meeting with Shipping Lines, Cruise

Lines, and Marine Terminal Operators and by attending key trade conferences. Share the Port's accomplishments and future vision to handle the volumes of the future.

- 10.1.5. Connect customers with new equipment technology which meets their environmental and business an act or strategy intended to resolve a difficulty or improve a situation;
- 10.1.6. Identify new business (shipping and cruise) opportunities for the Port.
- 10.1.7. Identify new business opportunities in all business sectors that will drive additional cargo volume via the Port of Jeddah and connect them with the appropriate parties.
- 10.1.8. Ensure shipping lines and cruise lines connect to shore power following infrastructure completion.
- 10.2. Trade Services Program
 - 10.2.1. Continue trade and business development outreach programs in Jeddah Council Districts through the Trade Connect Program.
 - 10.2.2. Expand the Trade Connect Program to include cooperation with other Jeddah City agencies and outreach for the Port's Small Business Development Program in Jeddah City Council Districts.
- 10.3. Jobs/Economic Impacts
 - 10.3.1. Promote economic development in the western coastal land Jeddah Marina area through local hire programs and direct business support.
 - 10.3.2. Incorporate the Port into the adjacent redevelopment areas.
- 10.4. Small Business Enterprise
 - 10.4.1. Work in cooperation with local Chambers, and the Small Business Exchange to develop a written mentoring program for area Small Business Enterprises.
 - 10.4.2. Assist with the mentoring of minority and women owned businesses in cooperation with the Jeddah Minority Business Opportunity Center and Minority Business Enterprise Center, the Alameda Corridor Jobs Coalition, and other appropriate organizations.

11. Strategic Objective 11 (Organizational Development)

Ensure Port leadership, staff, and facilities are in place to meet current and future workforce needs an act or strategy intended to resolve a difficulty or improve a situation;

11.1. Leadership Development

- 11.1.1. Develop the leaders of the organization to meet current and future needs.

11.2. Training

- 11.2.1. Enhance and develop staff skills and capabilities by working with each Bureau head to explore and assess staff needs.

11.3. Human Resources Management

- 11.3.1. Prioritize the work output so that it can be efficiently handled by a reduced Port staff.

11.4. Information Technology

- 11.4.1. Execute Year 2 activities in the IT Strategic Plan.

11.5. Workplace Environment

- 11.5.1. Create a safe, healthy, and comfortable working environment for employees to encourage collaboration and team building.

11.6. Efficiency/Port Mandate
11.6.1. Cut administrative bureaucracy by focusing on Port mandate and streamlining required City process.

12. Strategic Objective 12 (Employees)

Make the Port a Great Place to Work

An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to Employees

12.1. Morale

12.1.1. Review, assess, and implement actions that improve employee morale.

12.2. Office Space

12.2.1. Develop short-term and long-term plans to provide adequate facilities for employees, including a gathering space within the existing facility for employee informal collaboration.

12.3. Empowerment

12.3.1. Create a culture that supports strategic thinking at all levels and quality internal customer service.

12.3.2. Empower employees to make decisions in order to improve customer service.

12.4. Internal Communications

12.4.1. Work with Communications to implement a program that re-energizes our internal culture and re-ignites Port employees' passion, pride and understanding of what the Port represents as an organization to the stakeholders we serve.

12.4.2. Facilitate and support the Port's need for stronger internal communications as divisions are re-organized in the wake of Early Retirement Incentive Program related departures.

12.4.3. Improve communication and information sharing with employees by emphasizing the Port's priorities frequently so that all employees can use them as a guide in prioritizing their daily work.

8 RECOMMENDATIONS

The following are the Port's an act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something that have been accomplished since this Strategic Plan has been in place. An act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something are broken down by their corresponding Strategic Objective and are listed according to the year in which they were accomplished. Many of these an act or strategy intended to resolve a difficulty or improve a situation; a fresh approach to something have resulted in ongoing policy changes.

8.1 Land Use

- Developed a conceptual facilities plan for a maritime research complex at City Dock No. 1 that will accommodate academic and governmental marine research labs, a research and development park and business incubator for emerging marine environmental companies and educational support facilities.

