



**Virginia Port Authority  
Board of Commissioners  
Annual Meeting - Session 400**



# **Virginia Port Authority Board of Commissioners Session 401**

# Agenda

- **Approval of Minutes**
- **Reports of Committees**
- **Unfinished Business**
- **New Business**
- **Other Business, Opportunity for Public Comment, and Adjournment**



# Helpfulness

We offer assistance and are appreciative when it's accepted – and understanding when it isn't. We ask questions and offer our best solutions. We are dedicated to making a positive impact on the world.



Accessibility • Fortitude • Innovation • Mindfulness • Sustainability



# **Finance and Audit Committee Report**



# Compliance

# Compliance

VPA  
Compliance  
Charter

POV  
Code of Ethics

Internal  
Policies

Compliance  
Committee



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# Virginia Port Authority Code of Conduct

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# Asking Questions and Reporting Concerns



**ETHICS AND COMPLIANCE HOTLINE**  
**VPA, VIT, & HRCP: 757-440-7099**

*You can access this hotline 24 hours a day, 7 days a week to ask a question or share a concern*



**COLLEAGUES MAY EMAIL** their concerns to [Compliance@portofvirginia.com](mailto:Compliance@portofvirginia.com). Emails will be kept confidential, but are not anonymous. All reports are reviewed by trained compliance investigators and treated confidentially. At times, hotline reports are passed along to other departments, including Human Resources, for appropriate actions.

# Fiscal Year 2021

## Compliance and Ethics Week

- November 1-7, 2020
- Activities throughout the week focused on raising awareness of compliance and ethics throughout the organization

## Training & Education

- New Hire Orientation
- Code of Conduct Training
- Continued Compliance and Ethics education

## Auditing

- Develop an organizational wide auditing schedule for FY21



# Asset Management

# Year 1 Accomplishments



FY19 Assessment



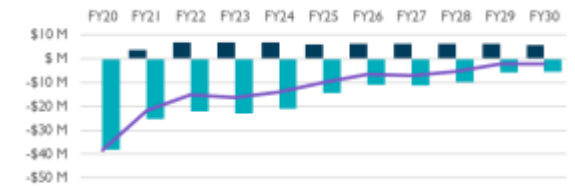
Principles of Asset Management



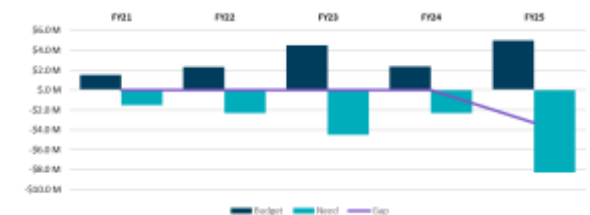
Strategic Asset Management Plan



Capital Expenditure Manual



Vehicle Plan and Information Strategy



IT Plan and Information Strategy

# Global Reach and Strategic Connectivity

## Next Steps:

- New Capital Decision Model
- Execute IT and vehicle information plans for better data
- Begin lifecycle refresh of pickup trucks
- Detail analysis of lifecycles of forklifts and hustlers
- Assessment of reliability and state of all assets





**SWaM**

# COVID 19

- 40% spend with SWaM businesses for COVID related purchases.
- Providing opportunities in PPE, equipment and enhanced cleaning services.
- We have committed to surpassing our SWaM spend goal to ensure we do our part to support our community during these unprecedented times.

## SWaM FY20\*

\$123,055,246

Total Discretionary Spend

\$53,593,564

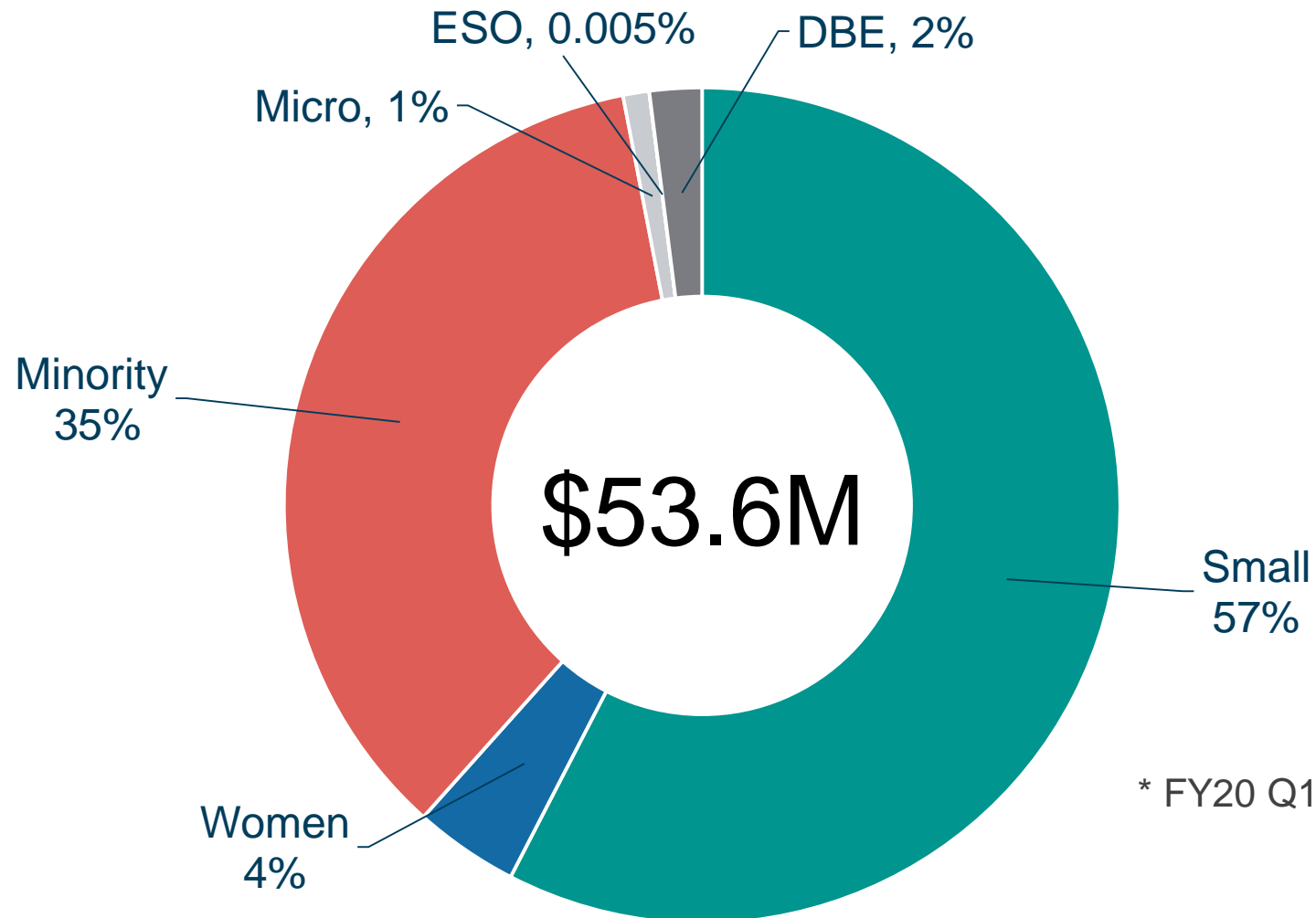
Total SWaM Spend

43.5%

\* FY20 Q1-Q3 Actuals, Q4 Forecast



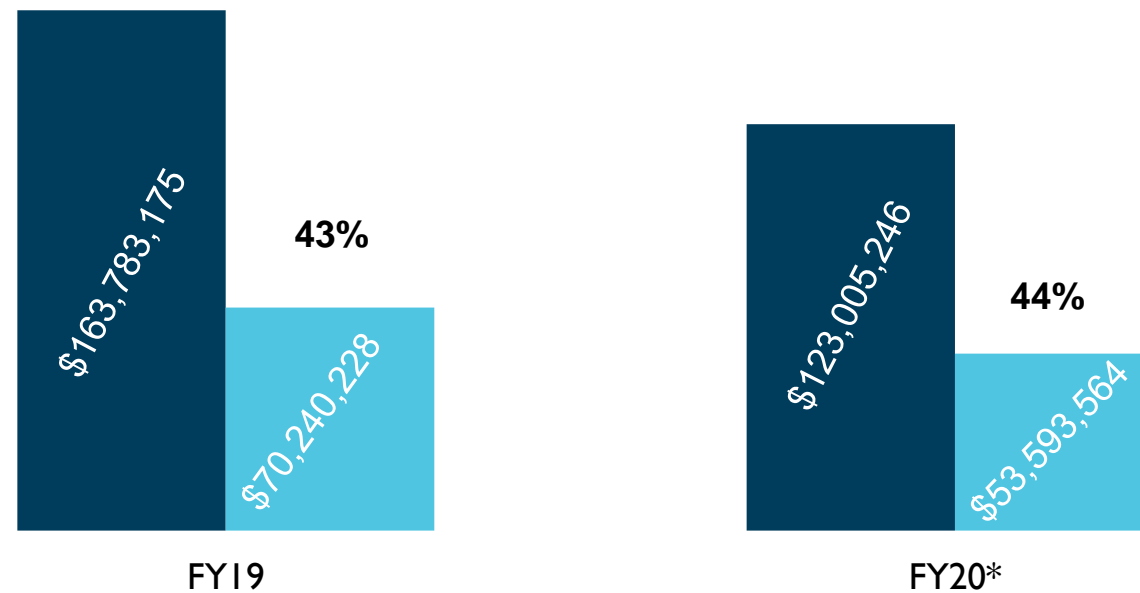
# FY20\* Port of Virginia SWaM by Type



\* FY20 Q1-Q3 Actual, Q4 Forecast

# FY19 vs FY20\*

	FY19	FY20*	Change
SWaM	\$ 70,240,228	\$ 53,593,564	\$ (16,646,664)
Discretionary	\$ 163,783,175	\$ 123,005,246	\$ (40,777,929)
% SWaM	43%	44%	



■ Discretionary ■ SWaM

\* FY20 Q1-Q3 Actual, Q4 Forecast

## FY19 vs FY20\*

FY	VPA Discretionary Expenditures	Total SWaM Dollars	Goal Set	Goal Actual
FY17	\$68,710,428	\$8,389,543	20.0%	12%
FY18	\$189,518,850	\$61,330,069	22.5%	32%
FY19	\$162,783,175	\$70,240,228	30.5%	43%
FY20*	\$123,055,246	\$53,593,564	33.5%	44%

