



PORT EVERGLADES 2014 MASTER/VISION PLAN

ELEMENT 4 STRATEGY DEVELOPMENT

PRESENTED BY



STRATEGY DEVELOPMENT

4.1 Introduction

This strategy development element of the *2014 Port Everglades Master Plan* (Plan) presents the business, asset, and financial strategies identified in the course of the planning process. It then discusses the various components of a project decision-matrix developed to evaluate proposed seaport projects and concludes with the goals, objectives, and policies the Port has identified as a framework for its strategic pursuits.

Underlying this element are the following objectives:

- Identify business strategies that will drive the Port's future growth and development.
- Identify asset utilization strategies that will optimize benefits to the Port and the County through:
 - Financial return.
 - Market opportunities.
 - Competitive advantage.
 - Economic benefits.
- Identify financial strategies that will both meet the Port's "financial sufficiency mandate" and fund Plan recommendations.
- Utilize the results of the project-specific regional economic impact model that was developed by the Florida Department of Transportation (FDOT) as a tool to evaluate the new and modified capital infrastructure projects identified in the 5-Year Master Plan and 10-Year Vision Plan.
- Encourage the use of public-private partnerships and other funding sources, as appropriate to achieve value-added infrastructure improvements.

The Port's new mission statement, as presented in the Port's *Strategic Plan 2014-2018*, provides the foundation for these objectives:

"As a powerhouse for international trade, travel, and investment, Port Everglades leverages its world-recognized South Florida facilities and innovative leadership to drive the region's economic vitality and provide the highest levels of service, safety, environmental stewardship, and community accountability."

As another point of reference for this element, Port Everglades directly supports achieving the Board of County Commissioners' 2012-2016 strategic goals, as discussed in Section 4.2.2.

4.2 Business and Asset Utilization Strategies

4.2.1 Strategic Business, Asset Management, and Financial Challenges and Success Factors

Among the strategic challenges addressed in the planning process are the following:

- Developing strategies that help close the gap between the unconstrained forecasts from the consultant team's market assessments and the current Port business levels and affordability.
- Maintaining assets in a state of good repair to maximize operational efficiencies while making investments to capture new or evolving market opportunities.
- Identifying strategies to obtain maximum utilization of existing assets.
- Ensuring that the Plan delivers a mix of revenues and economic benefits that align with the Port's goals and objectives.

Actions to Address Challenges Among the specific actions the Port must take to meet these challenges across its business lines are the following:

- **Deepwater facilities**: Harbor facilities must be deepened and widened to meet the demands of larger vessels.
- **Containerized cargo**: Operational efficiencies and infrastructure improvements are required to support the forecasted containerized cargo increases.
- **Petroleum**: Operational efficiencies at the petroleum berths and expanded petroleum terminal infrastructure and capabilities are required to maintain the Port's market share of petroleum products and ability to serve the community.
- **Cruise**: Substantially larger cruise ships and expanding passenger volumes must be accommodated to increase the multi-day passenger count and remain competitive in the industry.
- **Overall infrastructure**: Port infrastructure must keep pace with global market changes to remain competitive, including the upgrade of ancillary landside assets (e.g., drainage, road resurfacing, etc.).
- **Community education**: Responsible and responsive corporate citizenship must remain a Port focus.
- **Security**: Security must be a priority, responsive to the needs identified by risk assessments while facilitating Port commerce and minimizing costs.

Success Factors in the Port's Strategic Business Development. In addition to these actions, the following are key success factors in the Port's strategic business development, reflecting the Port's operating principle of sustainability and a planning model that balances the economy, the environment, and the community:

- Revenue must be sufficient to maintain bond coverage requirements, meet match requirements for new funding, and fund both asset maintenance and new capital projects.
- Tariff and lease rates must remain competitive in regional, state, and national markets.
- Leasable real estate in the Port must be renovated and modernized.
- Parking capacity constraints must be addressed through the addition of new capacity or adapting existing locations to accommodate overflow parking at peak periods.
- Responsive service levels to Port tenants and customers must be maintained.
- Critical support services for Port operations, such as inspection services and Customs, must be accommodated as existing facilities and functions are relocated within the Port to accommodate new capital projects coming online, such as the Southport turning notch extension and the intermodal container transfer facility (ICTF).
- Environmental stewardship and principles must not be compromised.

Summary of Strategic Considerations. To achieve these critical success factors, the Port's business strategies must consider:

- Status and incorporation of ongoing projects.
- The Port's updated 5-Year Master Plan and 10- and 20-Year Vision Plans.
- The Port's most probable trade/cruise markets.
- The U.S. Army Corps of Engineers (USACE) study findings and approval for harbor and channel deepening and widening.
- Ways to adapt current operations to capture the full benefit of major new projects coming into service, such as the Southport turning notch extension, the ICTF, and the harbor and channel deepening and widening.
- The Convention Center "carve-out," achieved by moving the security perimeter to the south on Eisenhower Boulevard, and the potential impact on cruise operations.
- Potential air-draft and crane-height restrictions from the aviation flight path.
- Operational diversification to increase berth utilization.
- Higher density terminal operations and greater efficiencies.
- Phasing of proposed infrastructure improvements to balance available funding with construction cost and to maximize the return on investment.
- Impact of construction to replace aging bulkheads and modernize petroleum pipelines.
- Design parameters to increase operational savings.
- New lease opportunities and occasions to partner with the private sector.

- A balance between commerce and security.

4.2.2 Port Strategies to Implement Broward County Commission Goals As a Broward County Department, the Port Everglades Department (PED) is committed to implementing strategies that reflect and advance the Commission's goals. Consequently, the Port's *2014-2018 Strategic Plan* identifies strategies to meet eight goals of the Broward County Commission, as presented in the County's *2012-2016 Commission Strategic Plan Vision and Goals*. The Port's strategies, some of which are already being carried out and others that are integral to this 2014 Plan, specifically address many of the challenges and success factors identified above.

- **Commission Goal:** Attract and retain targeted industries and other high-wage businesses through public and private partnerships.
 - **Port Strategy 1:** Relocate Foreign-Trade Zone (FTZ) as a public-private partnership.
 - **Port Strategy 2:** Develop ICTF as a public-private partnership.
- **Commission Goal:** Increase the economic strength and impact of Port Everglades, the Broward County Convention Center, and the Fort Lauderdale-Hollywood International Airport in a sustainable manner, balancing the economy, the environment, and community needs.
 - **Port Strategy 3:** Relocate security gate to the south on Eisenhower Boulevard to remove the Convention Center from the Port's security perimeter.
 - **Port Strategy 4:** Pursue cruise market growth.
 - **Port Strategy 5:** Expand and lengthen Slip 2, where longer cruise ships berth; renovate Cruise Terminal 4.
- **Commission Goal:** Become Florida's epicenter of world trade, especially with the Caribbean, South and Central America, and Asia.
 - **Port Strategy 6:** Capture additional share of U.S. Southeast container market.
- **Commission Goal:** Develop and enhance sustainable transportation facilities at the Port and Airport to meet the demands of travelers, businesses, and the community.
 - **Port Strategy 7:** With the completion of the Eller Drive overpass and the ICTF, facilitate the transfer of waterborne cargo between ship and rail, reducing truck traffic on the road network.
 - **Port Strategy 8:** Identify new taxi-staging areas and access corridors.
- **Commission Goal:** Provide diverse artistic, cultural, educational, and historical amenities and programs that contribute to a vibrant, multi-cultural, and economically viable community.
 - **Port Strategy 9:** Provide a showcase for Broward County artists in Terminal 25.

- **Port Strategy 10:** Provide statement artwork at the Port's Eller Drive entrance.
- **Commission Goal:** Promote, protect, and enhance the built environment in collaboration with governmental and private partners.
 - **Port Strategy 11:** Obtain the "Go-Green Seal of Sustainability" for the Port Administration Building.¹
 - **Port Strategy 12:** Initiate a pilot program to migrate paper-based accounting work to an electronic form.
- **Commission Goal:** Encourage and promote community stewardship and appreciation of the natural environment with the conservation and wise use of our resources.
 - **Port Strategy 13:** Conduct an annual training event for Port tenants and users.
 - **Port Strategy 14:** Conduct an annual environmental tour for the general public and students.
- **Commission Goal:** Improve operational effectiveness, efficiency, and transparency.
 - **Port Strategy 15:** Emphasize financial feasibility and affordability as well as tenant, stakeholder, and public input in framing the contents of the 2014 Plan.

