Item No.: 5A.1-supp
Date of Meeting: June 4, 2019

THE NORTHWEST SEAPORT ALLIANCE
Gateway to Solutions

Gateway Performance:
International Marine Terminals

Presenter: Dustin Stoker
Title: Chief Operations Officer

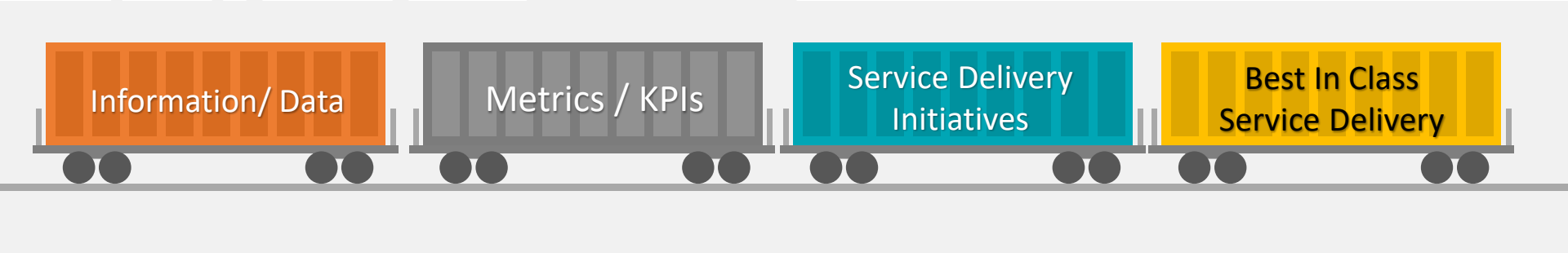
Agenda

- **Review service delivery Key Performance Indicators (KPIs)**
- **Key Marine Terminal Operator (MTO) initiatives**
- **NWSA Service Delivery Initiatives**

KPIs

Established by the Executive Advisory Council (EAC)

