

# pacifcgateway

A large excavator bucket, filled with dark soil, is the central focus of the image. The bucket is suspended in the air, having just dumped its load. In the background, the Seattle skyline is visible across a body of water, with the iconic Space Needle standing out. The sky is a clear, pale blue. The excavator's arm and bucket are dark grey or black, with some yellow accents. The overall scene suggests a major construction or port development project.

## INVESTING FOR THE NEXT 30 YEARS

Major transformation  
underway at Terminal 5  
in Seattle

### TRAILBLAZER

A pilot navigates her dream job

### NORTH STAR AWARDS

Honoring customers' achievements

### PLANNING FOR PEAK SEASON

Solutions through customer collaboration



## Celebrating Partnerships

We formed The Northwest Seaport Alliance four years ago with one goal in mind: creating the easiest place to do business on the West Coast.

Today, customers as well as our communities benefit as this partnership of the ports of Seattle and Tacoma leverages investments in the future.

While constant change within the industry and tariff negotiations foster uncertainty, we must forge ahead to strategically position our gateway in an increasingly competitive marketplace.

Earlier this year, we wrapped up the Pier 4 realignment project and added eight new super-post-Panamax cranes at South Harbor's Husky Terminal.

Most recently, we embarked on modernizing Terminal 5 at our North Harbor.

Investing half a billion dollars in public and private funding, we're pleased to finally set five years of collaboration and planning into motion and transform this facility into one of the premier container terminals on the West Coast. The first phase of the Terminal 5 project will be completed in 2021.



Along with our Managing Members' tremendous leadership, we recognize our customers, stakeholders and labor partners for their continued commitment in supporting cargo volume growth and valuable jobs in our region.

Read more in this issue about the men and women who power our industry like Capt. Sandra Bendixen, one of Puget Sound Pilot's newest pilots and Washington state's first licensed female pilot. You'll also meet Dustin Stoker, our globe-trotting chief operations officer, who has a wry sense of humor and who challenges himself and his team to reach new heights.

We're pleased to honor our inaugural North Star Award winners: Prologis and TOTE Maritime Alaska for their outstanding economic and environmental achievements.

Finally, we invite you to visit a new section in our magazine called Customer Connections. In each issue we'll highlight photos of our team members who meet with customers every day to deliver best-in-class service.

Because at the end of the day, the dynamic relationships we share with our customers and industry partners are what drives our future success.

**John Wolfe**  
Chief Executive Officer, The Northwest Seaport Alliance

**On the cover:** Terminal 5 demolition is in full swing to transform the 185-acre facility in Seattle into a state-of-the-art container-handling terminal.



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**Chief executive officer**  
John Wolfe

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# NEWS BRIEFS



Recognized for customer satisfaction and performance excellence, the NWSA earned top overall marks in the West Coast category in *Logistics Management's* 2019 Quest for Quality Awards.



Four super-post-Panamax cranes arrived in Tacoma on March 5, 2019. With all eight mega cranes in operation, Husky Terminal can handle two 18,000-TEU ships simultaneously.



The NWSA hosted another record-breaking Agriculture Transportation Coalition Annual Meeting in Tacoma. Nearly 500 attendees gathered to discuss critical issues related to exporting their products to international markets.



Soil samples were collected from the Blair Waterway in February 2019 as part of the feasibility study for the Tacoma Harbor deepening project.

## Husky Terminal adds four more cranes, terminal improvements

Delivered in March, the four new super-post-Panamax container cranes entered service in July at South Harbor's Husky Terminal. Among the largest on the West Coast, these cranes are identical to the four that arrived in 2018 and have an outreach of 24 containers and a lift height of 165 feet above the pier deck. Husky Terminal also wrapped up a \$14 million project, which included pavement upgrades and a new gate complex to improve truck flow through the terminal and increase on-terminal yard space for cargo handling.

## NWSA earns customer service and environmental recognition

The Northwest Seaport Alliance ranked first overall in the U.S. West Coast category in *Logistics Management's* 2019 Quest for Quality Awards. Among one of four West Coast ports recognized, the NWSA scored the highest in the following categories: ease of doing

business, ocean carrier network, and equipment and operations. Winners are selected annually by the magazine's readers — the buyers of logistics and transportation services.

Additionally, the NWSA's sustainability commitments have earned *Inbound Logistics* magazine's 75 Green Supply Chain Partner honors for the third consecutive year. One of six U.S. port authorities selected, the NWSA reduced diesel particulate matter and greenhouse gas emissions since 2005 by 80% and 19% per ton of cargo, respectively.