In addition to these 15 strategies, many ongoing Port activities contribute to and support the implementation of the Commission's goals.

4.2.3 Lease Opportunities

Port Everglades is considered a landlord port. As such, the Port's real estate sector is a significant source of revenue. As stated in the Port's *Strategic Business Plan*, office and warehouse spaces and land are available for lease by cruise lines, cargo and petroleum companies, terminal operators, security companies, import/export companies, steamship agents, and other maritime-related companies. Many companies lease office space in the Port Administration Building and the Amman Building.

Existing land use conditions at the Port include the following:

- The relocation of the Foreign-Trade Zone provides opportunities to partner with the private sector to offer modern warehouse and other maritime-related commercial space to tenants.
- Several cargo tenants have preferential berth and crane usage assignments.
- Overall leasing practices provide for short-term leases with flexible opportunities.
- Midport tenants primarily have up to 5-year leases and "grid" assignments. Key central areas have 5- to 10-year lease periods remaining.
- "Grid" assignments are also available in Southport for flexibility and functionality.

¹Broward County's Go Green Seal of Sustainability recognizes projects that meet the triple bottom line of sustainability: Environment, Economy, and Community.

- The cold storage warehouse in Midport has a 50-year lease, which was executed in 1982.
- The Northport tank farm area is primarily privately held land.
- Cruise lines have some preferential berth assignments; most cruise terminals are used by all lines.

Implementing leasing guidelines that encourage the best use of Port properties and convey pre-screening/expectations; terms, and rates will enhance the Port's leasing practices and revenue-generation from this important revenue source.

4.2.4 Asset Utilization Strategy

Asset utilization is a systematic process for keeping infrastructure in what is generally called a "state of good repair." The purpose of an asset utilization strategy is to ensure that appropriate actions are taken to preserve the longevity, functionality, and economic return of the Port's capital investments.

Every two years, the Port has a report prepared to assess the condition of Port facilities.² This biennial bond engineering report is published in three volumes; Port Facilities and Utilities, Port Cranes, and Port Underwater. The report documents the results of a visual inspection of all Port owned and maintained facilities, including buildings, open areas, lift stations, berths, roadways, railroad crossings, security gates, utilities, and cranes, as well as underwater. As documented in the report, the condition of Port property has shown a continued improvement over the years.

A good asset management program has two components:

- A computerized database that contains basic information about every asset.
- An optimization tool or set of rules to determine the best sequence for spending the funds that are available for maintenance, replacements, and new capital improvements. The asset management tool also permits an evaluation of tradeoffs between rehabilitation and full replacement to determine which is most cost-effective.

The Port's real assets can be categorized into three major physical groups:

- Land.
- Buildings, equipment, and site improvements.
- Transportation infrastructure, both waterside and landside.

Land as well as buildings, equipment, and site improvements can be a source of direct revenue; transportation infrastructure, however, is generally needed to service the other two groups and does not generate revenue directly.

Improving financial return can be accomplished by:

² De Rose Design Consultants, Broward County, Florida, Port Everglades, *2013 Operations and Maintenance Activity Biennial Condition Report of Port Facilities*, December 31, 2013.

- Adding to capital improvements with an increased rate of return.
- Improving existing utilization rates without capital enhancement.
- Reducing operating costs.

Improved utilization rates for the Port's infrastructure can be accomplished in the following areas:

- Increasing use of cruise-designated berths for cargo operations on non-cruise days to maximize berth use.
- Scheduling of ship calls to increase berth utilization during off-peak days and accommodating day cruises at non-dedicated berths.
- Providing longer, straight, continuous berths to increase berthing flexibility and accommodate the maximum number of ships of various lengths.
- Increasing the rate of use for cranes to increase throughput.
- Using higher-density stacking technologies to increase yard utilization.
- Modernizing the petroleum distribution facilities to realize greater throughput.

Reducing service-operating costs will improve the financial return of the Port's capital investments. If the cost of such services can be reduced without detrimentally affecting service quality and value, the asset will be better utilized. Operating costs should be evaluated in the following areas:

- Preventative maintenance program: Evaluation and funding of a program to maintain assets in good repair.
- Weatherization of building facilities: Evaluation of building roofs and implementation of needed repairs quickly; protecting building and equipment with advanced corrosion-resistant painting/coating systems.
- Corrosion resistance of marine structures: Installation of cathodic protection at bulkheads.
- Stormwater management: Evaluation of stormwater flows and temporary pooling and whether they are accelerating asset depreciation.

Operating cost reductions can also be accomplished by linking the Port's maintenance management system to its planning activities. The Port acquired a "real time" software system to organize the maintenance program further. This system, MP2, is a completely integrated asset management system that enables the Port to:

- Organize and track inventory.
- Manage equipment costs.
- Track equipment history.

- Schedule preventive maintenance tasks.
- Maintain labor records.
- Allocate resources.
- Generate and track work orders.
- Requisition and purchase parts.
- Project equipment failure and maintenance needs.

For Public Works, this tracking leads to:

- Information about equipment downtime.
- Identification of hot maintenance spots in a facility.
- Justification for additional resources and personnel.
- Support for new equipment purchases.

For Finance, this information can be used as the base for cost accounting.

For Property Management, this information allows the Port to be proactive and responsive to the facility needs of its tenants.

The system's information on asset downtime and utilization can be used to feed back into the Port's planning process. Information from the asset management system offers planners access to system-wide, 24-hour data that can help characterize the performance of key assets, prioritize funding, and provide operations data and expertise to improve forecasts of future asset condition, and analyze the effectiveness of alternative investments.

Asset utilization strategies, when performed by public entities demonstrate that they operate in a businesslike manner. With an asset utilization system in place, Port Everglades is able to manage, maintain, utilize, and obtain peak performance of its assets while also potentially reducing operating costs. At present, the PED, along with other County entities, is looking at new, more robust systems.

4.2.5 Ten Key Business and Asset Utilization Concepts

In summary, ten key business and asset utilization concepts to meet the Port's growth objectives and maintain sustainability are:

- The Port will be an international hub for trade, increasing European and Asian cargo while strengthening its base of trade with Central and South America and the Caribbean.
- Port revenues need to cover bond requirements and fund investments to maintain assets in a state of good repair as well as make capital improvements.
- Capital improvements should enhance flexibility and multi-use of infrastructure assets.
- Diversification of commodity throughput should be maintained.

- Operational efficiencies, such as mitigating traffic congestion and increasing petroleum-receiving system efficiencies, should be developed and maintained.
- Tenant land use and traffic efficiencies should be encouraged.
- Operating costs, such as security/electricity, should be reduced to increase net revenues.
- A benefit/cost matrix of return on investment, economic benefit to the community, regulatory/customer service, and environmental impact should be used to make Go/No-Go decisions on proposed infrastructure projects (see Section 4.3).
- The utilization of alternative funding sources, such as public-private partnerships, should continue to be pursued and implemented, building on the precedents already established with the ICTF development and several cruise terminal renovations.
- Synthesizing the synergies among Broward County's many assets -- the Port, the Airport, the Convention Center, the marine industry, and the environment -- is a win for all.

4.3 Financial Strategies

The 5-Year Master Plan and the 10- and 20-Year Vision Plans, which are presented in Element 5, are the road maps to identifying the infrastructure that is projected to meet market demand at the respective planning milestones. The 10- and 20-Year Vision Plans answer the question: "If Port Everglades is to meet the expected market demand at a milestone year, what infrastructure will be needed?" The 5-Year Master Plan has been further refined by establishing estimated order-of-magnitude design and construction costs and schedules for project construction within the 5-year fiscal period.