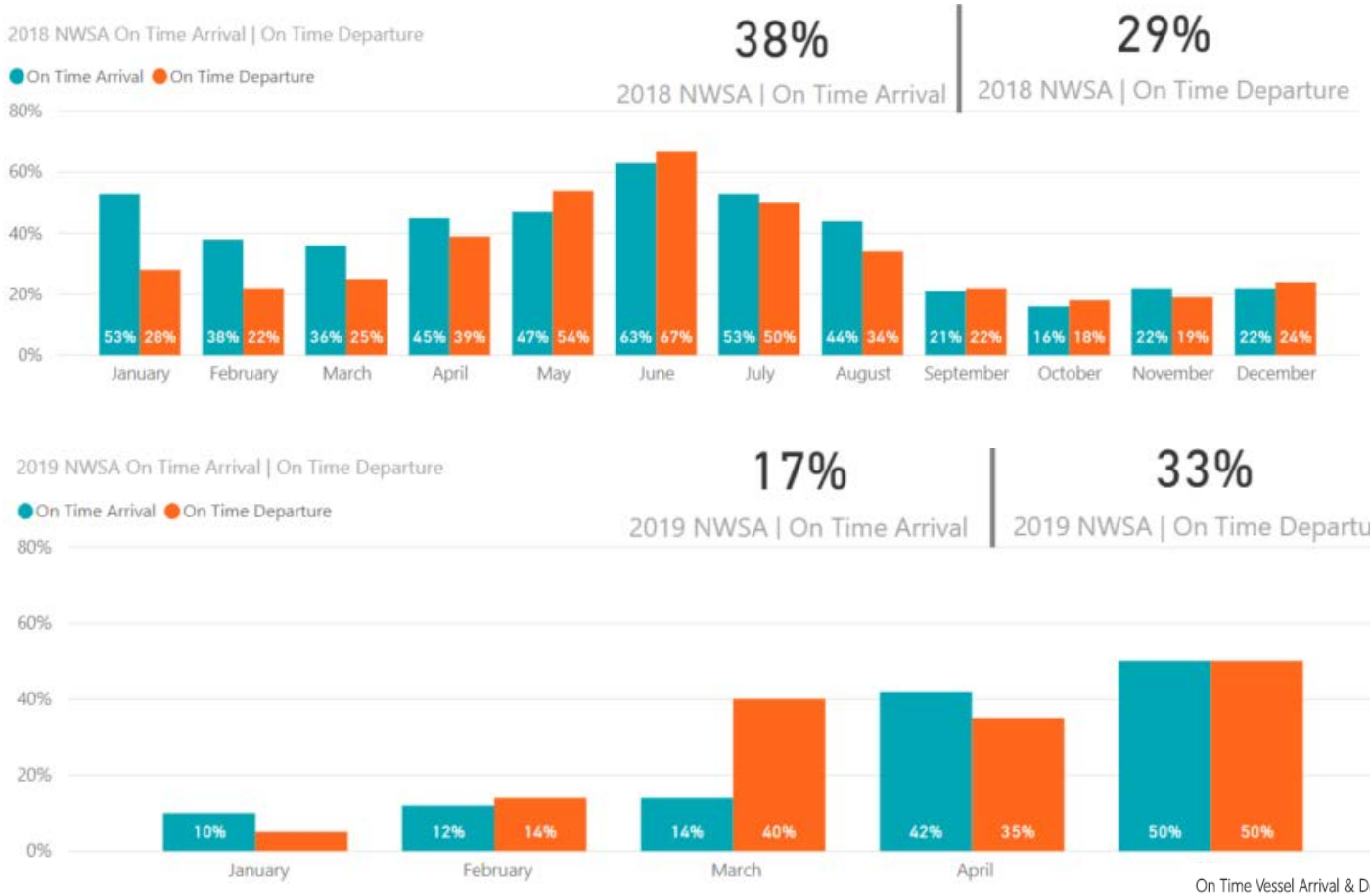
KPI	Description	Stretch Target
On-time proforma vessel arrival and departure	Percentage of vessels that arrive and depart within 24 hours of the published proforma berth window	90%
Vessel **production**	Average production (berth and crane) against the vessel	Crane: 30 mph Berth: TBD % achieving target
Truck visit **turn time**	Average time per truck visit. Includes both queue and terminal turn time	90 minutes or less % achieving target
Import **rail transit**	Average import container transit time from discharge at the terminal to arrival at the inland rail ramp	144 hours % achieving target



On Time Arrival & Departure

Target: Arrival & Departure within 24 Hours

Dependent on accurate performa windows and access to accurate shipping schedule lineup.



On Time Vessel Arrival & Departure 24 Hours:

Source: Carrier Websites & Vessel Proforma Internal Workbook

Based on Calendar Year. Working to transition to rolling calendar

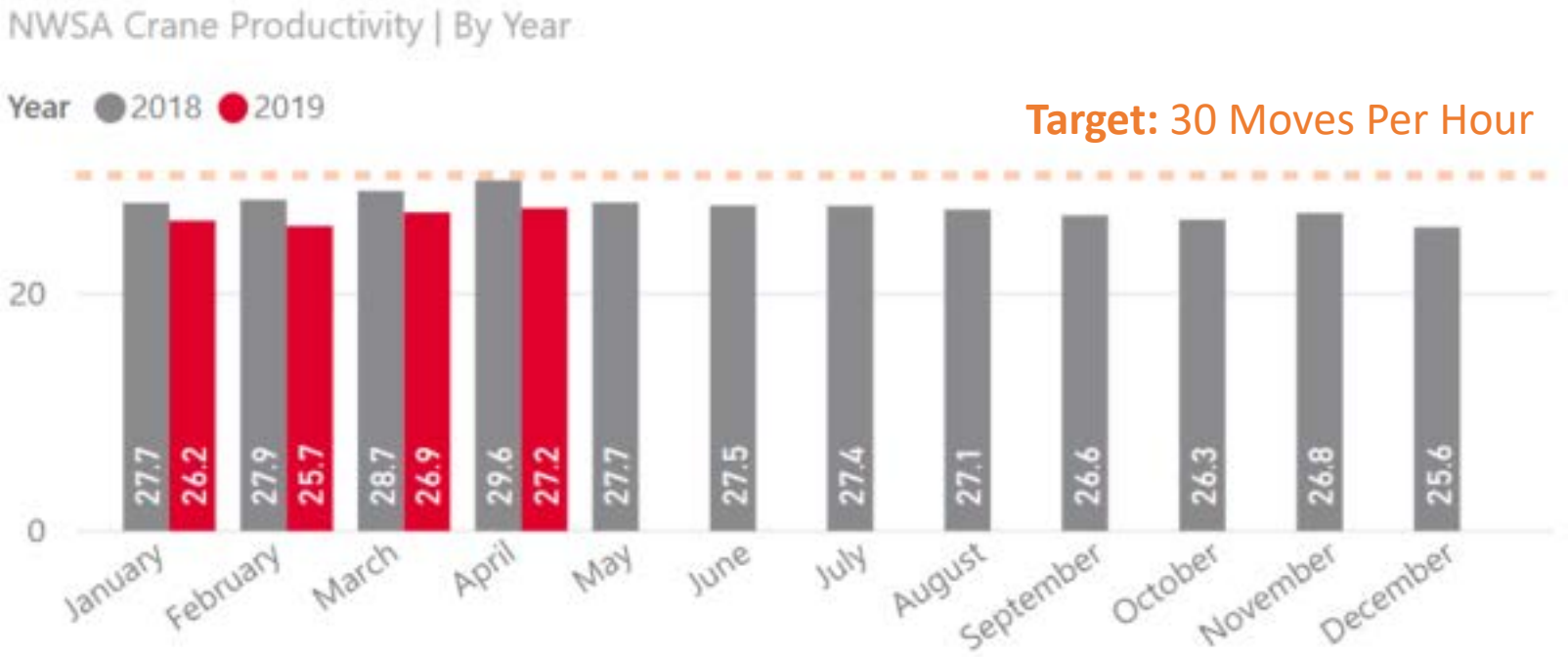
Crane Productivity

2018 – 2019 NWSA

Average Crane Productivity

2018 Average: 27.4

2019 Average: 26.5



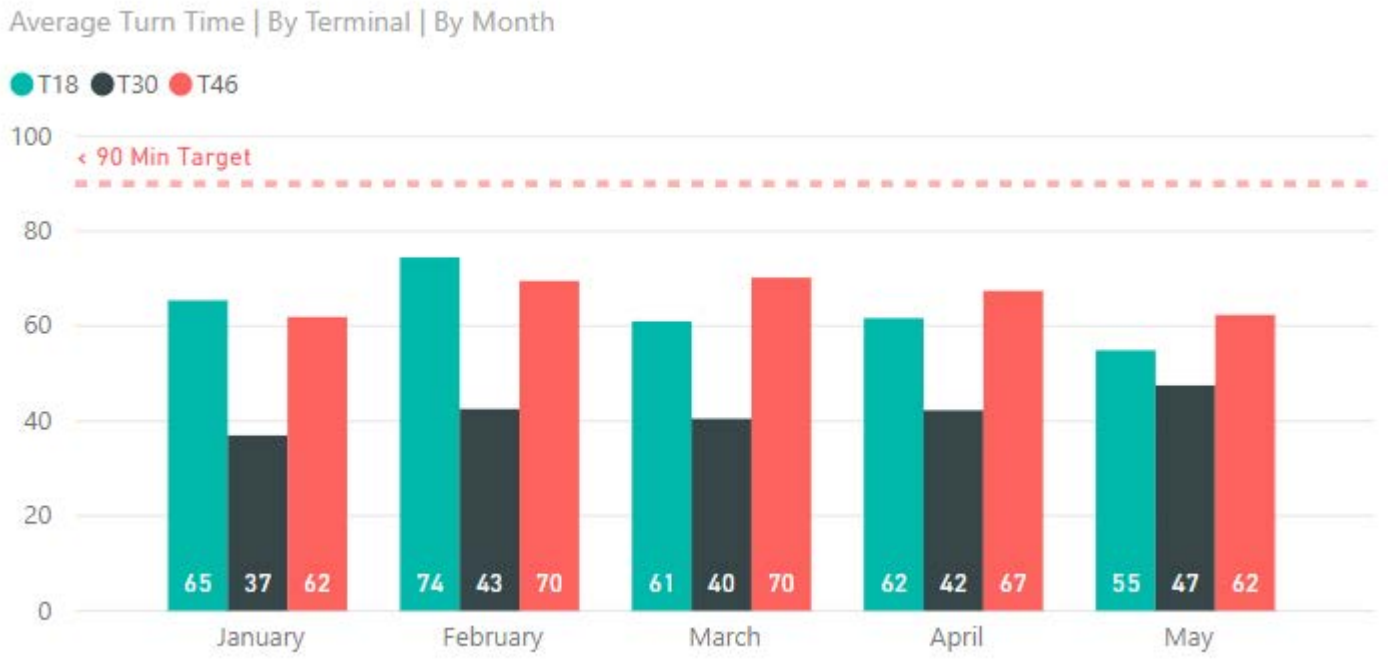
Crane Productivity:
Source: PMA
Calculations: Averages of Averages.

NWSA Turn Times

Advent/RFID Data & Internal Processing

North Harbor Collection Points:
Security Gate to Security Gate

Average Turn Time: 62.77