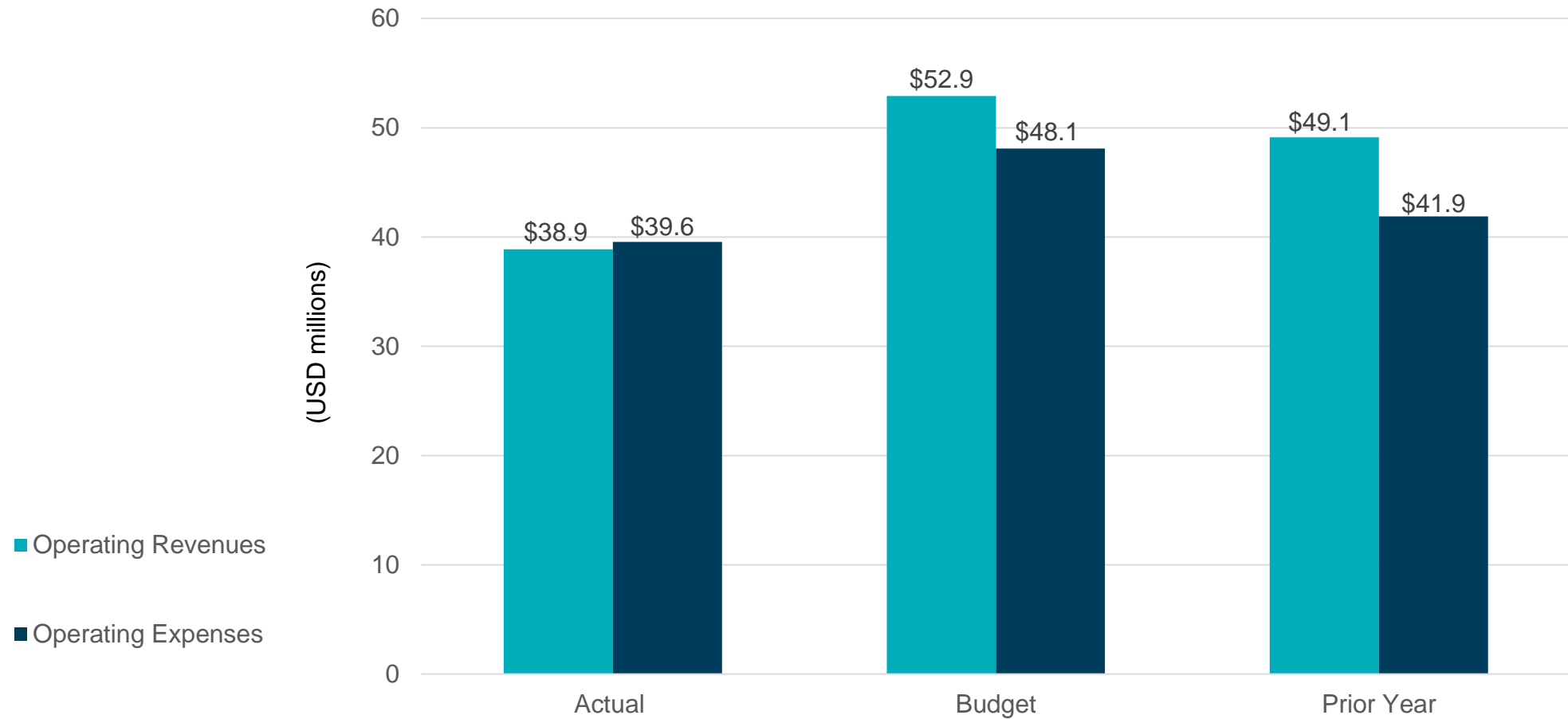
\*FY20 Q1-Q3 Actual, Q4 Forecast



# **May 2020 Financial Report**

# Operating Revenues and Expenses:

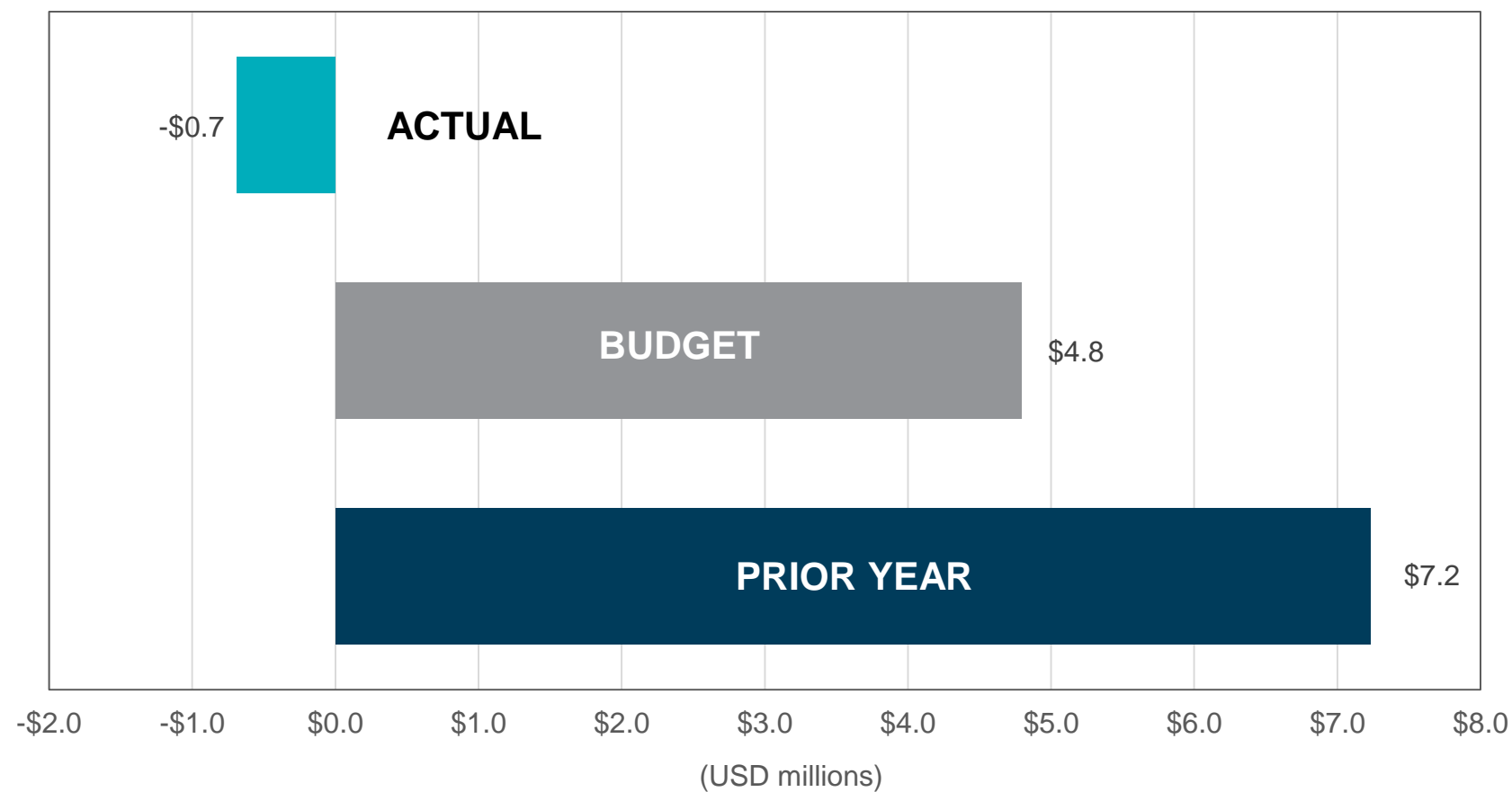
## For the Month Ended May 31, 2020



# Operating Income (Loss):

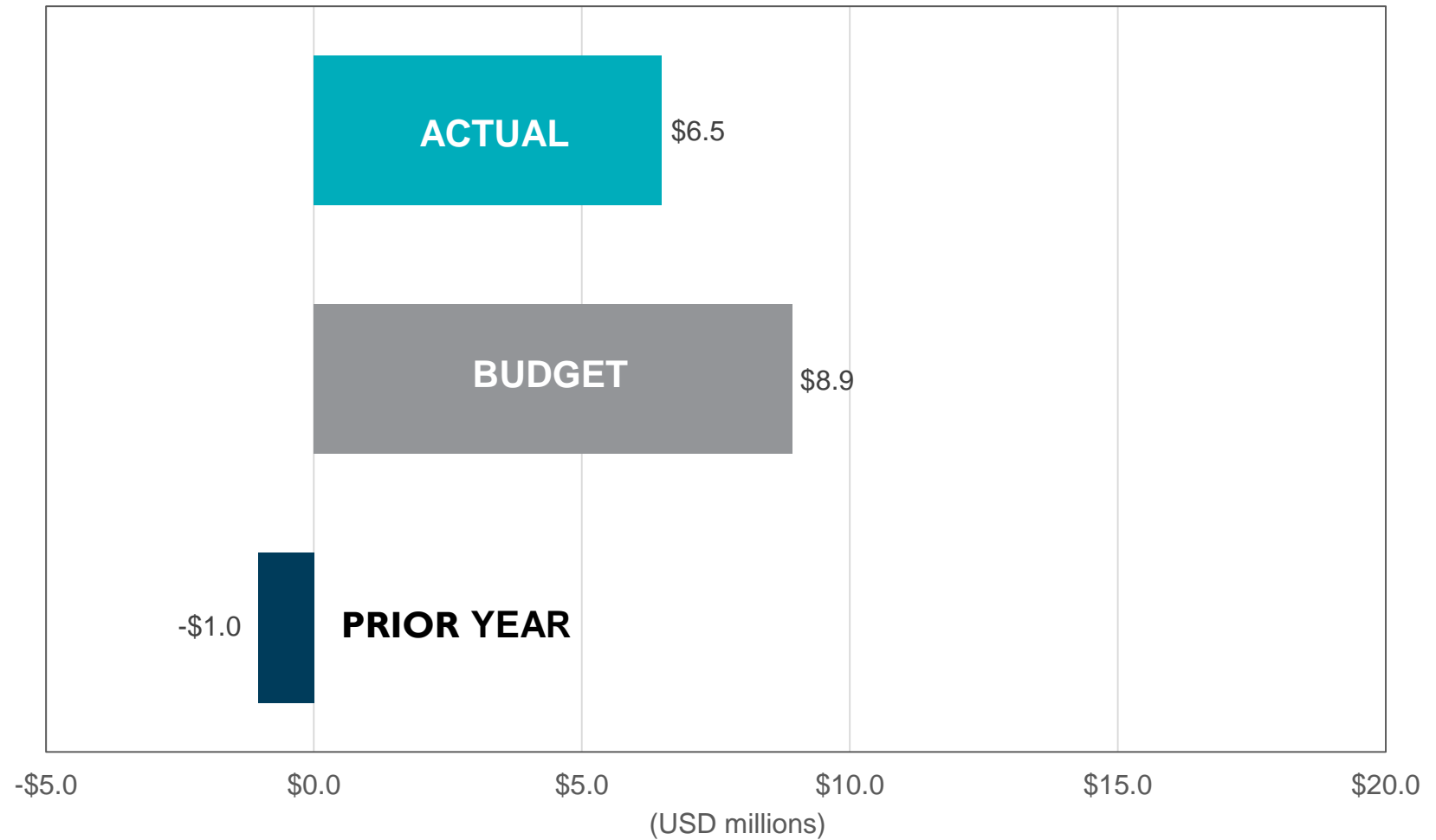
For the Month Ended May 31, 2020

PRIOR YEAR



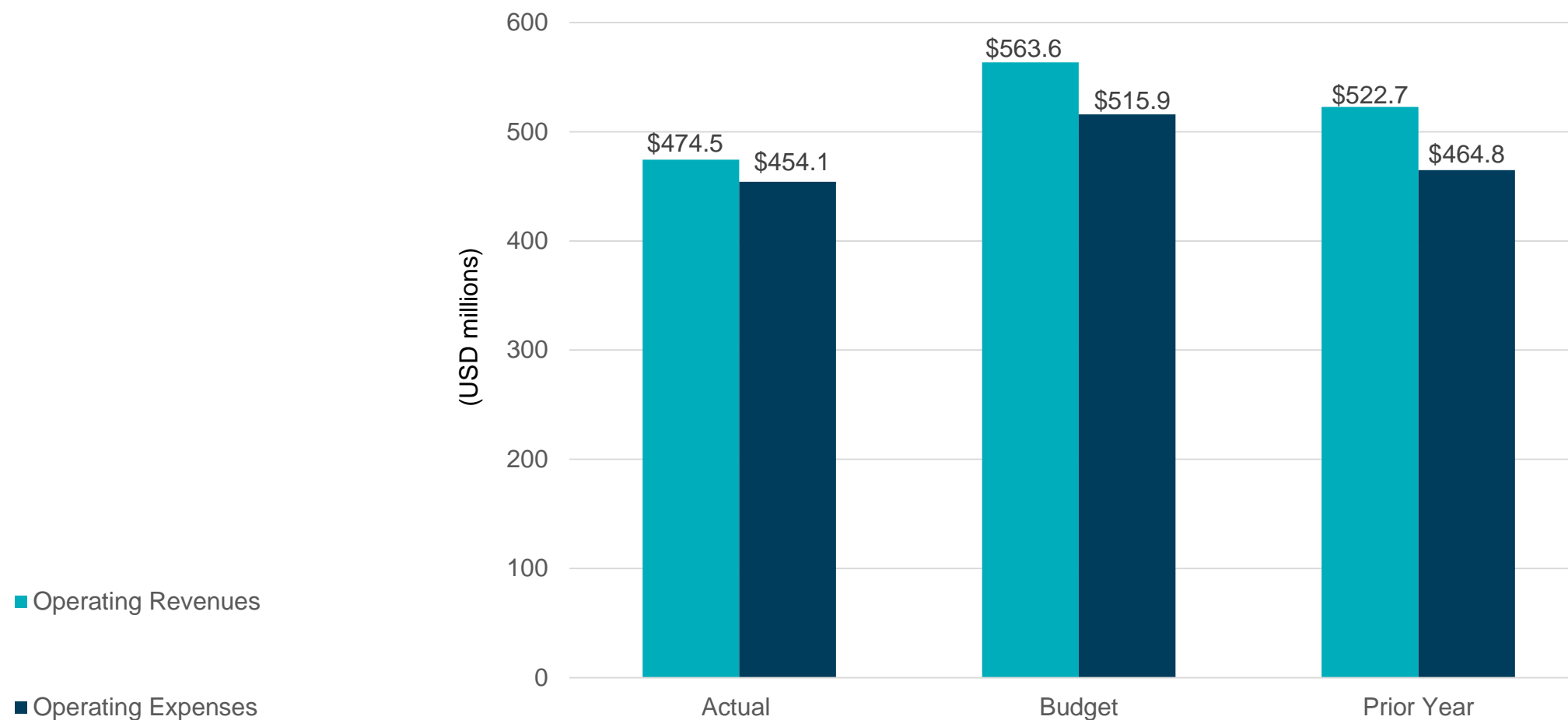
# Change in Net Position:

## For the Month Ended May 31, 2020



# Operating Revenues and Expenses:

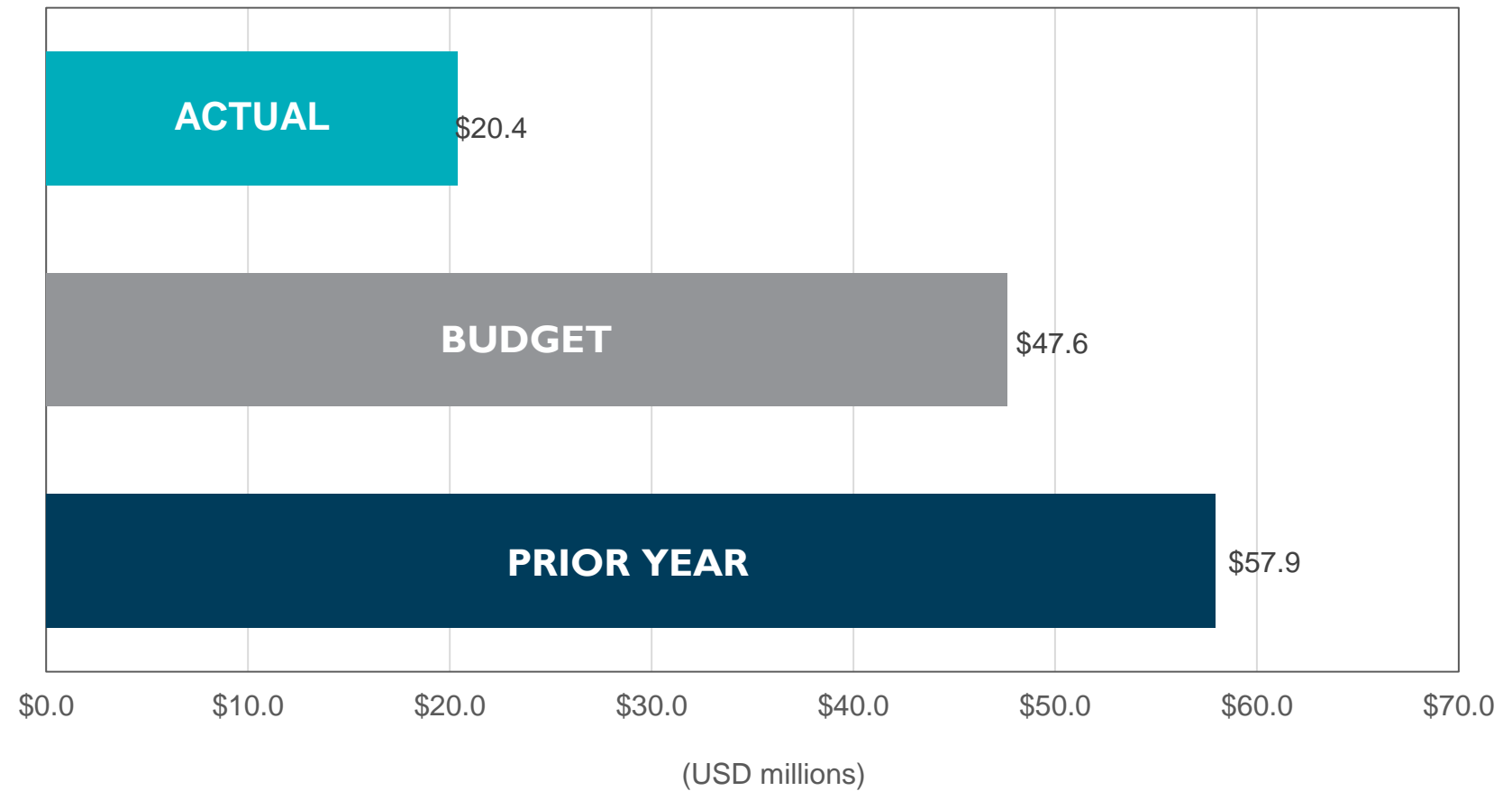
## For the Eleven Months Ended May 31, 2020





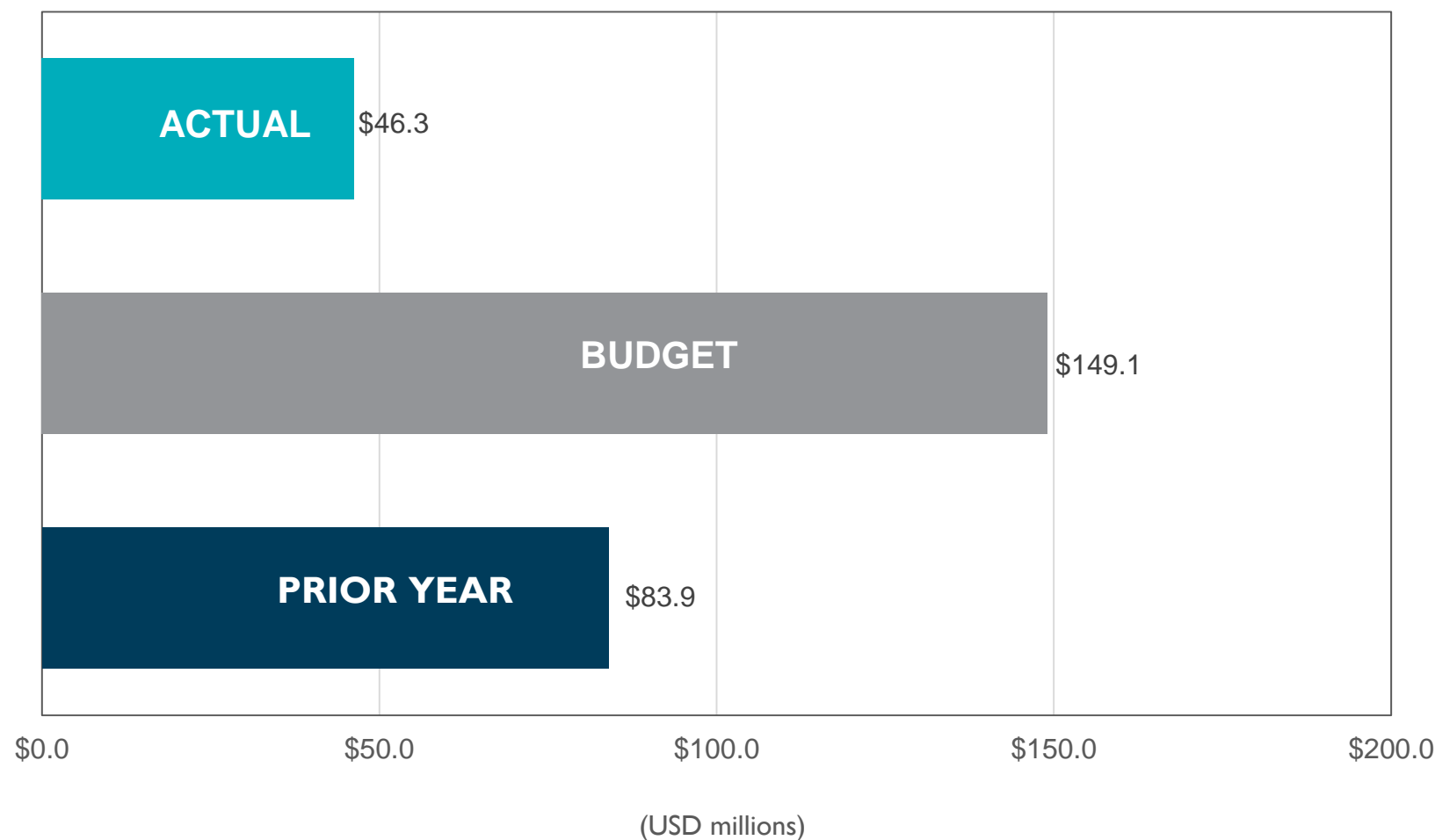
# Operating Income (Loss):

For the Eleven Months Ended May 31, 2020



# Change in Net Position:

For the Eleven Months Ended May 31, 2020





# Sustainability

We are responsible stewards of the communities in which we operate, the relationships we foster, and all of the resources entrusted to our care.