The projects in the 5-Year Master Plan are incorporated with the Port's continuing general infrastructure, maintenance, and renewal programs to create a 5-Year Capital Improvement Program (CIP). This CIP, which covers Fiscal Years 2014/2015 to 2018/2019, (October 2014 to September 2019, consistent with Broward County's fiscal period), needs to be a program that can be implemented within identified project budgets and have the funding available at the time needed. The 5-Year CIP presented in this Plan (see Element 6) has been developed with County staff and represents a program that is capable of being implemented within the established time frame. Projects in the 5-Year CIP in this 2014 Plan were selected because of their added value to the Port in the near term.

The financial strategy used in developing the 5-Year CIP applied the above factors to analyze key projects and incorporate sustainable and high value-added projects in the capital program. This strategy is recommended for future CIPs throughout the 20-year planning horizon. In other words, revenue from a project should not be the only indicator in the financial strategy, but other considerations, such as "sustainable" and "value-added" should be evaluated. "Sustainable" references social factors (i.e., economic impacts identified in the Plan) and environmental

factors in addition to the traditional ROI dollars. “Value-added” means the projects provide added value to the Port.

4.4 Project Decision-Matrix

Consistent with the 2009 Plan, this 2014 Plan utilizes a decision-matrix to evaluate the new projects proposed for inclusion in the Master Plan. For this Plan, however, the decision-matrix was given additional resonance by tying the evaluation criteria directly to the previously cited Port’s new mission statement:

“As a powerhouse for international trade, travel, and investment, Port Everglades leverages its world-recognized South Florida facilities and innovative leadership to drive the region’s economic vitality and provide the highest levels of service, safety, environmental stewardship, and community accountability.”

Table 4.4-1 shows the resulting criteria used to assess each of the proposed new or modified projects in the Plan.

**Table 4.4-1
DECISION MATRIX CRITERIA**

Category	Measure	
Competitiveness	Capacity	Operational Flexibility
Economics	Port return on investment	Regional economic benefit
Stewardship	Asset preservation	Environmental preservation

Some projects in the 5-Year Master Plan do not produce revenue directly, but, as in the case of the McIntosh Road realignment, are needed to mitigate existing traffic congestion and anticipate future mobility needs. Without traffic and security improvements, the needs of the tenants/stakeholders, regulatory agencies, and the public cannot be met. These investments contribute indirectly to the success of revenue-generating projects essential to maintain Port tenant and user satisfaction and meet regulatory requirements. Other projects, such as the petroleum-receiving berths and slips, directly contribute to port revenues and need improvements to meet identified user needs; these types of projects rank highly using the decision-matrix tool.

4.4.1 Competitiveness

Maintaining industry competitiveness is at the heart of the Port’s mission, as it is only by remaining competitive that the Port will be able to provide the regional economic and other benefits of port operations. For this reason, projects were evaluated in terms of their ability to provide the additional capacity the Port needs to meet the forecasted growth and the operational flexibility to accommodate changing industry trends as well as the day-to-day needs to serve a variety of ships.

Capacity. Whether modernizing cruise terminals to provide more efficient passenger flow and baggage-handling for the increasing numbers of people embarking and disembarking from the larger cruise ships calling at the Port, or extending the turning notch in Southport to provide

more container ship berths, a project's ability to add to the Port's capacity is an important evaluation criterion.

Operational Flexibility. Port Everglades serves ships of varying dimensions, accommodates many tenants with sometimes overlapping schedules, and is committed to providing the highest levels of safety and security to all its tenants and users. Projects such as filling the Tracor Basin and reconfiguring Berth 33 to provide additional berth length are examples of why operational flexibility matters as an evaluation criterion.

4.4.2 Economics

The two aspects of economics addressed by the decision-matrix include Port return on investment (ROI) and regional economic benefits. Project cost, ROI, and economic benefits can be quantified and evaluated analytically, as described below.

Port Return on Investment

Project Cost. The cost of a project includes professional design as well as inspection services during construction. Depending on the nature of the project, it is recommended that, where appropriate, value-engineering services should be added to the design process. Initial capital costs must be evaluated in addition to long-term maintenance and operating costs. Construction costs for projects in the 10- and 20-Year Vision Plans use current 2014 dollars in the order-of-magnitude cost estimates to avoid discrepancies in projected escalation factors.

Return on Incremental Investment. The Port's investment may be the value of land or the cost of capital improvements for the project. The return on incremental investment (ROI) measures the amount by which economic or financial benefits exceed the value of the Port's investment. The ROI considers both the initial capital investment as well as the operating cost and maintenance cost over the analysis period.

The dollar amount of future economic benefits and revenues is discounted at 4 percent per year. The discounting adjusts the stream of revenues that will be received in the future into a common current value. Discounting accounts for the fact that the value of a dollar today is greater than that expected of a dollar 10 years from now—because the dollar today could be invested and return more than a dollar in benefits 10 years from now (excluding inflationary impacts). As a result, benefits that are experienced today are more valuable than the benefits expected in future years. Understanding the magnitude and timing of the potential net revenue stream is a critical metric as it affects the Port's ability to maintain existing assets and make strategic investments in new assets to capture new markets.

Regional Economic Benefits

Regional economic benefits consist of two components: 1) economic impacts quantified by gross regional product (GRP) and jobs; and 2) transportation impacts, quantified as monetized benefits resulting from reduced truck and rail miles of travel. These both are indicators of the sustainability of a project. This evaluation criterion is discussed in detail below.

Types of Port-Generated Regional Economic Benefits. Economic benefits -- consisting of GRP, jobs, and monetized benefits resulting from reduced truck/rail miles of travel -- is one of the six key criteria in the decision-matrix. There are three ways in which Port investments serve as a catalyst for economic benefits. These include:

- Stimulating growth in cargo that satisfies the needs of consumers and businesses for fuel, consumables, construction materials, and other commodities at a comparatively lower cost than if the goods were imported from elsewhere.
- Stimulating growth in cruise passenger volumes that captures revenue and value-added opportunities, including spending by cruise passengers in Broward County in hotels, restaurants, and stores, and spending by the crew for electronics and other goods; and spending by the cruise industry itself for fuel, provisions, and administrative expenses.
- Reductions in transportation impacts, including reduced truck and rail miles travelled resulting from the use of direct water service from foreign imports directly to South Florida consumers.

Economic Impact Components. The economic impact assessment focuses on the stream of benefits generated over a 30-year analysis period. Benefits are estimated based on the economic impacts generated by increased cargo and/or passenger throughput.

The assessment utilizes the Florida Department of Transportation (FDOT)'s seaport project evaluation tool. This model has been developed specifically for use in Florida and is tailored to the structure of Florida's economy. It is an established and accepted tool for port planning in the state. FDOT uses the tool as part of larger evaluation processes for projects seeking state investment (e.g., the Strategic Intermodal System program, the Florida Seaport Transportation and Economic Development Council's Chapter 311 program, and the state's new Strategic Port Investment Initiative).

Marine cargo, passengers, and vessel activities directly impact the economy through the demand they create for port workers and private firms supplying maritime services. The Port and the firms supplying the maritime services purchase goods and services from local firms as well as from national and international firms (creating indirect jobs with these firms).

The employees hired by the firms receive wages and salaries, a portion of which is saved, while another portion is used to buy goods and services such as food, housing, clothing, health care, etc. These purchases create a re-spending impact throughout the economy, known as the earnings multiplier. Because of these local purchases, additional jobs (known as induced jobs) are created in the local economy.

Two types of impacts were measured:

- Jobs.
- Gross regional product.

Jobs. With respect to jobs, three types of job impacts are measured. These are direct, indirect and induced jobs. These job impacts are defined as follows:

- **Direct jobs** are those jobs with local firms providing support services to the seaport. These jobs are dependent upon this activity and would suffer immediate dislocation if the seaport activity were to cease. Seaport direct jobs include jobs with railroads and trucking companies moving cargo to and from the Port's maritime terminals, members of the International Longshoremen's Association (ILA) and Teamsters Union, steamship agents, freight forwarders, ship chandlers, warehouse operators, bankers, lawyers, terminal operators, stevedores, etc.
- **Indirect and Induced Jobs.** Indirect jobs are those jobs generated in the local economy as the result of local purchases by the firms directly dependent upon seaport activity. These jobs include jobs in local office supply firms, equipment and parts suppliers, maintenance and repair services, etc.