## Harbor deepening projects advance in Tacoma and Seattle

The feasibility study for the Tacoma Harbor deepening project is on track for its scheduled completion in August 2021. NWSA staff and Puget Sound Pilots representatives traveled to Vicksburg, Mississippi, in April 2019 to participate in ship simulations that will inform the feasibility study. The U.S. Army Corps of Engineers (USACE) Seattle District will complete its first internal draft of the feasibility report this fall.

Meanwhile, the deepening project in Seattle secured congressional authorization in last October's Water Resources Development Act bill and will need to obtain funding to begin preconstruction engineering and design (PED). The next opportunity to obtain this funding is through the USACE's fiscal year 2020 work plan, which will allow PED to begin in 2020 and construction to begin in 2023.

## Another record year for AgTC in Tacoma

For the second consecutive year, the NWSA hosted a record-breaking Agriculture Transportation Coalition Annual Meeting in Tacoma. Nearly 500 attendees, representing companies that import and export food, farm and fiber products, gathered in June to discuss critical issues related to exporting their products to international markets. Speakers addressed topics ranging from tariffs to trucker shortages to port operations.

# HOMEPORT NEWS

## SEATTLE:

### Port of Seattle eyes new cruise terminal at Terminal 46

With expected growth in the global cruise industry, the Port of Seattle is working to secure a partner to develop and operate a new, single berth cruise facility. The new terminal will be located at the northern berth of Terminal 46, while the rest of the property will be repurposed for maritime and industrial uses. As each vessel call generates an estimated \$4.2 million in economic activity, a new cruise terminal will support passenger growth while bringing more economic benefit across the state. Port of Seattle Commissioners adopted principles to ensure that a growing cruise business increases local economic benefit and maintains the port's leadership as the most environmentally progressive cruise homeport in North America.



## TACOMA:

### Port of Tacoma names new executive director

Eric Johnson took the helm as the Port of Tacoma's executive director in June 2019. He succeeded John Wolfe, who has led both the NWSA and the Port of Tacoma since the formation of the alliance in 2015. The port's recruitment effort drew significant interest from across the country. Johnson began his career at the Washington Public Ports Association in 1988 as the environmental affairs director and had served as its executive director since January 2009.



Above: Each cruise ship that calls at the Port of Seattle generates an estimated \$4.2 million in economic activity. Courtesy of Port of Seattle

Below: After a nearly five-month-long search, the Port of Tacoma named Eric Johnson as its executive director.



# DUSTIN STOKER

Globe-trotting NWSA COO always looking for ways to build strength

## ALL ABOUT DUSTIN STOKER



### HOMETOWN

Stoker was born in Tulsa, Oklahoma, and grew up in Auburn, Washington.



### SOULMATES

Stoker and his wife, Callie, attended Auburn High School together. However, the school was so large they didn't meet until they were in college.



### FARMING HOBBY

There are more than 20 chickens on the Stoker family's hobby farm. Stoker likes working the farm. "I just enjoy being outside," he said.



### ROWING POWER

High-intensity CrossFit workouts are a passion of Stoker's. His favorite workouts: deadlifts and rowing. His personal best on the rowing ergometer is 500 meters in 1 minute, 22.1 seconds.



### HUSKY FAN

Stoker, a University of Washington graduate, offered an early prediction for the 2019 Apple Cup, the annual college football rivalry game between the UW Huskies and the Washington State University Cougars. "Even if you don't know anything about football, just pick UW and you'll be right 85% of the time," he said with a grin.

**It's a safe bet Dustin Stoker is one of the few chief operations officers you'll ever meet who's perfecting the art of walking on his hands.**

The Northwest Seaport Alliance's chief operations officer says his passions are faith, family and fitness. And as a longtime participant in high-intensity CrossFit workouts, Stoker loves trying to develop new strengths. Like being able to move around the gym while doing a handstand.

"I love that if you work on something that you're horrible at, over time you get better and better," Stoker said.

This is a philosophy Stoker brings to work and one of the reasons NWSA Deputy CEO Don Esterbrook calls him "one of our strongest leaders."

"He is a natural operator," Esterbrook said. "He is always challenging himself to learn more."

Stoker might be a born leader, but there was a time he thought he was born to be an accountant. He was always good with numbers, so he figured that's what he should do. He earned a business administration degree from the University of Washington in Seattle, but, when he got an accounting job at a local grocery store company, he quickly grew bored.

He yearned to be planning, solving problems and building relationships. Stoker took a temporary job as a logistics coordinator with Maersk Line and quickly realized he'd found his calling. Little did he know he was about to set out on a globe-trotting journey that would mold his leadership style.

He worked in Tacoma, Los Angeles and Holland for APM Terminals. He spent nearly two years as general manager of a container terminal at the Port of Salalah in Oman. He was the chief operating officer for Abu Dhabi Terminals for a year. And he spent two years as director of terminal operations for Global Container Terminals Deltaport in Vancouver, British Columbia.