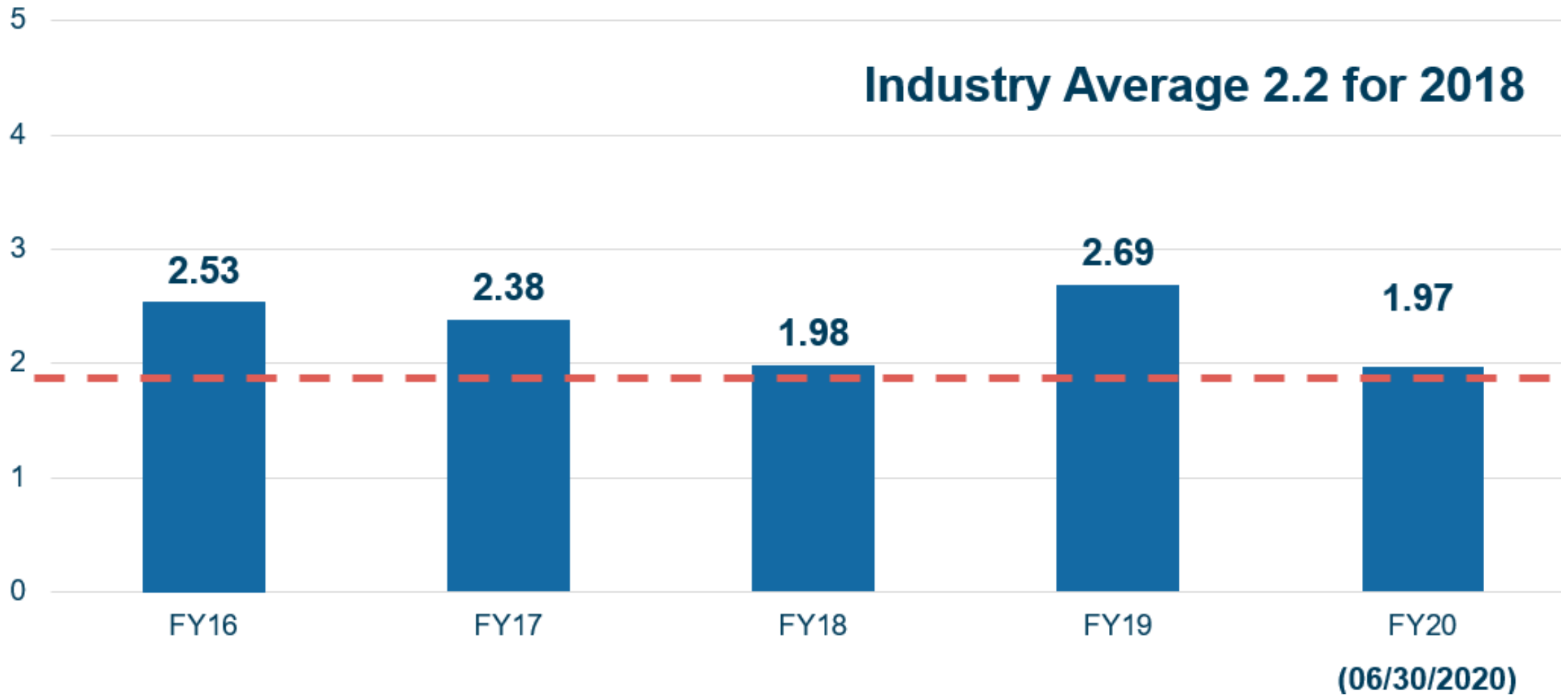


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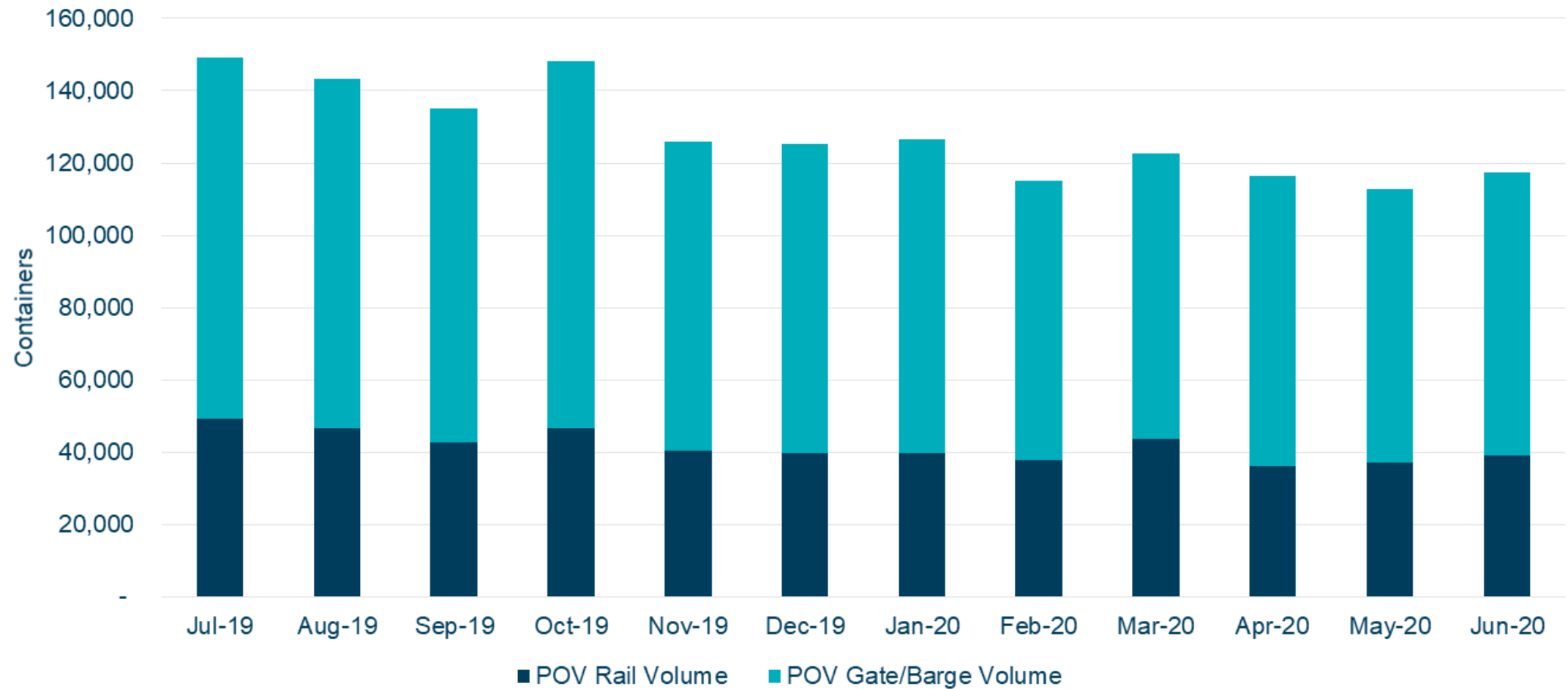