Induced jobs are jobs created locally and throughout the regional economy due to purchases of goods and services by those directly employed. These jobs are with grocery stores, the local construction industry, retail stores, health care providers, local transportation services, etc., and would also be discontinued if seaport activity were to cease.

Gross Regional Product. GRP consists of the total output of firms providing services in support of the seaport activity.

Transportation Impacts. The transportation impact assessment also evaluates the stream of benefits generated over a 30-year analysis period. Five different measures were evaluated including livability, safety, economic competitiveness, state of good repair, and environmental sustainability. Benefits are estimated based on transportation impacts generated by a decrease in truck and rail miles of travel.

Livability. Livability measures the value of travel time savings resulting from reduced truck and rail miles of travel.

Safety. Safety measures the value of avoided highway truck accidents and at-grade crossing crashes resulting from reduced truck and rail miles of travel.

Economic Competitiveness. Economic competitiveness measures the value of avoided truck and rail operating costs resulting from reduced truck and rail miles of travel.

State of Good Repair. State of good repair measures the value of avoided damages to roadway pavement resulting from reduced truck miles of travel.

Environmental Sustainability. Environmental sustainability measures the value of reduced fuel consumption change and carbon emissions resulting from reduced truck and rail miles of travel.

4.4.3 Stewardship

Stewardship and sustainability are essential elements of the Port's mission. Typically these elements are thought of in terms of environmental preservation, but they also can be applied to the preservation of the Port's assets.

Asset preservation. Projects included in the Plan such as bulkhead improvements, cruise terminal renovations, and the like are examples of asset preservation. While such projects may not be as highly touted as the more glamorous development of a new terminal or berth, they are essential to maintaining the Port's initial investments and to protecting these assets for future use.

Environmental preservation. Environmental preservation reflects not only the additional cost to a project of mitigation of other requirements, but also acknowledges project acceptance by both the regulatory agencies and the public. The Southport turning notch extension represents a project whose implementation has been accompanied by significant mitigation initiatives intended to provide enhanced environmental benefits. While the environmental preservation criterion includes quantifiable impacts, it may also reflect specific issues such as permits or other mandatory regulations.

4.5 Goals, Objectives, and Policies

The *Port Everglades Master/Vision Plan*, which is incorporated into the Deepwater Port Component of the *Broward County Comprehensive Plan*, serves as the state-mandated port master plan for the Port Jurisdictional Area (PJA). The Local Government Comprehensive Planning and Land Development Regulation Act, Chapter 163, Florida Statutes, requires that port master plans include goals, attainable objectives, and specific implementation policies to measure a port's progress in achieving its adopted goals. This section presents the goals, objectives, and policies the PED has identified to comply with state requirements and implement this Plan over the planning period in response to market demand and the availability of funding resources.

Underlying these goals, objectives, and policies, which reflect the Port's commitment both to local and regional economic growth and to the sustainability of the surrounding ecosystems, is the Port's previously cited mission statement.

Goal 1: Economic development. Over the planning horizon, the PED of Broward County shall continue to develop, maintain, and improve the Port as a competitive and viable deepwater facility to serve local and regional shipping and cruise tourism needs. In so doing, it shall provide for the economic well-being and environmental sustainability of Broward County and the surrounding region through the planned use of land within the PJA.

Objective 1.1: **Infrastructure development.** The PED shall provide adequate maritime facilities, consistent with the need for trade, industry, and commerce, to ensure the availability of the land and infrastructure necessary to meet the projected requirements of the Port's cargo, cruise, and Foreign-Trade Zone businesses.

Policy 1.1.1: **Short-term infrastructure improvements.** During the five-year planning period, the PED shall implement infrastructure improvements in Northport, Midport, and Southport, increasing berth capacity and efficiency, expanding cargo-handling and cruise terminal areas, acquiring additional cranes and other equipment, and pursuing further capital improvements, as necessary to serve forecasted demand.

Policy 1.1.2: **Infrastructure maintenance.** The PED shall provide adequate maintenance and upkeep of in-water and upland infrastructure to gain the best use from its facilities.

Policy 1.1.3: **Multi-purpose terminals.** The PED shall continue to promote the use of multi-purpose terminals for cruise and cargo activities to maximize their occupancy.

Policy 1.1.4: **Interconnected land uses.** The PED shall continue to develop the Port in a manner that achieves a pattern of land uses characterized by the concentration and interconnection of related compatible land uses.

Policy 1.1.5: **Intermodal facilities.** The PED shall continue to pursue both the development of intermodal facilities within the PJA, capitalizing on the completed ICTF, to maintain the Port's ability to compete for global trade, and the development of multimodal access facilities to enhance the Port's cruise passenger business.

Policy 1.1.6: **Foreign-Trade Zone.** The PED shall maintain its designation as a Foreign-Trade Zone (No. 25) and pursue expansion, as feasible, including facility relocation.

Policy 1.1.7: **Future development.** As described in the 10- and 20-Year Vision Plans, the PED shall pursue additional capital improvements to provide the supporting infrastructure needed for future Port operations.

Objective 1.2: **Cargo and cruise industry expansion.** The PED shall maintain the diversity of its cargo and cruise base to sustain balanced volumes of its business lines: containerized and non-containerized cargo, liquid bulk (petroleum products), dry bulk, and cruise passengers.

Policy 1.2.1: **Marketing plans.** The PED shall continue to update and implement marketing plans that sustain or encourage the growth of existing waterborne commerce activities at the Port.

Policy 1.2.2: **Marketing activities.** The PED shall maintain the diversity of its operations by marketing the Port to shippers and carriers in the Port's active cargo lanes and to cruise lines in the Port's diverse market areas.

Policy 1.2.3: **Private businesses.** The PED shall encourage private port-related businesses to construct and utilize appropriate facilities within the PJA.

Objective 1.3: **Land use compatibility and development regulation.** The PED shall maintain land use compatibility, consistent with the Port's Master/Vision Plan and with the goals, objectives, and policies in the Broward County *Comprehensive Plan*, while pursuing economic development opportunities customarily associated with ports and foreign-trade zones.

Policy 1.3.1: **On-Port land uses.** The PED shall ensure that land uses are consistent with the Port Everglades transportation area designation in the *Broward County Land Use Plan* (BCLUP) and with the land use patterns in the Port's Master/Vision Plan and that they maximize the use of Port property.

Policy 1.3.2: **Development consistency.** The PED shall see that development orders within the PJA -- including zoning, platting, site plans, building permits, and developments of regional impact -- are consistent with the Port Everglades transportation area designation of the BCLUP and are reviewed for compatibility with residential uses located near or adjacent to the PJA.

Policy 1.3.3: **Consistency with County and municipal plans and regulations.** The PED shall see that future development within the PJA is consistent with the adopted local comprehensive plans and land development regulations within Broward County and the cities of Fort Lauderdale, Hollywood, and Dania Beach, in accordance with an Interlocal Agreement dated May 6, 1994, between the respective municipalities and Broward County.

Policy 1.3.4: **Land use amendments.** The PED shall continue to review land use amendments within the PJA for consistency with the Port's Master/Vision Plan, compatibility with adjacent land uses, compatibility with existing and planned transportation facilities within Broward County, and the availability of adequate facilities and services concurrent with the impact of development.

Policy 1.3.5: **Historical and archeological resources.** The PED shall continue to protect and preserve any historical and archeological resources that may be identified within the PJA, in coordination with the Broward County Historical Society, the Broward County Environmental Protection and Growth Management Department (BCEP&GMD), and the Florida Department of State.

Goal 2: Transportation system efficiencies. The Broward County Board of County Commissioners through the PED shall cooperate with local, regional, state, and federal agencies and with private entities responsible for transportation infrastructure (water, road, and rail) connectivity to ensure that the intermodal transportation system essential to Port operations is in place.

Objective 2.1: **Deepwater access.** The PED shall continue over the planning horizon to pursue maintenance and other dredging activities to provide the channel, turning basin, and berth water depths needed to serve existing and future users in coordination with the U.S. Army Corps of Engineers (USACE), which maintains project depths within the PJA and Port expansion areas. The harbor channel and turning basins connecting to the Atlantic shipping lane are the Port's waterway connectors on the state's Strategic Intermodal System (SIS). The Atlantic shipping lane adjacent to the Port is part of the federal Marine Highway System, specifically the M-95 corridor.