- Developed an Ancillary Uses plan that addresses the land and water needs of a variety of harbor support services (tugboats, barges, water taxis, pilots, sport fishing, and harbor tour vessels) as well as public safety facilities, consistent with the comprehensive port land use plan.
- Developed a specific plan for the long term use the relocation of the temporary use by Little League.
- Developed a partnership with the City Planning Department and the Community and Redevelopment Agency to effectively plan physical and economic linkages between the Port and the community.
- Updated cargo forecast examining potential long-range influence
- Developed a comprehensive land use plan that recognizes the needs of commerce and recreation; establish land areas that consolidate liquid bulk storage facilities; retain economically viable breakbulk operations; promote the expansion of water-dependent institutional/research facilities and develop appropriate recreational facilities.

8.2 Development

- Implemented record-setting capital improvement program with over one million dollars per day of investment into Port infrastructure, creating jobs and prosperity for the region, and providing facilities needed to ensure the Port holds its #1 ranking through the upcoming economic recovery.
- Analyzed Port rail needs, including on-dock and off-dock.
- Completed Project Report traffic studies needed for environmental documentation.
- Secured Prop Trade Corridors Improvement Funds and Air Quality funds.

8.3 Financial

- Increased usefulness of the operating budget as a management planning tool for near-term resource allocation.
- Provided a health fair for all employees.
- Established accountability of the budget process within each division.
- Refined financial management reporting to support decision making.
- Promoted wellness and a healthy workplace through a wellness program, activities and events to reduce illnesses, injuries, and absenteeism.
- Developed an equitable compensation strategy for Port leases while promoting business objectives of the customer and the Port.
- Developed comprehensive capital plan to assist management with long-term priority setting.
- Implemented new budget system.
- Completed audits of the Engineering and Construction & Maintenance divisions.

8.4 Environmental

- Implemented major elements of Clean Air Action Plan.
- Received joint board approval of the Water Resources Action Plan.

- Completed Governmental Accounting Standards Board and remedial action documentation in support of Port waterfront and terminal projects.

8.5 Technology And Green Energy

- Completed installation of first electric rubber tire gantry crane in .
- Funded development of first lithium ion batteries for electric trucks.
- Funded several projects under the Technology Advancement Program.
- Developed power rate structures with Jeddah Department of Water and Power to enhance customer receptivity to Alternative Maritime Power.
- Invested in green power production with to ensure power rate stability for Port customers.
- Encouraged Port tenants to implement solar power projects.

8.6 Safety and Security

- Updated emergency procedure and Port recovery plans.
- Conducted a real-time evacuation exercise that involved the Port and the community.
- Worked with the Transportation Security Administration to initiate implementation of the Transportation Worker Identification Credential program.
- Promoted increased scanning of cargo prior to loading at overseas ports.
- Developed a security awareness training program for Port, terminal, and dock workers.
- Enhanced outreach to terminals, labor, and educational institutions.
- Expanded the Port Police personnel, facilities, and operations.
- Established a police substation in Jeddah Marina area and increase marine and land patrol.
- Established 24-hour waterborne patrol.
- Expanded Port Police communication capabilities.
- Enhanced vehicle and cargo inspection capabilities.

8.7 Operations

- Improved internal communications in the Operations.
- Automated pilot and dockage invoicing.
- Streamlined access to truck gate, rail gate, and Alameda Corridor Transportation Authority data for improved revenue verification.
- Implemented internet-based pilot order system.
- Implemented an electronic customer feedback system.
- Implemented the operational aspects of the Clean Truck Program.
- Implemented the Construction & Maintenance Division audit recommendations.
- Implemented a "Responsible Marina" program

REFERENCES

- [1] The National Strategy for Maritime Security (NSMS) defines the maritime domain as all areas and things of, on, under, relating to, adjacent to, or bordering on a sea, ocean, or other navigable waterway, including all maritime-related activities, infrastructure,
- [2] Organization for Economic Co-operation and Development, Security in Maritime Transport: Risk Factors and Economic Impact, Maritime Transport Committee, July 2003,
- [3] National Chamber Foundation of the U.S. Chamber of Commerce, Trade and Transportation, A Study of North American Port and Intermodal Systems, Washington, D.C., March 2003,
- [4] Also referred to as the Marine Transportation System. In context of the Transportation Systems Sector, the U.S. Coast Guard is the Sector Specific Agency for the maritime transportation mode, which may be also referred to as the maritime transportation systems mode.
- [5] Committee on the Maritime Transportation System, What is the MTS?, <http://www.cmts.gov/whatismts.htm>, last accessed 2 Nov 2006.
- [6] Interagency task Force on Coast Guard Roles and Missions, A Coast Guard for the Twenty-First Century: Report of the Interagency task Force on U.S. Coast Guard Roles and Missions, December 1999.