# **Growth and Operations Committee Report**

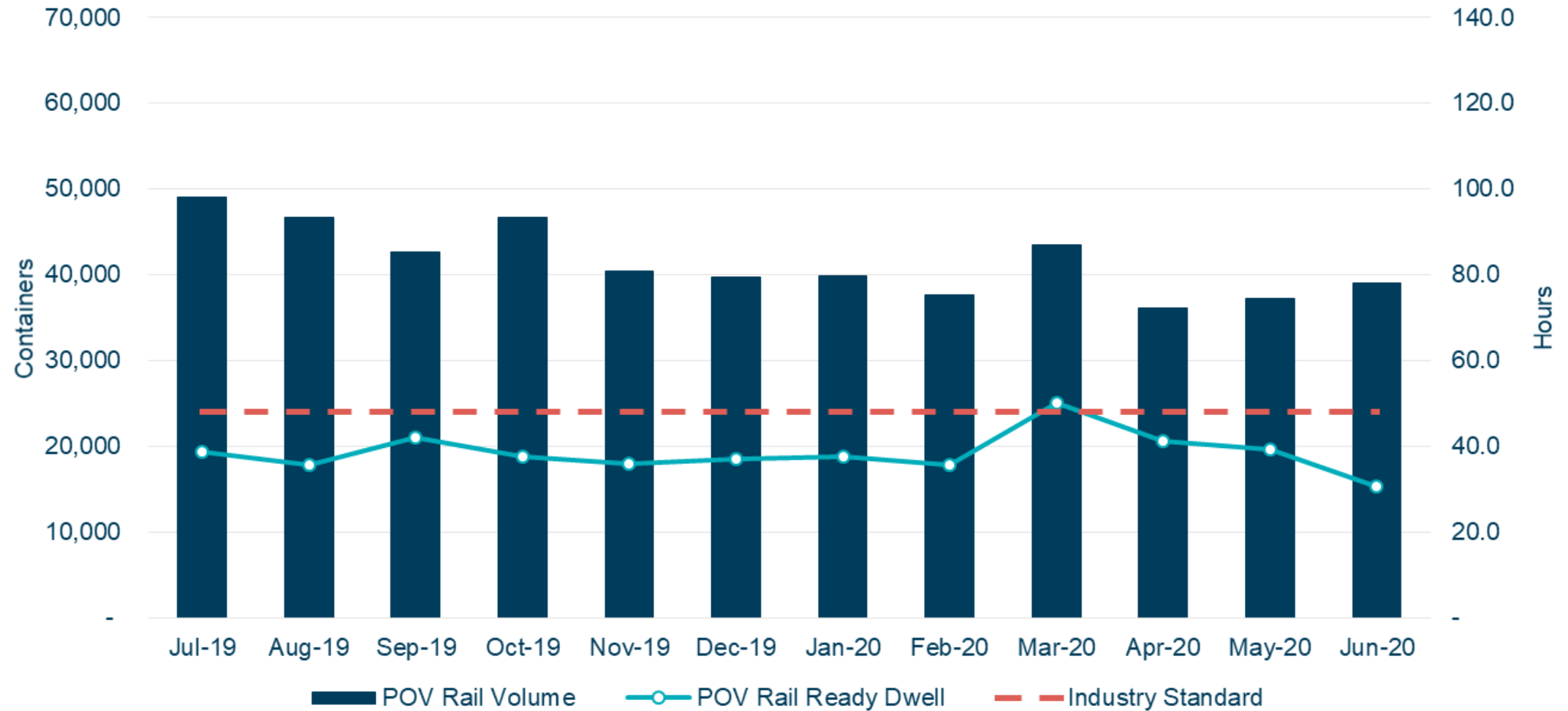
# OSHA Lost Work Day Rate



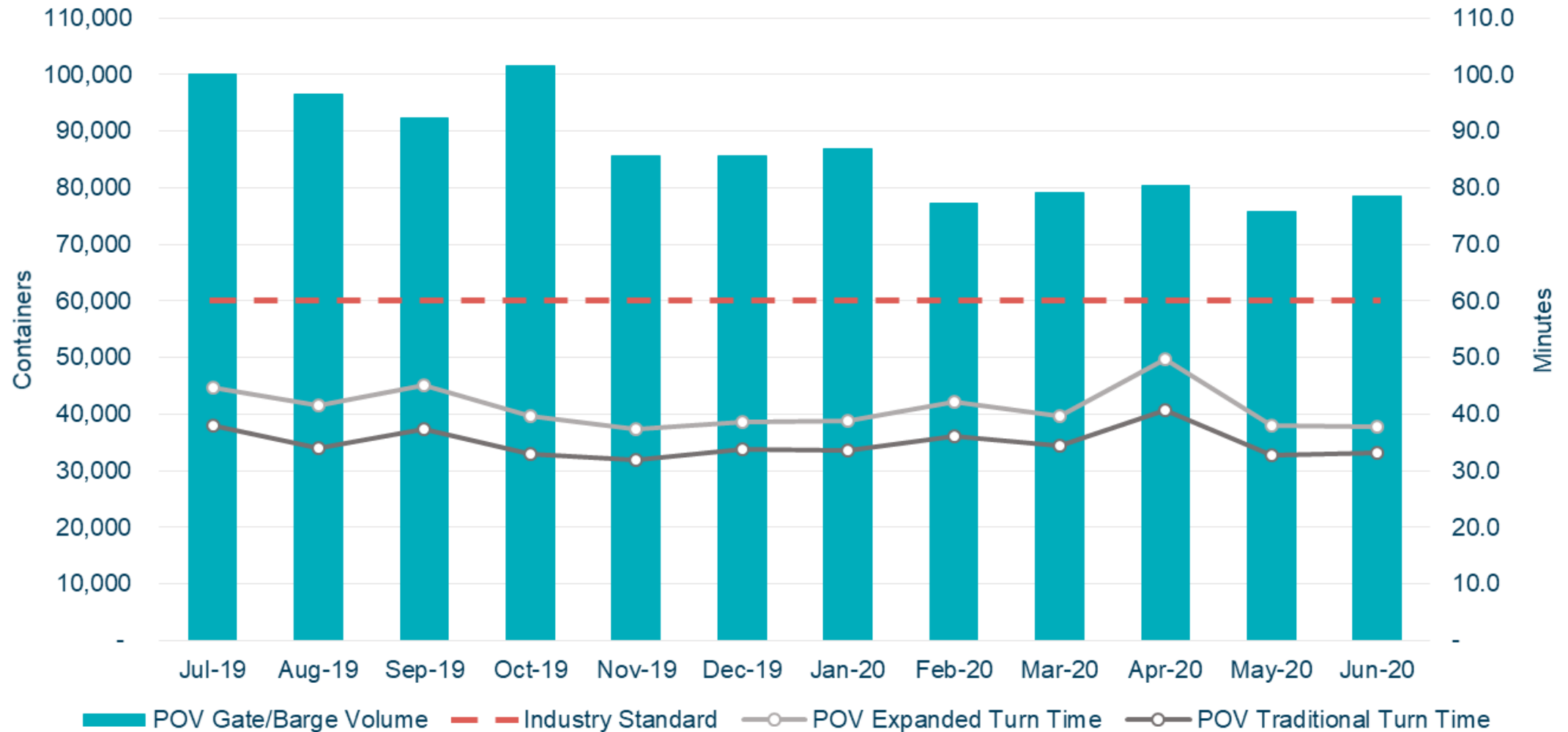
# POV Rail vs Gate/Barge Volume



# POV Rail Volume

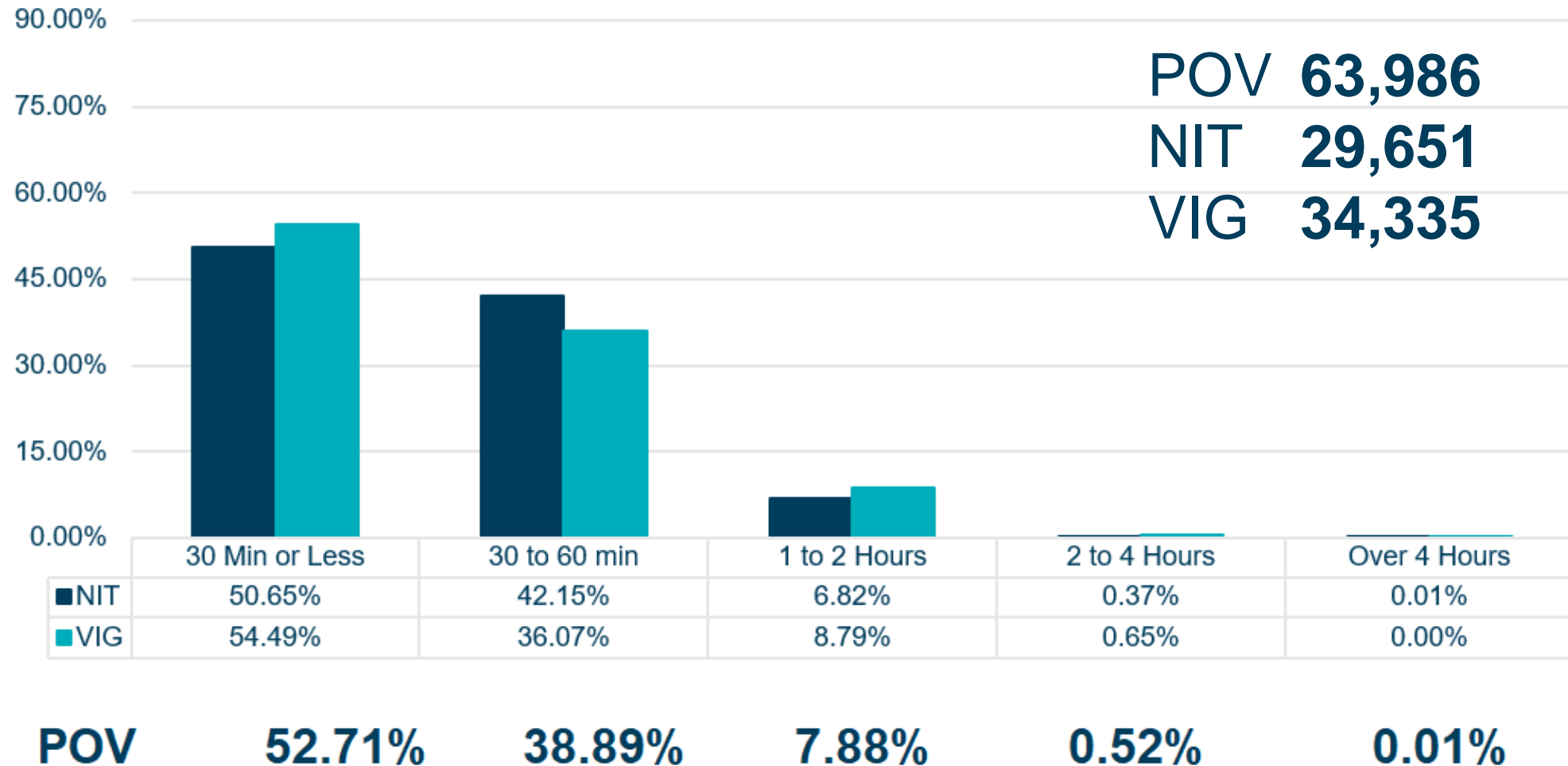


# POV Gate Turn Times

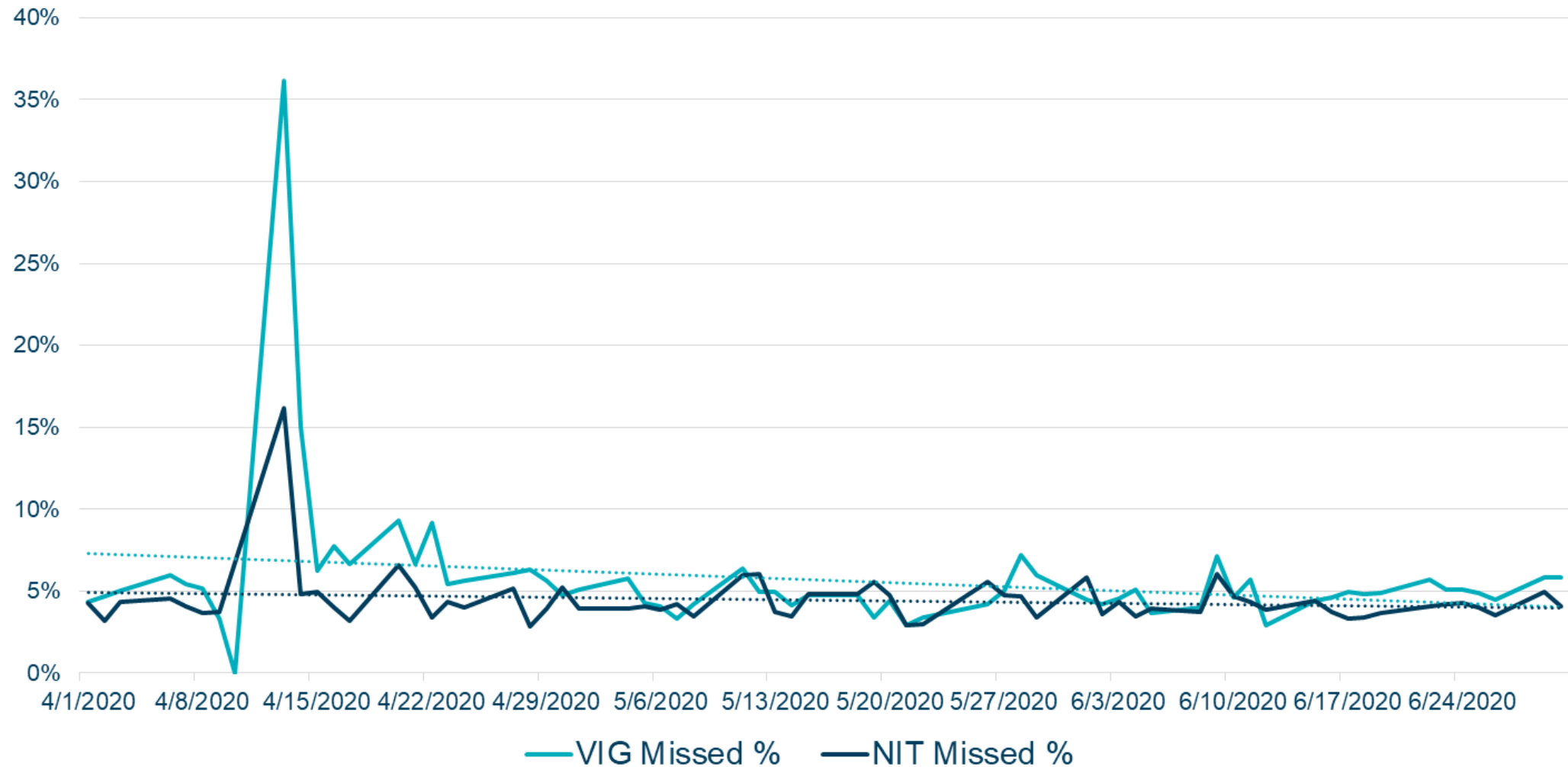




# Traditional Turn Time – June 2020



# Missed Reservations





# Sales Report

# FY TO DATE JULY 2019 – JUNE 2020

	FY 2019	FY 2020	Change	% Change
<b>Total TEUs</b>	<b>2,938,856</b>	<b>2,757,625</b>	<b>(181,231)</b>	<b>-6.2%</b>
Export Loaded TEUs	962,586	938,085	(24,502)	-2.5%
Export Empty TEUs	583,044	513,445	(69,598)	-11.9%
Import Loaded TEUs	1,371,289	1,281,761	(89,528)	-6.5%
Import Empty TEUs	21,937	24,334	2,397	10.9%
<b>Total Containers</b>	<b>1,651,491</b>	<b>1,538,169</b>	<b>(113,322)</b>	<b>-6.9%</b>
<b>General Cargo Tonnage</b>	<b>22,080,857</b>	<b>20,890,358</b>	<b>(1,190,498)</b>	<b>-5.4%</b>
Container Tonnage	21,908,166	20,762,179	(1,145,987)	-5.2%
Breakbulk Tonnage	172,691	128,180	(44,511)	-25.8%
<b>Total Rail Containers</b>	<b>565,179</b>	<b>498,563</b>	<b>(66,616)</b>	<b>-11.8%</b>
VIP Containers	37,940	28,730	(9,210)	-24.3%
<b>Total Barge Containers</b>	<b>54,303</b>	<b>59,087</b>	<b>4,784</b>	<b>8.8%</b>
RMT Containers	33,484	41,019	7,535	22.5%
<b>Total Truck Containers</b>	<b>1,032,009</b>	<b>980,519</b>	<b>(51,490)</b>	<b>-5.0%</b>
<b>Ship Calls</b>	<b>1,570</b>	<b>1,438</b>	<b>(132)</b>	<b>-8.4%</b>
<b>Vehicle Units</b>	<b>22,810</b>	<b>17,340</b>	<b>(5,470)</b>	<b>-24.0%</b>

# New Weekly Service – EMA

## Connecting Mediterranean with US East Coast

First weekly call on May 20



# New Weekly Service – EC2

First Weekly Call July 9





# Weekly Services

**Maersk adding new TP23/USEC8 bi-weekly service**  
**This will run to support vacant TP11 service**  
**First vessel ETA POV 8/31 - Move count 1500 units**





# Fortitude

We are clear in our intent, thoughtful in our approach,  
and professional in our execution.



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# **Development and Government Affairs Report**

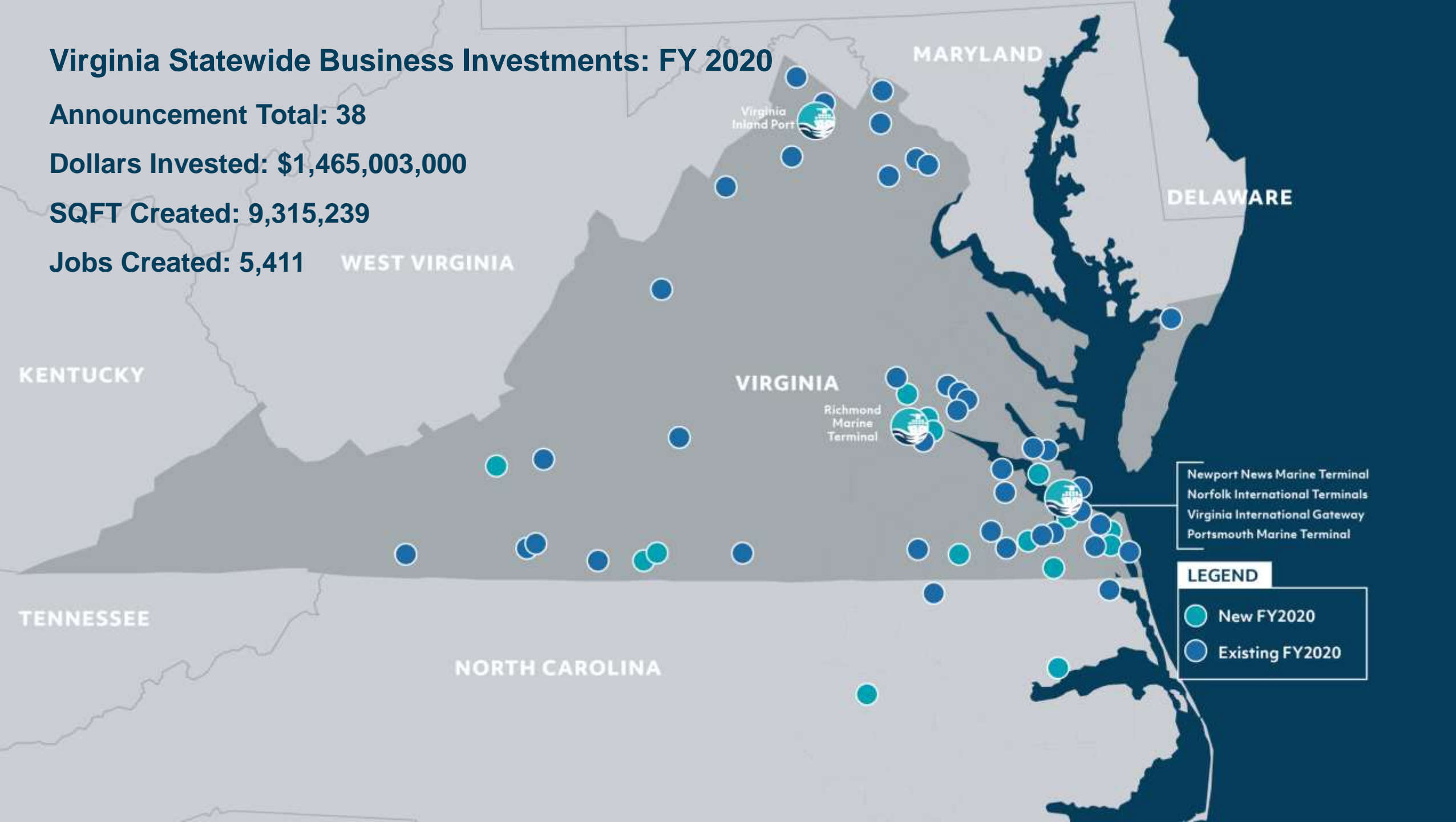
# Virginia Statewide Business Investments: FY 2020