Policy 2.1.1: **Maintenance dredging.** The PED shall undertake maintenance dredging within the berthing and turning basin areas when necessary to ensure safe navigational

conditions for the ships calling at its facilities and shall develop and implement a dredging management program for the PJA in coordination with other agencies. These include the USACE, the Florida Inland Navigation District, the Florida Department of Environmental Protection (FDEP), the Florida Seaport Environmental Management Committee of the Florida Seaport Transportation and Economic Development Council (FSTED), and the BCEP&GMD.

Policy 2.1.2: **Channel deepening and widening.** As the local, nonfederal sponsor for the federal civil works channel deepening and widening project to be undertaken by the USACE, the PED shall continue working with the USACE to implement the improvements required to serve the Port's anticipated market growth and fleet of larger ships forecast to call at the Port over the planning horizon.

Policy 2.1.3: **Disposal site development.** The PED, in coordination with the USACE and the FDEP, shall continue planning for the Port's long-term dredge disposal needs.

Policy 2.1.4: **Dredged material management.** The PED shall continue to encourage and coordinate with the U.S. Environmental Protection Agency (EPA) and USACE with respect to the use of agreed-upon and future ocean dredged material disposal sites and management goals: marine environmental protection, beneficial use of dredged material whenever possible, and documentation of disposal activity at the site.

Policy 2.1.5: **Hydrographic surveys.** The PED shall continue to conduct an annual hydrographic survey of in-water facilities which will aid in the monitoring of sediment deposition within the Port.

Policy 2.1.6: **Sand for beach renourishment.** The PED shall see that beach quality sand resulting from maintenance dredge activities is made available for beach renourishment purposes prior to deposition into a designated on-shore or off-shore dredge disposal site.

Policy 2.1.7: **Consistency with the State and Broward County Comprehensive Plans.** The PED shall pursue water-depth maintenance, new deepening activities, and the management of dredge material in a manner consistent with the State *Comprehensive Plan* and the Broward *County Comprehensive Plan*.

Objective 2.2: **On-Port road and rail network.** The PED shall continue to improve its internal road and rail network to serve expanded and relocated operations and facilitate on-Port circulation.

Policy 2.2.1: **On-Port roads.** The PED shall construct new roads and improve intersection capacity and circulation; install signs and other traffic control devices; and develop capacity queuing, parking, security processing, and approach areas for trucks, tractors, trailers, and other vehicles, as needed to support Port growth.

Policy 2.2.2: **On-Port rail.** The PED shall promote the on-Port rail infrastructure, including the ICTF, needed to serve Port users and connect with the Florida East Coast Railway (FEC) corridor, which is the Port's SIS rail connector.

Policy 2.2.3. **Parking.** The PED shall address the parking capacity needs created by the forecasted growth in the Port's cruise passenger volumes and the necessity of accommodating cruise line shore side staff, longshoremens, and security personnel at its parking facilities, and shall monitor demand trends to see that any required capacity expansion is implemented in a timely manner.

Policy 2.2.4: **Service and emergency vehicles.** The PED shall provide safe and efficient vehicular movement, and adequate access and parking for service and emergency vehicles within the PJA through the implementation of adopted land development regulations in accordance with the Interlocal Agreement dated May 6, 1994, between the respective municipalities and Broward County.

Policy 2.2.5: **Traffic monitoring.** The PED shall continue to maintain a traffic-count monitoring system that will identify areas of traffic congestion and promote pavement management within the PJA.

Policy 2.2.6: **Portwide traffic and circulation.** The PED shall initiate a comprehensive study to examine, quantify, and resolve a variety of traffic and circulation issues around the Port, including petroleum and other truck staging, cruise passenger drop-off and pick-up in the ground transportation areas, taxi staging, and security gate congestion.

Objective 2.3: **Off-Port access and connectivity.** The PED shall collaborate with other governmental agencies and private interests to protect and enhance vehicular access and the flow of commodities between the Port and regional transportation facilities. These entities include the Florida Department of Transportation (FDOT), the Broward County Metropolitan Planning Organization (MPO), the Broward County Aviation Department (BCAD), and the FEC.

Policy 2.3.1: **Vehicular Access.** To maintain and expand the high-speed intermodal access and connections needed for the efficient movement of goods to and from its facilities, the PED shall continue working with the FDOT, the MPO, and other regional entities to prioritize needed improvements to roads over which Port truck traffic must travel. Such roads include the Port's SIS connectors -- I-595 east into the Port's entrance (Eller Drive) and I-95 to SR 84 to Spangler Boulevard to the Port entrance.

Policy 2.3.2: **Rail service and connectivity.** The PED shall continue working with the FEC to identify and pursue improvements to the off-Port rail infrastructure and operations, which could facilitate goods movement by maximizing rail service and interchanges for the Port and its related industries. The Port's SIS rail connector includes the FEC spurs from seaport property to the FEC main line.

Policy 2.3.3: **Sunport Intermodal Center and Automated People Mover.** The PED shall continue to collaborate with the FDOT, District 4 Office and the BCAD as well as other regional entities, as necessary, in identifying and eventually implementing the final design of the proposed Sunport Intermodal Center (IMC) and Automated People Mover that will transport passengers within and between Fort Lauderdale-Hollywood International Airport (FLL) and the Port with connections to regional transportation modes at the IMC. The project is intended to

mitigate Port and Airport automobile congestion during peak cruise passenger embarkation and debarkation periods.

Objective 2.4: **Transportation agency coordination.** The PED shall coordinate future transportation system improvements within the PJA with the MPO, FDOT, and other appropriate agencies to obtain the funding needed to implement Port-related transportation projects on and off the Port.

Policy 2.4.1: **MPO Transportation Improvement Program.** The PED shall annually update the Port Everglades Projects Section of the MPO's Transportation Improvement Program (TIP), to be consistent with the Port's five-year CIP.

Policy 2.4.2: **FDOT District 4 Annual Work Program.** The PED shall annually update the Port-related projects listed in the FDOT District 4 Annual Work Program and shall identify intermodal projects for SIS funding.

Policy 2.4.3: **Broward County Capital Plan.** The PED shall annually update the unfunded Port Everglades transportation projects listed in the Broward County Capital Plan, in coordination with the Unfunded Priority List of the Broward County MPO's TIP.

Policy 2.4.4: **Florida Seaport Transportation and Economic Development Program.** The PED shall actively participate in the FSTED Council, as administered by the Florida Ports Council, which reviews and approves funding applications for the Port's transportation projects under the FSTED Program, Chapter 311, Florida Statutes.

Goal 3: Environmental stewardship and sustainability. The PED shall develop and operate its facilities in a manner that avoids and minimizes adverse impacts on the natural environment and shall mitigate unavoidable impacts of such Port development and operation on the functions of the natural ecosystem, including wetlands, water quality, wildlife habitat, living marine resources, and beach and dune systems. The Port is committed to preserving and protecting the quality of the environmental resources within its purview and shall conserve and protect those resources, consistent with continued Port maintenance and expansion requirements.

Objective 3.1: **Natural resource preservation and protection.** The PED shall conserve, protect, and, where possible, enhance environmental resources consistent with the Port Everglades Development District, the *Broward County Land Development Code* and the *Broward County Natural Resource Protection Code*. In so doing, the Port shall work with federal, state, regional, and local agencies in developing sound environmental policies and measures to minimize the environmental impacts of Port development and operations.

Policy 3.1.1: **Cumulative impacts on coastal resources.** The PED shall evaluate specific and cumulative impacts on coastal resources before undertaking maintenance and expansion activities and shall take measures to minimize or avoid negative impacts and to mitigate for damage that cannot be avoided.

Policy 3.1.2: **Habitat inventory and protective policies.** The PED shall maintain a current inventory and map of unique and productive terrestrial and aquatic habitats that exist in

the Port's vicinity which could be adversely affected by Port activities, and shall implement the environmental policies and statements in the Port's Master/Vision Plan to manage Port facilities in a manner that will protect natural habitat.