Truck Count: 292,203



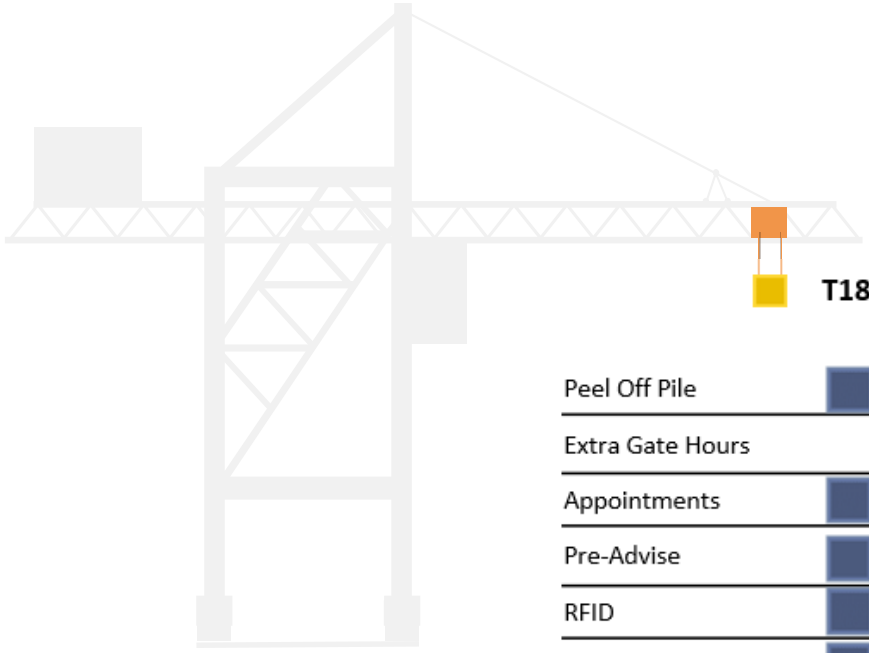
NWSA Turn Times

Advent/RFID Data & Internal Processing

South Harbor Collection Points:
Pedestal to Pedestal

Average Turn Time: 46.09
Truck Count: 202,482

Operational MTO Performance Indicators



	T18	T30	T46	Husky	PCT	TCT	WUT
Peel Off Pile	■		■	■			■
Extra Gate Hours				■	■		
Appointments	■		■				
Pre-Advise	■	■					
RFID	■		■	■			
Quick Gate	■	■	■	■			
Hay Gate			■				
Continuous RTG	■						
Automatic Gates	■						
Truck Staging Lot				■			
Text Notification	■	■	■	■	■	■	■