Announcement Total: 38

Dollars Invested: \$1,465,003,000

SQFT Created: 9,315,239

Jobs Created: 5,411





# Catalysts for Commerce: CYTD 2020

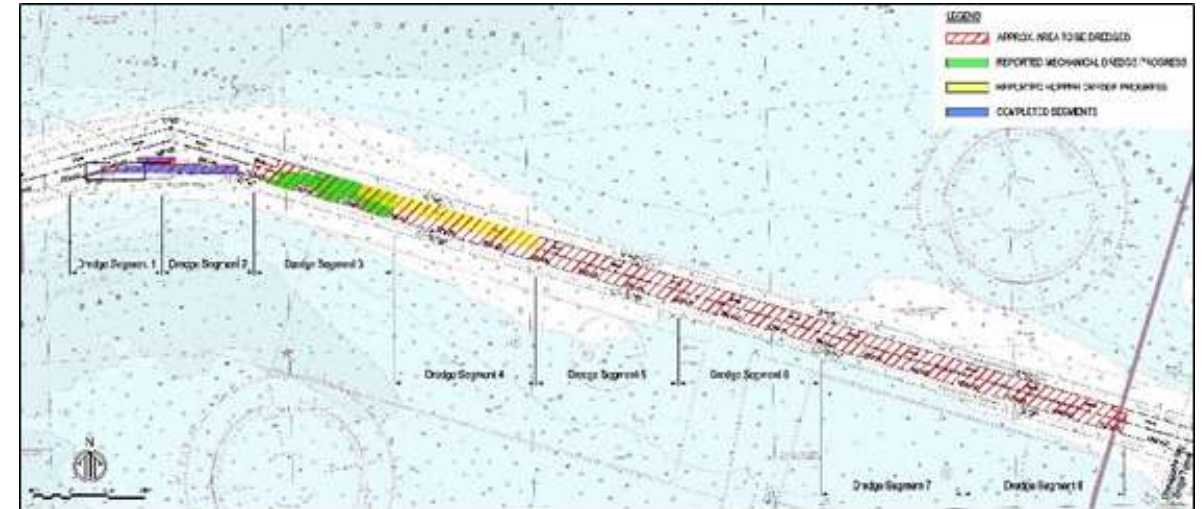
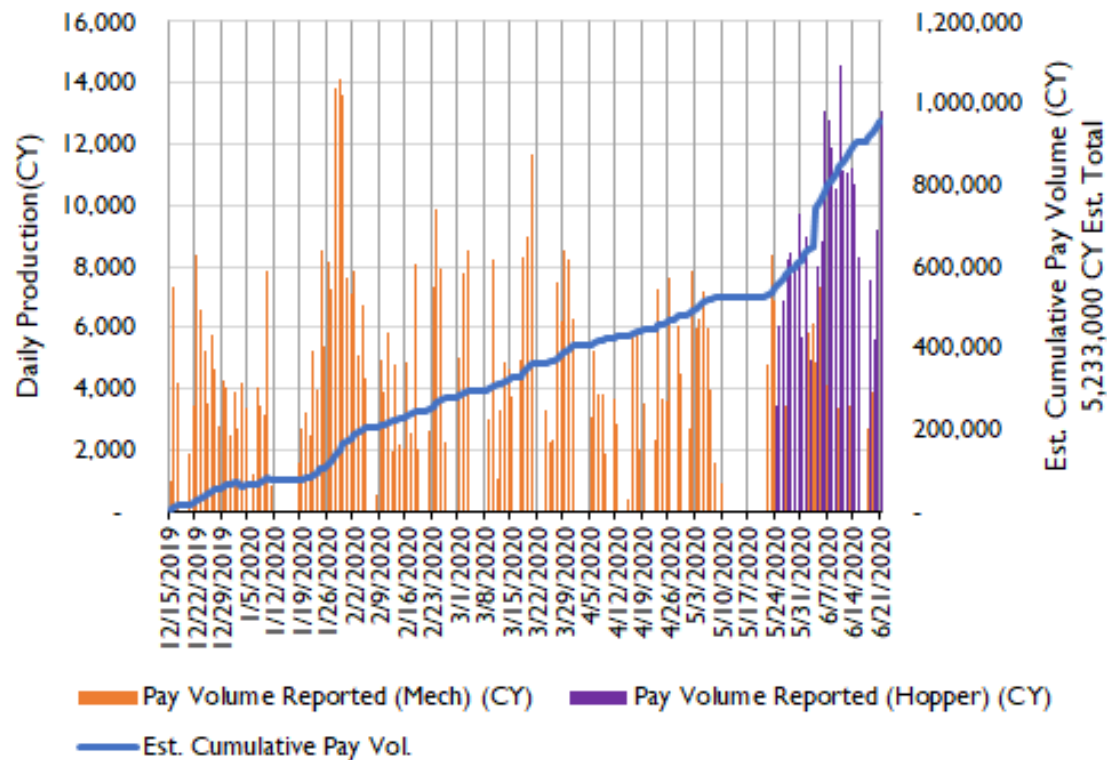


Source: *Economic Development July 2020*



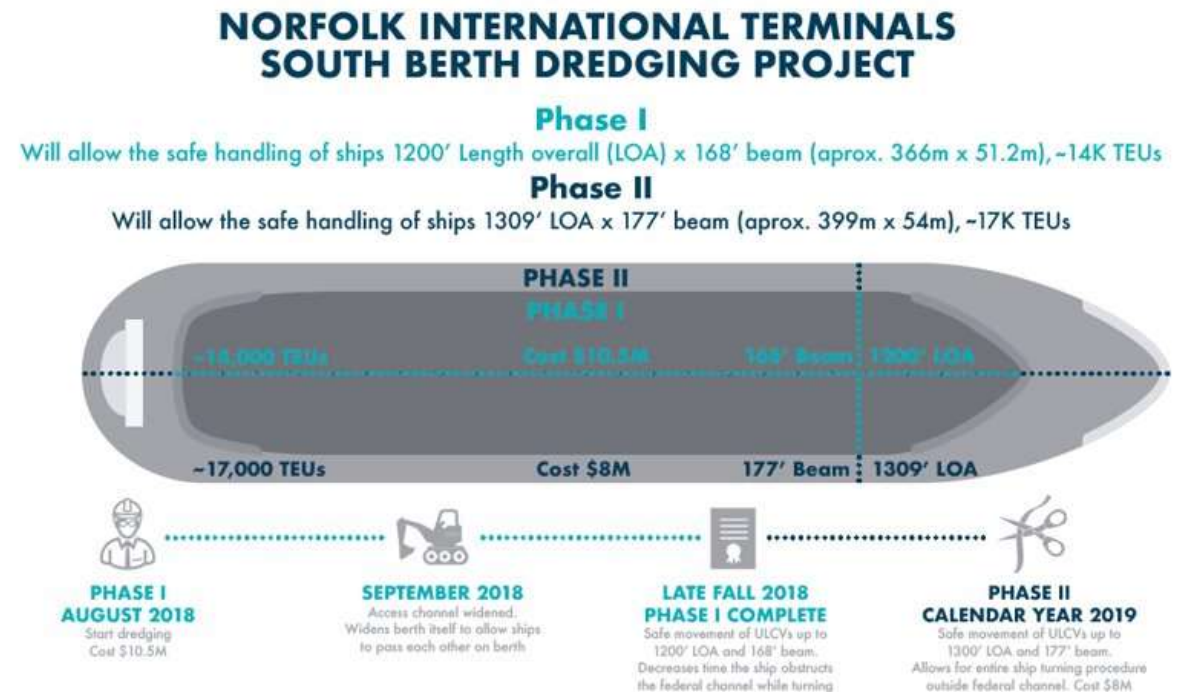
# Norfolk Harbor and Channels Deepening

TSC-W Dredging Production and Estimates



# NIT Comprehensive Dredging Contract

- Maintenance Dredging and NIT South Access Basin Widening Phase 2
  - Combined maintenance dredging and new work dredging (\$10.2M low-bid)
  - Realized approximately \$5M in savings among projects
  - Mobilization in late July, complete by March



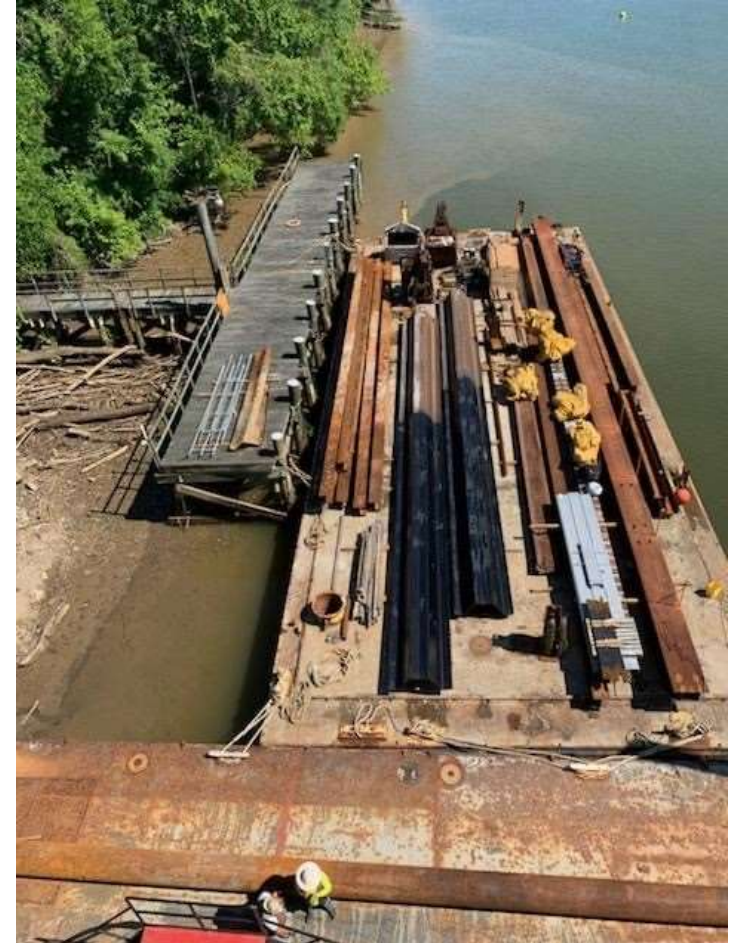
# Waterway Maintenance Fund – Town of Tangier





# RMT Bulkhead Repairs

- Project is wholly funded by Regional Surface Transportation Program for a total cost of ~\$1M
- Work is 30% complete



# Environmental Program Updates

- Full recertification audits of Environmental Management System underway
- Due to COVID-19, the audit has been divided into two parts
  - Remote portion conducted via video conference latter half of April
  - Field portions of the audit have been rescheduled to the first weeks of August





# Successful Grant Awards

DERA Grant  
Hybrid Shuttle Carriers



Volkswagen Settlement Funding



Port Security Grant Program



FEMA



# Accessibility

We build strong, enduring relationships with our customers by listening, fostering dialogue, and creating connections.



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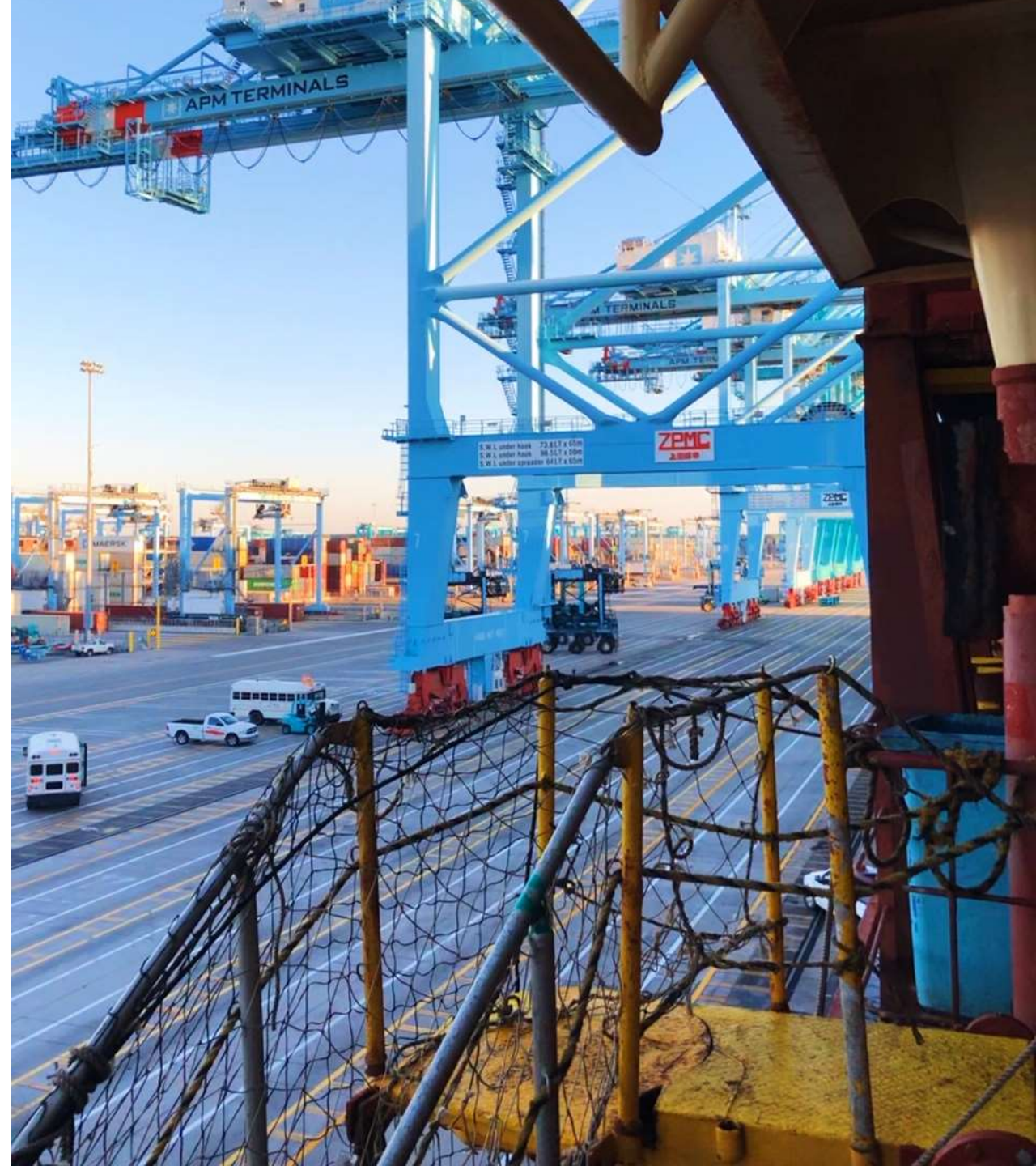
# Human Resources Report



# Policy Updates



# Staying Engaged



## Featured playlists



Playlist - 10 resources  
**Diversity and Inclusion**  
By GO1



Playlist - 15 resources  
**Working Remotely**  
By GO1



Playlist - 13 resources  
**Leading Remote Workers**  
By GO1



Playlist - 8 resources  
**Agile Project Management**  
By GO1



## Browse by topics

[View all](#)



## Top learning in Health and Safety



# Continuous Development



# Innovation

We embrace challenges as opportunities. We leverage technology and experience to move our business and our industry forward.