Policy 3.1.3: **Manatee habitat.** The PED shall continue to assist the FDEP, the Florida Fish and Wildlife Conservation Commission, and the BCEP&GMD in maintaining and enhancing manatee habitat within the FPL discharge canal on the Port.

Policy 3.1.4: **Mitigation plans.** The PED shall implement approved mitigation plans addressing measures to be taken should Port facilities adversely affect productive terrestrial and aquatic habitat existing in the Port's vicinity.

Policy 3.1.5: **Portwide best management practices.** The PED shall identify and provide best management practice environmental guidelines for staff and tenants to observe in conducting their operations.

Objective 3.2: **Estuarine Quality.** The PED shall maintain and, where appropriate, improve the quality of the estuarine environment within its purview by continuing to control the introduction of pollution into the Port estuarine system over the planning horizon.

Policy 3.2.1: **Estuarine system protection.** The PED shall see that development within the PJA is consistent with the rules and regulations of the BCEP&GMD and the *Broward County Land Development Code* to ensure the protection of estuarine systems and prevent estuarine pollution within the PJA.

Policy 3.2.2: **Avoidance and minimization of water-quality degradation.** The PED shall maintain a standard of avoidance and minimization of water-quality degradation for discharges to surrounding water bodies by improving the quality of stormwater run-off.

Policy 3.2.3: **Water-quality monitoring.** The PED shall continually monitor water quality to ensure its standard of avoidance and minimization of water-quality degradation for adjacent water bodies is not violated. This standard shall be in accordance with an approved water-quality monitoring plan that includes existing data and standards as well as additional monitoring necessary to establish conditions and trends.

Policy 3.2.4: **Drainage facilities.** The PED shall continue to provide and maintain man-made drainage facilities that are monitored for water quality in accordance with its national pollution discharge elimination system (NPDES) permit.

Policy 3.2.5: **Tidal flushing and circulation.** The PED shall ensure that tidal circulation and flushing are maintained as the Port development program is implemented.

Policy 3.2.6: **Compliance with agency requirements.** New and existing development within the PJA shall comply with the South Florida Water Management District (SFWMD) and the BCEP&GMD requirements for drainage and stormwater management, consistent with SFWMD's published best management practices.

Objective 3.3: **Water-dependent uses.** The PED shall continue over the planning horizon to prioritize shoreline land uses for water-dependent activities.

Policy 3.3.1: **Shoreline land uses.** The PED shall maintain shoreline land uses within the PJA in accordance with the recommendations of the Port's Master/Vision Plan, which gives priority to water-dependent uses.

Policy 3.3.2: **Water access.** The PED shall continue to give the provision and maintenance of water access to the Port's berths and facilities for Port-related and maritime uses the highest priority for future development and redevelopment within the PJA.

Policy 3.3.3: **Facility redevelopment.** The PED shall continue to give priority to the redevelopment of Port-owned structures and facilities that serve water-dependent uses, water-borne commerce, international trade, and cruise tourism within the PJA.

Objective 3.4: **Beaches and dunes.** The PED shall continue over the planning horizon to support beach and dune protection programs, consistent with FDEP policies and procedures.

Policy 3.4.1: **Coastal Construction Control Line.** The PED shall see that all oceanfront development and redevelopment conforms to FDEP's effective coastal construction control line regulations.

Policy 3.4.2: **Sand bypass system.** The PED shall continue to encourage and coordinate with the BCEP&GMD with respect to constructing a sand bypass system to transport sand from the north side of the Port's entrance channel north jetty to the south side of the south jetty.

Objective 3.5: **Coastal High Hazard Areas.** The PED shall follow Broward County's requirements for coastal high hazard areas (CHHA), which shall be defined as the Category 1 and 2 hurricane evacuation zones identified within the Broward County Land Use Map (Series), entitled "Flood Plains, Flood-Prone Areas, and Coastal High Hazard Areas."

Policy 3.5.1: **Coastal High Hazard Area designation.** The CHHA identified in the Broward County *Comprehensive Plan* shall be designated the CHHA within the Port.

Policy 3.5.2: **Use of public funds.** Within the CHHA, the PED shall use public funds only to support water-dependent uses and associated ancillary and accessory facilities, consistent with the Port's Master/Vision Plan and with the goals, objectives, and policies of the Broward County *Comprehensive Plan*.

Policy 3.5.3: **Residential development.** The PED shall continue to disallow the allocation of public expenditures for infrastructure improvements that would promote residential development or the concentration of permanent populations within the CHHA. It shall also continue to discourage any amendment to the Port Everglades transportation area permitted uses section of the BCLUP and of the Port Everglades Development District to allow permanent residential uses within the PJA.

Objective 3.6: **Plan implementation.** The PED shall be proactive in coordinating its development efforts with local, state, and federal permitting agencies and with private stakeholders to ensure development and operations are carried out in accordance with the public interest and regulatory requirements and promote environmental sustainability.

Policy 3.6.1: **Agency and stakeholder cooperation.** The PED shall continue to cooperate with local, regional, and other governmental agencies and stakeholders, including environmental interests, to ensure that environmental planning and management activities are coordinated. Among the requisite agencies and stakeholders are the FDEP, the SFWMD and the BCEP&GMD.

Policy 3.6.2: **Interagency agreements.** The PED shall encourage implementation of contracts and memorandums of understanding between the Port and the appropriate state agencies with the intent of preventing estuarine pollution, controlling surface water runoff, protecting marine resources, and reducing exposure to natural hazards.

Objective 3.7: **Sustainability.** The PED shall be proactive in implementing energy conservation and other measures that promote sustainability.

Policy 3.7.1: **Energy-efficient vehicles and buildings.** The PED shall continue its efforts to reduce greenhouse gas emissions. These efforts may include, over time, converting Port and tenant equipment to alternative fuels, transitioning the Port's fleet of service vehicles to fuel-efficient models, and promoting the use of energy-efficient designs in new buildings at the Port, as feasible.

Policy 3.7.2: **Sustainable operations.** The PED shall continue efforts to implement energy-saving measures in its operations. These efforts may include transitioning rail-mounted gantry cranes to shore power, promoting the use of rail rather than truck to move commodities on and off the Port, and identifying opportunities to reduce idling time for trucks moving through the Port's facilities, as feasible.

Policy 3.7.3: **Climate change.** The PED shall support the initiatives of the Broward County *Climate Change Action Plan* with respect to greenhouse gas emissions, climate change mitigation and adaptation efforts, and infrastructure planning. The PED shall also keep abreast of funding opportunities related to climate change resilience.

Goal 4: Safety and security. The PED shall reduce exposure of human life and property to harm by natural hazards through use of hazard mitigation and hurricane evacuation measures and shall continue striving to protect Port employees, tenants, users, and the public as well as Port facilities from acts of terrorism or criminal activities through safety and security programs.

Objective 4.1: **Protection from natural hazards.** The PED shall implement the measures required by Broward County and other agencies to protect human life and property from natural hazards, including airborne hazards, and shall work with Broward County in implementing the October 2012 *Enhanced Local Mitigation Strategy Plan*.

Policy 4.1.1: **Flood Zone compliance.** The PED shall ensure that any habitable, non-residential buildings in special flood hazard areas are designed and constructed to reduce the potential for flooding and wind damage. All structures within the defined flood zones (AE and VE) shall be constructed in accordance with the provisions specified in Broward County's Building Code and in the Florida Building Code (2010). Buildings and parking areas shall also be designed and constructed in accordance with the provisions of Rule 62-25, Florida Administrative Code.

Policy 4.1.2: **Building Code compliance.** The PED shall ensure that all buildings are designed and constructed in accordance with the Florida Building Code (2010) and as approved by Broward County and the appropriate municipality.

Objective 4.2: **Hurricane-preparedness.** The PED shall maintain an up-to-date Hurricane Evacuation Contingency Plan, ensuring that it is consistent with County and other governmental emergency plans and procedures and shall encourage all persons within the Port area to be familiar with Port evacuation requirements to ensure safe evacuation before a hurricane strikes. Relevant plans and procedures include the Broward County *Emergency Management Plan* and the U.S. Coast Guard's *Marine Evacuation Procedures for Deepwater Ports*.