T18 Service Delivery Updates

Equipment Technology Operations & Labor

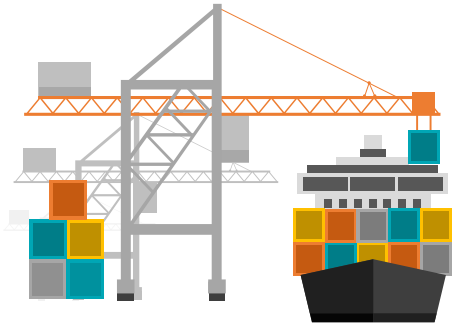
Equipment:
- Added RTGs & Top Picks to increase service levels

Technology:
- Pre-arrival program for exports and empties → improves in-gate processing time and yard service
- Appointments for import RTG rows – March 18th
- Auto out-gate that utilizes clean truck RFID technology
- Position detecting equipment to locate containers in their yard
- Terminal operating system upgrade

Operations & Labor:
- 3 sperate in-gates and two out-gates
- Peel off piles: by BCO or trucker (requires 25 containers)
- Continuous operations across the terminal
- Client Services Representative in place to work directly with BCOs, truckers, etc.
- Exploring a sustainable (fee based) extended gate program

PCT Service Delivery Updates

Equipment Technology Operations & Labor



Equipment:

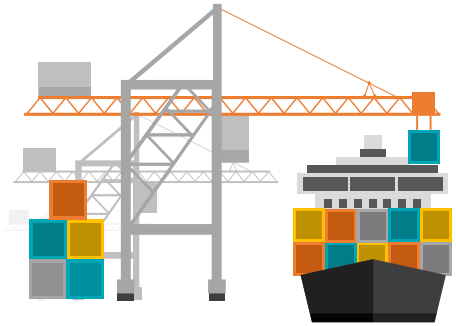
- Added top picks → using to provide peel off pile operation for import delivery

Operations & Labor:

- Added weekend gates to target specific import customers
- Metering import containers into strad rows → two-high configuration for improved gate service
- Working four (4) hoot gates per week
- Exploring appointment/pre-advise system to even out cargo flow through the gate

Husky Service Delivery Updates

Equipment Technology Operations & Labor



Equipment:

- Added additional equipment including RTGs to increase production

Operations & Labor:

- Working extra shifts to include Saturday gates and some night gates to add additional hours.
- Considering an appointment system

NWSA - Service Delivery Initiatives

Engagement – Facilitate Service Delivery with Supply Chain Partners

- Facilitate regular stakeholder meetings → Washington Trucking Association (WTA) and Marine Terminal Operators (MTOs)
- Enhance and refine Key Performance Indicators (KPIs) with Supply Chain Partners
- Improve information in the Business Exchange (BEX) for healthier intermodal planning, service delivery metrics and performance
- Partner with WSDOT/SDOT to improve freight movement tracking and analytics

Technology – Implement Technologies to Enhance Service Delivery

Enhance internal Port Operations System to capture real-time vessel arrival and departure information

Implement Phase 2 of the RFID Program: → capture historic and real-time total turn time data

Leverage ITS grant funding (partnering with WSDOT/SDOT) to install RFID readers outside Port Complex

Enhance website to share data across the supply chain

Include historic and real-time RFID information by Quarter 3

Business Intelligence - Insightful, Actionable Business Information

- Evaluate current sources of operational data (vessel/rail/drayage) for quality and opportunity to improve
- Look for opportunities to digitize touch points in the supply chain (example: RFID)