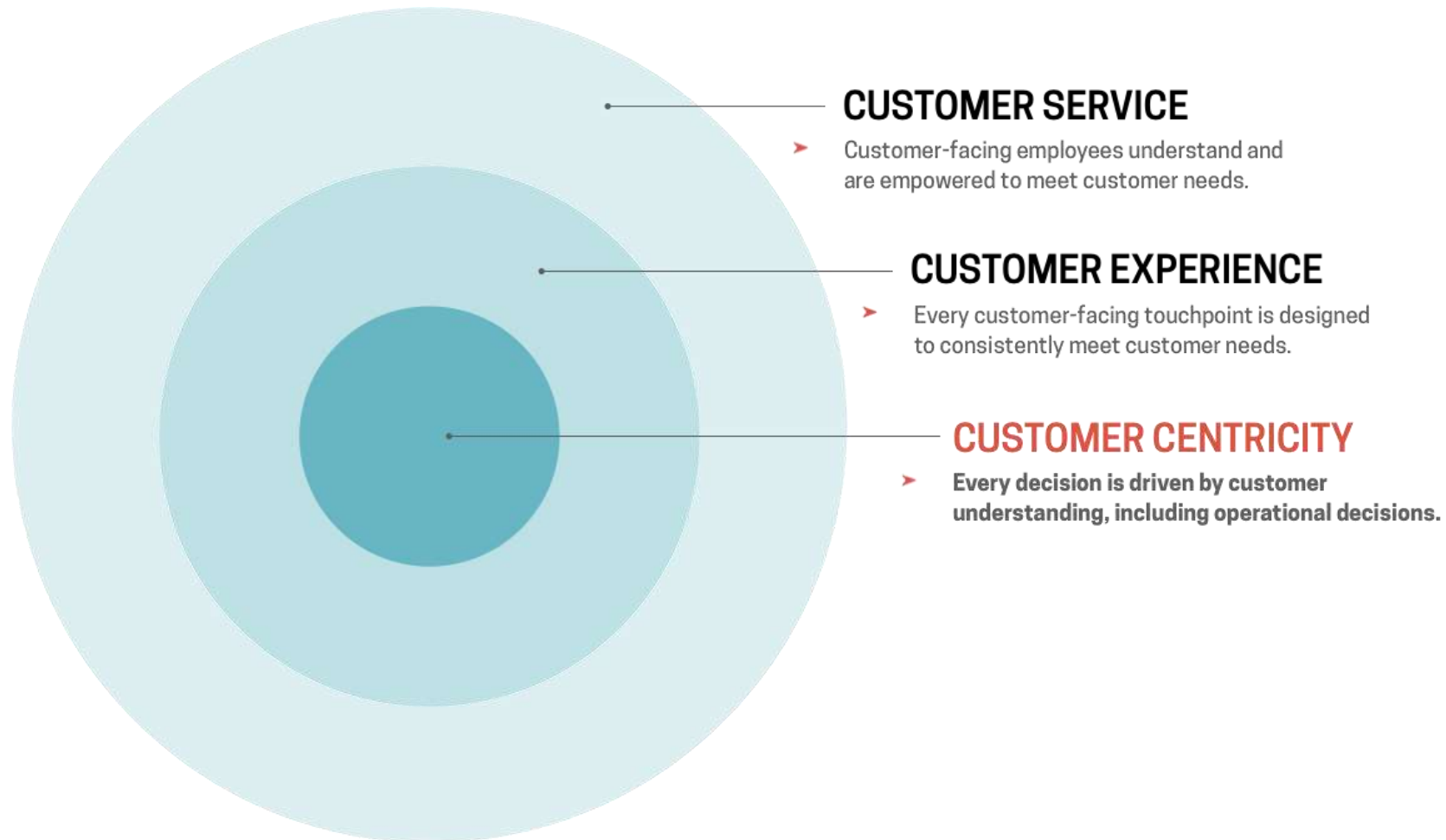
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# Innovation Report



# Customer Experience Strategy



# What is Customer Experience (CX)?

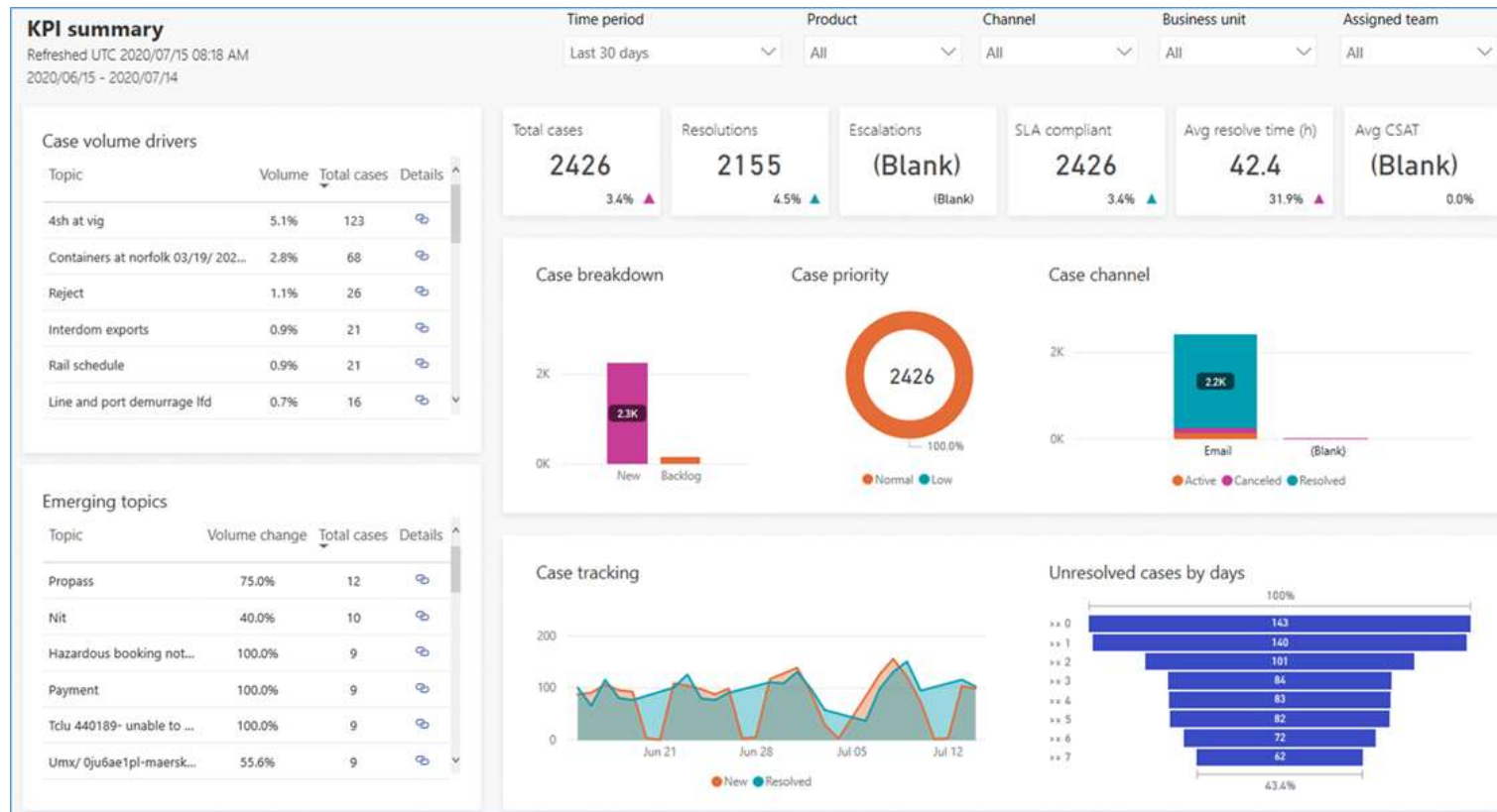
**Customer Experience (CX)** is the product of an interaction between an organization and a customer over the duration of their relationship. It is a holistic approach that goes beyond customer service department and is the responsibility of everyone in an organization.

## **Foundational Components of CX**

- The Customer Journey for every customer segment (BCO, motor carrier, shipline, etc.)
- Touchpoints along the journey
- The environments the customer experiences (emails, websites, gate, terminal, events, etc.)

A good **customer experience** means that the individual's experience during all points of contact matches the individual's expectations.

# Enhancing and Tracking Customer Experience



**Resolution time drivers**

Topic	Volume	Avg resolve time (h)	Impact	Details
Containers at norfolk 0...	1.8%	150.9	4.7%	<a href="#">Details</a>
Hhdr038e - barge lis...	0.1%	568.2	1.7%	<a href="#">Details</a>
Exception list cowan--...	0.3%	282.5	1.5%	<a href="#">Details</a>
Appointment	0.3%	208.0	1.3%	<a href="#">Details</a>
Tupy shipments - msc ...	0.2%	332.0	1.3%	<a href="#">Details</a>
URGENT RICAM61216...	0.0%	1143.8	1.2%	<a href="#">Details</a>
[EC1] JTIS101E (CONTI ...	0.0%	1005.3	1.1%	<a href="#">Details</a>
Hlbu 9355602	0.1%	490.6	1.0%	<a href="#">Details</a>
HLBU 2172699	0.0%	934.8	1.0%	<a href="#">Details</a>
RE: FCIU8994585 - NO...	0.0%	934.7	1.0%	<a href="#">Details</a>
Jhzb036e - barge list...	0.1%	475.6	0.9%	<a href="#">Details</a>
Interdom exports	1.0%	83.1	0.9%	<a href="#">Details</a>
RE: flip charges	0.0%	903.8	0.9%	<a href="#">Details</a>