Policy 4.2.1: **Hurricane evacuation times.** The PED shall continue over the planning horizon to maintain or reduce documented hurricane evacuation times for Port personnel and marine vessels in accordance with Broward County Emergency Management Division (BCEMD) and U.S. Coast Guard standards.

Policy 4.2.2: **Evacuation routes.** The PED shall continue to designate Eller Drive as the primary evacuation route within the PJA, with Spangler Drive serving as a secondary evacuation route.

Policy 4.2.3: **Agency coordination.** The PED shall continue to coordinate its plans with the hurricane evacuation plans of the BCEMD and the U. S. Coast Guard.

Policy 4.2.4: **Hurricane simulation exercise.** Port Everglades' essential personnel, who may include the Chief Executive and Port Director and senior staff, or their designees, should participate in Broward County's annual hurricane simulation exercise.

Objective 4.3: **Hazardous materials.** The PED, working with appropriate public safety, governmental, and private agencies, shall maintain procedures to respond to and mitigate hazardous material spills within the PJA.

Policy 4.3.1: **Hazardous spill cleanup.** The PED shall comply with appropriate federal, state, regional, and local regulations and procedures for the safe and expedient cleanup of hazardous spills and shall continue to implement the hazardous material handling and cleanup provisions of the effective Port Tariff.

Policy 4.3.2: **Oil spill contingency planning.** The PED shall continue to comply with applicable federal, state, and local oil spill contingency planning requirements within the PJA

and the protocol for reporting, cleaning, and disposal of toxic spill or emission incidents, which may include oil spills, gas leaks, and leaks of unknown substances.

Policy 4.3.3: **Timely information to public.** The PED shall cooperate with governmental agencies to provide complete and timely information to the public in the event of a hazardous material spill.

Objective 4.4: **Safe operating environment.** The PED shall reduce the potential of harm from manmade disasters by implementing safety and security programs for Port employees, tenants, users, and visitors.

Policy 4.4.1: **Safety and health measures.** The PED shall implement required safety and health measures and ensure that operations are conducted to the maximum extent possible in accordance with those measures.

Policy 4.4.2: **Compliance with health and safety standards.** The PED shall ensure its operations comply with applicable health and safety standards.

Objective 4.5: **Port security.** The PED shall strive to protect Port employees, tenants, users, and the public as well as the facilities at the Port from acts of terrorism or criminal activities.

Policy 4.5.1: **Port security plan.** The PED shall maintain and implement the security plan mandated and approved under state and federal guidelines, consistent with funding availability.

Policy 4.5.2: **Agency coordination.** The PED shall coordinate with the appropriate agencies including the Federal Bureau of Investigation, the U.S. Coast Guard, the Florida Department of Law Enforcement, and the Broward County Sheriff's Office in implementing the Port's security plan and making any changes required by new development.

Policy 4.5.3: **Public access and traffic checkpoints.** The PED shall continue over the planning horizon to maintain adequate public access to the PJA, consistent with federal, state, and local security mandates and shall continue to maintain public ingress and egress through security checkpoints at Eller Drive and I-595, Spangler Drive/SR 84 and US 1, and Eisenhower Boulevard and SE 17th Street. The latter security point will, however, be relocated to the south on Eisenhower Boulevard in 2015.

Policy 4.5.4: **Dockside control.** The PED shall continue to control public access to dockside operational areas by requiring the issuance of a permit to access the designated "secure area."

Policy 4.5.5: **New technologies.** The PED shall participate in local, state, and federal efforts to implement new anti-threat technologies that will facilitate cargo and passenger movements and help protect the Port and its users.

Objective 4.6: **Emergency management.** The PED shall endeavor to protect Port employees, tenants, users, and the public as well as the facilities at the Port and the surrounding areas in various emergencies.

Policy 4.6.1: **Emergency management plan.** The PED shall maintain an Emergency Management Plan to respond to emergencies at the Port and shall ensure that Port staff and tenants are familiar with its provisions.

Policy 4.6.2: **Emergency management coordination.** The PED shall coordinate with state, regional, and local emergency management agencies to maintain and update emergency management procedures.

Objective 4.7: **Post-disaster redevelopment.** The PED shall collaborate with the BCEMD in implementing the August 2011 *Countywide Recovery Process (CRP)*, a long-term strategic framework for post-disaster redevelopment in compliance with state guidelines. The PED's responsibilities include providing information to the Disaster Recovery Coordination Center (DRCC) staff regarding fuel and cargo capacity and movement in the disaster and recovery period; assisting the DRCC economic development coordinator with analyses, planning, and programming to address economic restoration in the community; and maintaining a Continuity of Operations Plan.

Policy 4.7.1: **Post-disaster redevelopment planning.** The PED shall identify appropriate post-disaster redevelopment procedures to reduce or eliminate exposure of human life and property to hazardous conditions, restore Port services, and reconstruct Port facilities in the aftermath of a disaster.

Policy 4.7.2: **Post-disaster priorities.** Following a disaster, the Chief Executive and Port Director or his designee shall give first priority to removal of hazardous conditions necessary to protect the public health and safety, second priority to restoring essential Port services, and third priority to long-term repair and redevelopment activities.

Goal 5: Intergovernmental coordination. The PED shall coordinate its development, operational, and expansion efforts with Broward County, appropriate municipalities, and other governmental entities, and shall facilitate initiatives to promote economic development opportunities in Broward County and the South Florida region.

Objective 5.1: **Coordination with other Broward County departments.** The PED shall support the plans and programs of Broward County, including economic development initiatives that expand opportunities in trade, industry, and commerce, and shall coordinate its planning and development initiatives with the appropriate County departments.

Policy 5.1.1: **Compatibility with Broward County's Comprehensive Plan.** The PED shall coordinate its planning and development efforts with the BCEP&GMD to ensure that planned projects and land uses at the Port are compatible with and support the programs and policies contained in the Broward County *Comprehensive Plan*. The Port shall also evaluate proposed amendments to the Broward County *Comprehensive Plan*, particularly the Coastal Management Element, as to potential impacts on Port activities.

Policy 5.1.2: **Airport-Seaport coordination.** The PED shall continue to coordinate its development plans for Southport and Midport with the BCAD to address Port expansion impacts

on FLL's approach and departure surfaces and shall explore synergies related to regulatory agencies that monitor both operations, as for example, U.S. Customs and Border Protection (CBP).

Policy 5.1.3: **Infrastructure and utility capacity.** The PED shall coordinate with Broward County agencies and other service providers, including the City of Fort Lauderdale, which provides potable water and sanitary sewer services within the PJA, to ensure adequate infrastructure and utilities for Port operations, and shall meet adopted level-of-service standards for potable water, wastewater, drainage, solid waste, and traffic circulation within the PJA. The standards shall be consistent with the goals, objectives, and policies of the Broward County *Comprehensive Plan* and the Broward County *Land Development Code* and shall meet the levels-of-service enforced by the affected municipal jurisdictions in accordance with the Interlocal Agreement between Broward County and Fort Lauderdale, Hollywood, and Dania Beach.

Objective 5.2: **Community, agency, and stakeholder coordination.** The PED shall coordinate its development and expansion program with applicable community entities, agencies, and stakeholders to promote sound planning and economic growth.

Policy 5.2.1: **Local communities.** In implementing the goals, objectives, and policies of the Port's Master/Vision Plan, the PED shall coordinate with the municipalities within the PJA: the cities of Fort Lauderdale, Hollywood, and Dania Beach.

Policy 5.2.2: **Regional, state, and federal agencies.** In addition to Broward County agencies, the PED shall cooperate with the South Florida Regional Planning Council; the Broward County MPO; SFWMD; FDOT, FDEP, and the Department of Economic Opportunity; the USACE, the U.S. Coast Guard, and CBP; and other applicable agencies in implementing the goals, objectives, and policies of the Port's Master/Vision Plan.

Policy 5.2.3: **Local and regional maritime, commercial, and industrial interests.** To help achieve its primary goal of economic development, the PED shall cooperate with South Florida interests and stakeholders, including the other South Florida seaports, as they seek to expand the region's commercial and industrial base.