Stoker credits his wife, Callie, for having the adventurous and supportive spirit to lead such a lifestyle. Along the way they had three sons, each born in different countries (Holland, Abu Dhabi and Canada) before settling back in the Puget Sound region at the Port of Tacoma in 2013.

"He has been a breath of fresh air since he arrived," Esterbrook said. "We were lucky to get him. He has a competitive winning spirit. He has a can-do attitude no matter how stressful or challenging the situation. He believes we can accomplish great things."

Tim Flood, terminal superintendent for Tacoma Rail, was impressed with Stoker from the start.

"He is very personable, and he had the savvy to reach out to a lot of people when he was hired," Flood said.

The two quickly realized they had a lot in common and developed a close relationship. They meet regularly. As a result, Flood said, the relationship between the port and the railroad is as strong as ever.

Ever since Stoker was a kid serving in his church's youth group, he felt strong, genuine relationships were key to being a good leader. Working in the Middle East, he joined workers for conversations at coffee shops and while roasting goats over a campfire.

At the NWSA, he maintains an open-door policy. And, Esterbrook said, Stoker "tries to make work fun through laughter." His self-deprecating sense of humor is a hit with the staff.

Esterbrook said one of the highlights of Stoker's time with the NWSA is the creation of the Operations Service Center, which provides service delivery and customer care. Stoker decided to drop the walls between the cubicles to give the center an open, inviting feel symbolic of the relationship the team wants to have with customers.

"He leads by example and has high integrity," Esterbrook said of Stoker. "I could see him running a port someday if that's what he wants to do."



# TERMINAL 5: INVESTING FOR THE NEXT 30 YEARS

The \$500 million project will make room for the world's largest container vessels

Construction underway in the North Harbor won't just bring the world's largest container ships to Seattle. The Terminal 5 Modernization Program also represents half a billion dollars in public and private investment to keep the Northwest a competitive shipping destination for decades to come.

"Our commissioners had the foresight to unite the ports of Seattle and Tacoma into The Northwest Seaport Alliance. Grounded in that was a vision for the future that ensures we have viable facilities to serve ever-larger vessels," said Tong Zhu, NWSA chief commercial officer and chief strategy officer.

Capable of carrying more than 14,000 twenty-foot equivalent units (TEUs), the ultra-large container ships are entering the trans-Pacific trade as shipping lines seek increased economies of scale to reduce operating costs and environmental impact. While work to expand Tacoma's Husky Terminal to accommodate these mega-ships wrapped up this spring, the groundbreaking for a similar project in Seattle kicked off in July 2019.





# The modernization of Terminal 5 will include:

- Demolition of the existing wharf’s edge
- Installation of pinch piles and a steel toe wall to reinforce the underlying slope
- New structural piles that can bear the weight of up to 12 super-post-Panamax cranes
- A power upgrade from 5 megawatts to 25 megawatts, which will support vessel shore power to reduce emissions and power up to 1,000 additional reefer containers
- Dredging from -50 feet mean lower low water to -57 feet to accommodate big ships in all tides, maximizing export potential for heavy agricultural products
- The tallest container cranes on the West Coast, with an outreach of 25 containers, purchased by the new terminal operator
- Two replacement marine buildings for longshore break rooms
- A new stormwater treatment system and truck flow technology to reduce the terminal’s environmental impact
- Traffic improvements that include a railroad quiet zone, new signalization of the Spokane Street corridor, road improvements and a pedestrian pathway

Once completed, the modernized 185-acre terminal will be able to handle two ultra-large ships at one time and up to 1.3 million TEUs annually.

“ILWU Local 19 understands the importance of keeping container operations thriving in this region — thousands of families depend on these maritime and industrial assets — and how critical it is to work together to ensure these assets continue to provide for our region. We must maintain these finite resources for industrial use,” said Rich Austin, president of Local 19 longshore union.

The project will help the alliance keep pace with the region’s rapid population growth, as well as the ongoing expansion of discretionary cargo destined for other parts of the U.S. Long term, economic forecasts place the Terminal 5 project’s

total impact at more than \$2 billion in economic activity, with the creation of 6,600 new jobs.

“Every city would love to have what we have right here — a natural deep-water port and container terminals that are assets of statewide significance,” said Stephanie Bowman, Port of Seattle commission president and NWSA co-chair, at the project’s groundbreaking July 10. “The reason I care so much about this is because the jobs that we can provide in these cargo terminals are jobs that provide economic opportunity for a range of folks throughout our region.”