# Strategic Planning and Analytics

## Service Four Weeks Out

Last Updated: 7/15/2020 10:30:00



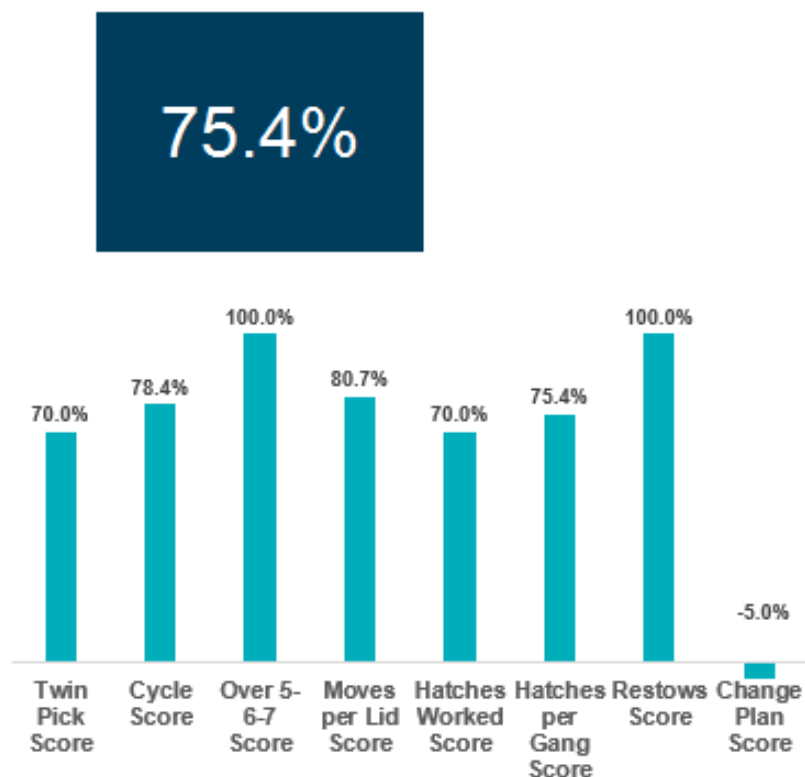
Facility	Service	3			4			2021			8			7		
		Imports	Exports	Total	Imports	Exports	Total	Imports	Exports	Total	Imports	Exports	Total	Imports	Exports	Total
NIT	64EX	52	36	82												
	ACL-A	186	208	394	408	350	758	108	175	284	18	175	193			
	AL1				1,264	574	1,838				214	574	788			
	AL3	44	731	775	11	731	742	27	731	758	18	731	747	33	731	764
	AL6	1,854	1,054	2,908	731	936	1,667	642	936	1,578	265	936	1,201	18	936	952
	AL7	159	230	389	140	230	370	119	230	349	67	230	297	23	230	253
	AL8	344	185	529	247	93	340	74	93	167						
	BARGE	74	106	180												
	EC1	378	1,246	1,622	498	1,368	1,826	514	1,368	1,882	372	1,368	1,740	1,120	2,736	3,856
	EC2	492	1,182	1,674	454	1,182	1,636	263	1,182	1,465	438	1,182	1,620	448	1,182	1,630
	EC3							670		670						
	EC5				327	818	1,145	632	1,635	2,267	800	1,635	2,235	369	818	1,187
	MD	333	151	484	331	151	482	228	151	379	325	151	476	163	151	314
	MECL	156	373	529	66	373	439	234	746	980	188	746	934	76	373	449
	SAE	392	215	607	79	107	186									
VIG	SAF				25	97	122	42	194	236	40	194	234	2	97	99
	TANGO	610	510	1,120	518	255	773				174	255	429	17	255	272
	TP12	1,694	2,022	3,716	1,142	2,022	3,164	1,646	2,022	3,568				815	1,011	1,826
	TURKON-USA	74	142	216	95	142	237	196	283	479						
	Total	6,840	8,382	15,222	6,296	9,425	15,721	5,316	9,743	15,059	2,717	8,175	10,892	3,082	8,517	11,599
	64EX	119	36	155												
	755				1,808	2,041	3,849	970	1,021	1,991	1,254	1,021	2,275			
	821	1,202	918	2,120		918	918		918	918						
	ATL2	117	168	285	534	336	870	114	168	282			0			0
	BAL	254	168	422												
	EC4	1,504	670	2,174	1,273	726	1,999	2,812	1,452	4,264	1,279	726	2,005	1,295	726	2,021
	EIS	2,269	863	3,132				2,065	787	2,852	2,674	787	3,461	215	394	609
	LP1	1,240	1,440	2,680	1,400	1,918	3,218	1,293	1,818	3,111	1,430	1,818	3,248	1,339	1,818	3,157
	LP2	1,672	2,115	3,787	848	1,107	1,955	877	1,107	1,984	768	1,107	1,873	879	1,107	1,986
	LP3	1,143	959	2,102	1,368	959	2,327	954	959	1,913	1,362	959	2,321	1,010	959	1,969
	MEDUSEC	747	787	1,534	508	787	1,295	466	787	1,253			0	1,043	1,573	2,616
	TAZ	843	884	1,727	864	884	1,748	954	884	1,838	26	884	910			
	Total	11,110	9,006	20,116	8,603	9,575	18,178	10,505	9,890	20,404	8,791	7,302	16,093	5,781	6,577	12,358
Grand Total		17,950	17,388	35,338	14,899	19,000	33,899	15,821	19,643	35,464	11,508	15,477	26,985	8,863	15,094	23,957

# Strategic Planning and Analytics

## Stowage Scorecard

### Stowage Scorecard

June 2020

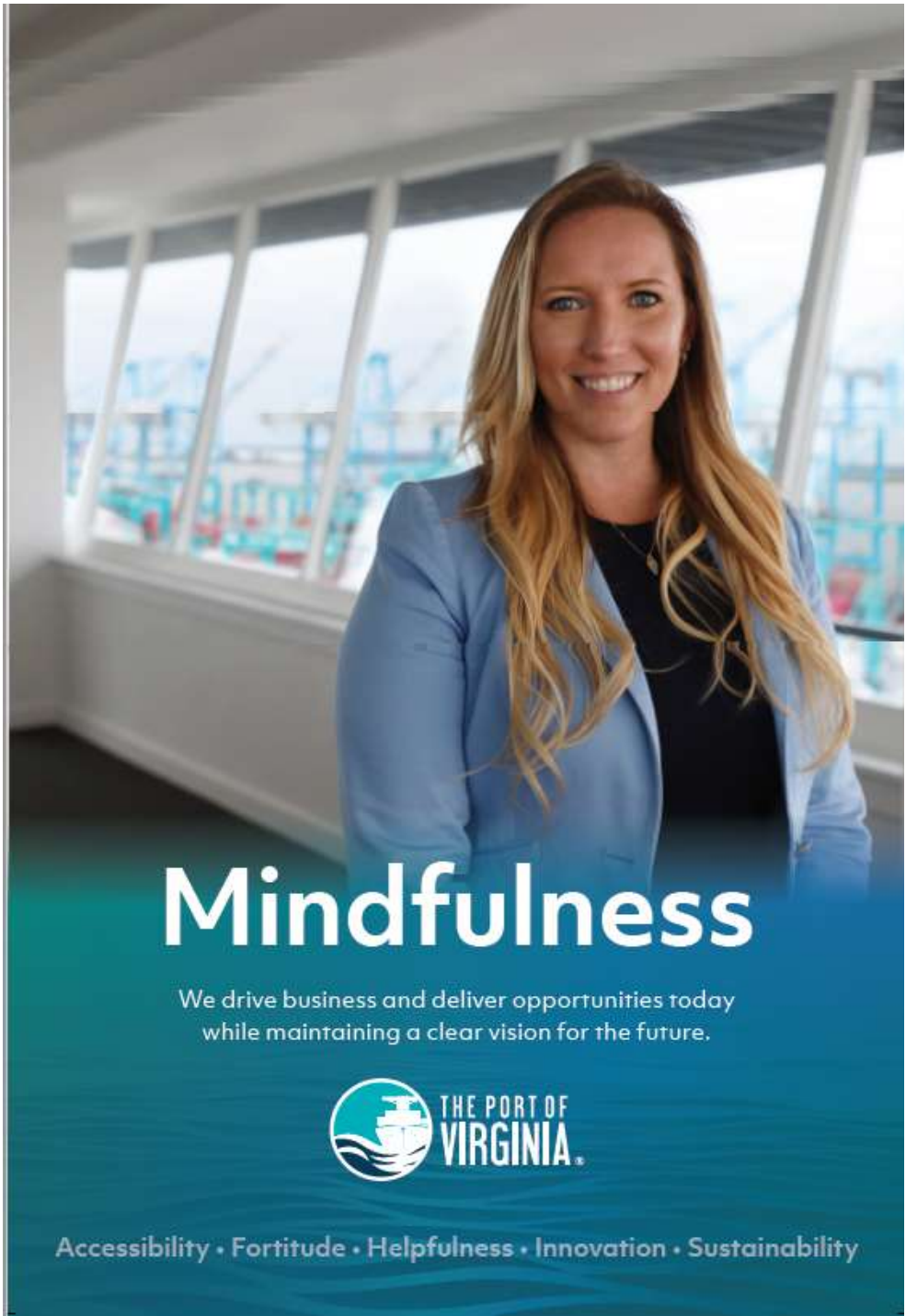


Service	2020						Trend
	1	2	3	4	5	6	
ACL	73.8%	77.8%	75.0%	77.6%	76.9%	79.9%	
AL1	74.5%	75.4%	69.4%	75.0%	75.5%	77.3%	
AL3	72.7%	67.6%	66.5%	67.8%	66.5%	71.5%	
AL6	87.9%	77.2%	79.0%	84.2%	81.9%	81.7%	
AL7	78.2%	69.9%	73.9%	76.3%	79.8%	78.3%	
ATL1	84.1%	75.7%	73.7%	71.3%	67.9%	70.6%	
ATL2		77.7%	80.7%		80.0%	74.9%	
EC1	76.8%	75.7%	76.7%	68.8%	75.1%	71.6%	
EC4	82.2%	85.1%	92.7%	84.8%	91.8%	83.8%	
EC5	80.8%	78.9%	85.7%	81.7%	74.0%	83.9%	
EIS	82.4%	77.3%	80.2%	78.5%	86.4%	81.8%	
LP1	78.2%	85.5%	77.2%	83.9%	78.0%	80.7%	
LP2	87.6%	86.3%	73.3%	78.6%	86.9%	81.4%	
LP3	79.4%	83.0%	83.1%	78.1%	86.9%	81.1%	
MDECSA	84.1%	88.7%	89.0%	85.2%	82.6%	85.4%	
MECL	72.3%	68.2%	68.2%	74.8%	70.2%	71.3%	
MEDUSEC	81.3%	78.5%	77.8%	78.9%	83.2%	86.4%	
TAT2	81.3%	81.0%	71.7%	79.3%	84.5%	80.9%	
TGO	87.6%	78.8%	77.7%	83.0%	76.0%	88.8%	
TP11	77.6%	73.6%	79.4%	83.5%	81.1%		
TP12	76.7%	83.5%	71.9%	76.7%	76.5%	78.7%	
TP16	78.8%	78.3%	74.6%	78.9%	76.2%	79.8%	



# South NIT Completion





# Mindfulness

We drive business and deliver opportunities today  
while maintaining a clear vision for the future.



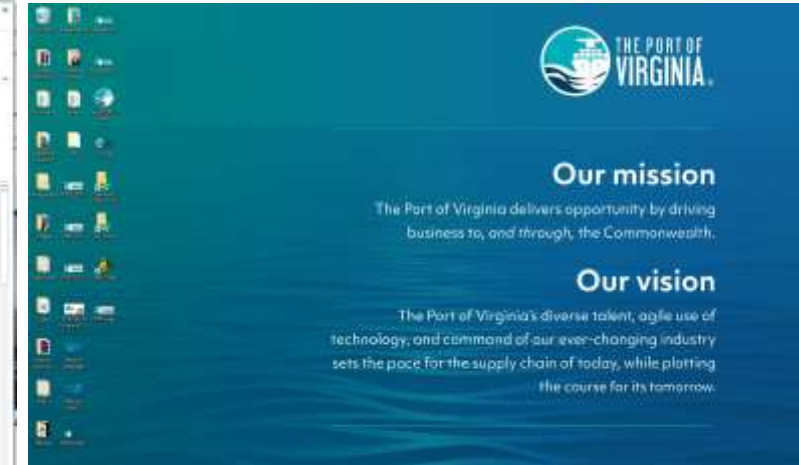
Accessibility • Fortitude • Helpfulness • Innovation • Sustainability



# Marketing Report



# Mission, Vision, Values



# Brand Standards Guide

## The Port of Virginia Brand Experience

Updated 8 minutes ago

This is a guide to help each of us do what we can to protect and promote the brand that we know is The Port of Virginia. It's filled with useful information on topics ranging from how our organization is structured, to where you can find images and logos, to helpful hints on how to communicate, and much more.



**Colors**

Color enhances our brand experience at every touchpoint.

**Primary colors**

The Port of Virginia has three primary colors used at all times from our logo. These colors are used to create the identity of the organization.

Color	HEX	CMYK	PANTONE
Deep Blue	#003366	100, 50, 100	2865
Sky Blue	#0099CC	100, 50, 100	2865
White	#FFFFFF	0, 0, 0	100

**Secondary colors**

Color	HEX	CMYK	PANTONE
Deep Blue	#003366	100, 50, 100	2865
Sky Blue	#0099CC	100, 50, 100	2865
White	#FFFFFF	0, 0, 0	100



**Be Confident**

We are proud of what we do and the industry we serve. We don't need to say about what we do or how we do it. We talk about our capabilities as a team of professionals who are confident in our ability to deliver the best results for our customers.

**Be Friendly**

We are proud of what we do and the industry we serve. We don't need to say about what we do or how we do it. We talk about our capabilities as a team of professionals who are confident in our ability to deliver the best results for our customers.



**Our Mission & Vision**

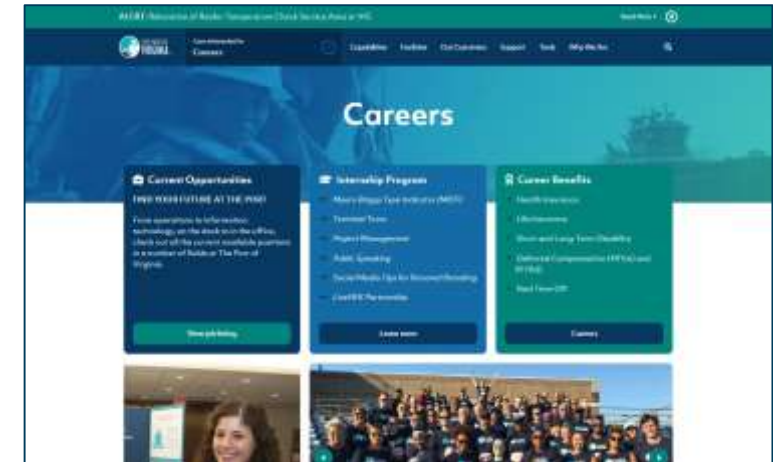
Strong mission and vision statements clearly state what we do and why we do it. They also help us all have a better understanding of things like how we make decisions and how we allocate our resources.

**Our mission**

The mission statement helps explain "what we do".

The Port of Virginia delivers opportunities by doing business by and through, the Commonwealth.





# Conclusion of Committee Reports