Goal 6: Financial stability. The PED shall implement measures to maintain its financial capability, self-sufficiency, and fiscally sound posture as it implements its development program.

Objective 6.1: **Budgetary process.** The PED shall continue to follow a budgetary process for long-term planning which balances Port revenues, operating expenses, and capital expenditures needed to satisfy the anticipated market demand and capture new market share.

Policy 6.1.1: **Port revenues.** The PED shall keep abreast of tariffs and fees charged by other competing seaports and shall seek to maximize revenues, while maintaining a competitive fee structure to achieve growth targets.

Policy 6.1.2: **Business decision criteria.** The PED shall base business decisions on revenue trends, returns on investments, and cash flow trends, as guided by the County's Administrative Code.

Policy 6.1.3: **Expense control benchmarks.** The PED shall follow prudent business practices and consult with the County's financial officers to establish expense control benchmarks.

Objective 6.2. **Capital Improvement Program.** The PED shall maintain a 5-Year CIP that identifies the infrastructure improvements necessary to meet the Port's projected needs in the 5-year period and shall look beyond into the 10- and 20-year planning horizons.

Policy 6.2.1: **Annual 5-Year CIP updates.** The PED shall update its 5-Year CIP annually to reflect budgetary and market changes, prioritizing project implementation to obtain the best return on facility investments, and shall comply with state mandates for the submission of annual CIP updates to Broward County for inclusion in the Capital Improvements Element of the Broward County *Comprehensive Plan* and the Broward County Capital Program, with unfunded projects to be incorporated into the Broward County Capital Plan.

Policy 6.2.2: **10-Year and 20-Year Vision Plans.** The PED shall prepare 10-Year and 20-Year Vision Plans as part of its biennial Plan updates to identify capital needs beyond the 5-year planning horizon.

Objective 6.3: **Funding opportunities.** The PED shall pursue diverse funding opportunities to accelerate the rate at which it can implement its CIP.

Policy 6.3.1: **Legislative and agency awareness.** The PED shall participate in ongoing efforts to maintain legislative and agency awareness of the Port's economic impact on the region and the importance of its needs being addressed in the state's budget process.

Policy 6.3.2: **State and federal grants.** The PED shall actively seek matching grant funds from state and federal sources.

Policy 6.3.3: **Public/private partnerships and other funding sources.** The PED shall explore opportunities for public/private partnerships, joint ventures, and lease purchases to expedite implementation of the maritime and other facilities needed for economic development and job creation.

Policy 6.3.4: **Borrowing power.** The PED shall utilize its borrowing power to fund Port growth and/or maintenance projects within the norms of sound financing criteria and protection of value for the County and bondholders.

Table 4.4-2 summarizes these goals, objectives, and policies, which have been incorporated into the Goals, Objectives, and Policies section of the Deepwater Port Component of the Coastal Management Element in Broward County's *Comprehensive Plan*.

**Table 4.4-2
SUMMARY OF PORT EVERGLADES GOALS, OBJECTIVES, AND POLICIES**

Goal	Objective	Policy	
1. Economic development	1.1: Infrastructure development	1.1.1: Short-term infrastructure improvements	
		1.1.2: Infrastructure maintenance	
		1.1.3: Multi-purpose terminals	
		1.1.4: Interconnected land uses	
		1.1.5: Intermodal facilities	
		1.1.6: Foreign-Trade Zone	
		1.1.7: Future development	
	1.2: Cargo and cruise industry expansion	1.2.1: Marketing plans	
		1.2.2: Marketing activities	
		1.2.3: Private businesses	
	1.3: Land use compatibility and development regulation	1.3.1: On-port land uses	1.3.1: On-port land uses
			1.3.2: Development consistency
			1.3.3: Consistency with County and municipal plans and regulations
			1.3.4: Land use amendments
			1.3.5: Historical and archeological resources
2. Transportation system efficiencies	2.1: Deepwater access	2.1.1: Maintenance dredging	
		2.1.2: Channel deepening and widening	
		2.1.3: Disposal site development	
		2.1.4: Dredge material management	
		2.1.5: Hydrographic surveys	
		2.1.6: Sand for beach renourishment	
		2.1.7: Consistency with the State and Broward County <i>Comprehensive Plans</i>	
	2.2: On-port road and rail network	2.2.1: On-Port road	
		2.2.2: On-Port rail	
		2.2.3: Parking	
		2.2.4: Service and emergency vehicles	
		2.2.5: Traffic monitoring	
		2.2.6: Traffic and circulation	
	2.3: Off-port access and connectivity	2.3.1: Vehicular access	
		2.3.2: Rail service and connectivity	
		2.3.3: Sunport Intermodal Center and Automated People Mover	
	2.4: Transportation agency coordination	2.4.1: MPO Transportation Improvement Program	
		2.4.2: FDOT District 4 Annual Work Program	
		2.4.3: Broward County Capital Plan	
2.4.4: Florida Seaport Transportation and Economic Development Program			

Goal	Objective	Policy
3. Environmental stewardship and sustainability	3.1: Natural resource preservation and protection	3.1.1: Cumulative impacts on coastal resources
		3.1.2: Habitat inventory and protective policies
		3.1.3: Manatee habitat
		3.1.4: Mitigation plans
		3.1.5: Portwide best management practices
	3.2: Estuarine quality	3.2.1: Estuarine system protection
		3.2.2: Avoidance and minimization of water-quality degradation
		3.2.3: Water quality monitoring
		3.2.4: Drainage facilities
		3.2.5: Tidal flushing and circulation
		3.2.6: Compliance with agency requirements
	3.3: Water-dependent uses	3.3.1: Shoreline land uses
		3.3.2: Water access
		3.3.3: Facility redevelopment
	3.4: Beaches and dunes	3.4.1: Coastal Construction Control Line
		3.4.2: Sand bypass system
	3.5: Coastal High Hazard Areas	3.5.1: Coastal High Hazard Area designation
		3.5.2: Use of public funds
		3.5.3: Residential development
	3.6: Plan implementation	3.6.1: Agency and stakeholder cooperation
		3.6.2: Interagency agreements
3.7: Sustainability	3.7.1: Energy-efficient vehicles and buildings	
	3.7.2: Sustainable operations	
	3.7.3: Climate change	

Goal	Objective	Policy
4. Safety and security	4.1: Protection from natural hazards	4.1.1: Flood Zone compliance
		4.1.2: Building code compliance
	4.2: Hurricane-preparedness	4.2.1: Hurricane evacuation times
		4.2.2: Evacuation rates
		4.2.3: Agency coordination
		4.2.4: Hurricane simulation exercise
	4.3: Hazardous materials	4.3.1: Hazardous spill cleanup
		4.3.2: Oil spill contingency planning
		4.3.3: Timely information to public
	4.4: Safe operating environment	4.4.1: Safety and health measures
		4.4.2: Compliance with health and safety standards
	4.5: Port security	4.5.1: Port security plan
		4.5.2: Agency coordination
		4.5.3: Public access and traffic checkpoints
		4.5.4: Dockside control
		4.5.5: New technologies
	4.6: Emergency management	4.6.1: Emergency management plan
4.6.2: Emergency management coordination		
4.7: Post-disaster redevelopment	4.7.1: Post-disaster redevelopment planning	
	4.7.2: Post-disaster priorities	
5. Intergovernmental coordination	5.1: Coordination with other Broward County departments	5.1.1: Compatibility with Broward County's <i>Comprehensive Plan</i>
		5.1.2: Airport-Seaport coordination
		5.1.3: Infrastructure and utility capacity
	5.2: Community, agency, and stakeholder coordination	5.2.1: Local communities
		5.2.2: Regional, state, and federal agencies
5.2.3: Local and regional maritime, commercial, and industrial interests		
6. Financial stability	6.1: Budgetary process	6.1.1: Port revenues
		6.1.2: Business decision criteria
		6.1.3: Expense control benchmarks
	6.2: Capital Improvement Program	6.2.1: Annual 5-Year CIP updates
		6.2.2: 10- and 20-Year Vision Plans
	6.3: Funding opportunities	6.3.1: Legislative and agency awareness
		6.3.2: State and federal grants
		6.3.3: Public/private partnerships and other funding
6.3.4: Borrowing power		