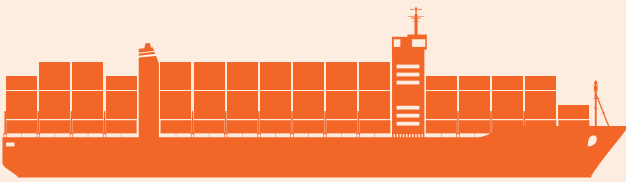
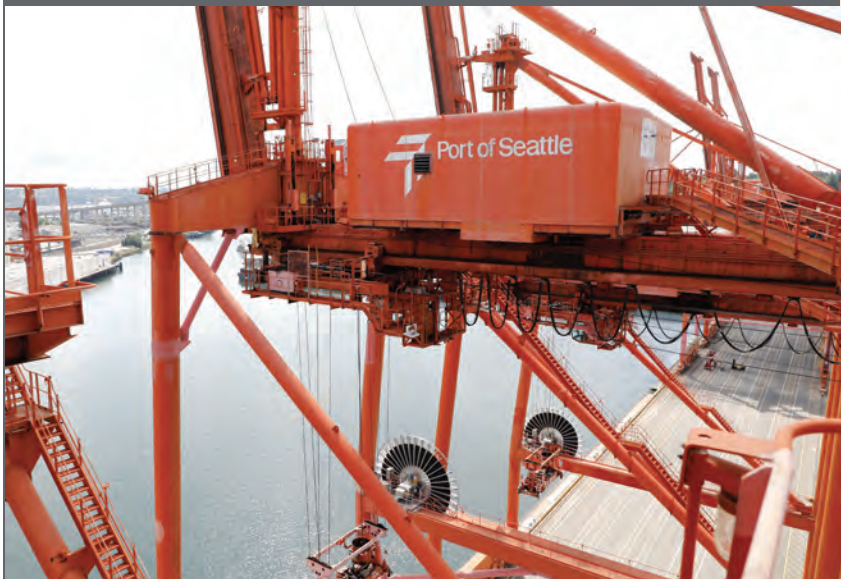


(Left to right) Steve Metruck, Port of Seattle executive director; John Wolfe, The Northwest Seaport Alliance CEO; Rich Austin, ILWU Local 19 president; Fred Felleman, Port of Seattle commissioner; Lisa Herbold, Seattle City Councilmember; Ed DeNike, SSA Containers president; Stephanie Bowman, Port of Seattle commission president and The Northwest Seaport Alliance co-chair; Clare Petrich, Port of Tacoma commission president and The Northwest Seaport Alliance co-chair; Ryan Calkins, Port of Seattle commissioner; Joe Nguyen, Washington state senator.



“Every city would love to have what we have right here — a natural deep-water port and container terminals that are assets of statewide significance.”

Stephanie Bowman, Port of Seattle commission president and NWSA co-chair, at the project’s groundbreaking in July.



## THE PATH TO 18,000 TEUs

- 1964** The first container vessels call at Terminal 5.
- 1999** The Port of Seattle completes an earlier Terminal 5 redevelopment, with the ability to handle ships up to 6,000 TEUs.
- JUN 2014** Planning and design work approved to make Terminal 5 big-ship ready.
- JUL 2014** Container operations stop at Terminal 5 in preparation for the modernization project.
- MAR 2015** The NWSA drafts a request for information from potential terminal operators to inform the project scope and environmental impact.
- AUG 2015** The ports of Tacoma and Seattle form The Northwest Seaport Alliance, the first partnership of its kind in North America.
- OCT 2016** The Port of Seattle completes the project’s final environmental impact statement.
- JAN 2018** State, local and federal permitting wrap up for Terminal 5 improvements.





Matson's Hawaii service began calling at Terminal 5 in April 2019.

## Matson's Hawaii service now calling at Terminal 5

While the north berth is under construction, Matson relocated its Hawaii service from Terminal 30 to the south berth of Terminal 5 in Seattle.

The move creates additional room for international container cargo at Terminal 30 and for Matson to handle wide variety of goods shipped to and from the islands at Terminal 5.

Matson vessels from Hawaii diverted to Seattle after the 1906 San Francisco earthquake and have called here ever since. In March, Matson christened the second of its two largest container ships ever built in the U.S. With a capacity of 3,600 TEUs and a top speed of 23.5 knots, the 850-foot-long *Kaimana Hila* arrived in Seattle in April.

Two Matson ships make weekly calls at Seattle and Honolulu.

## Lease signed to operate Terminal 5 through 2053

An international operator with more than 250 locations, Seattle-based Stevedoring Services of America (SSA) first opened for business in Puget Sound in 1949. Now, through its new partnership with Terminal Investment Limited Sàrl (TIL), they formed a new organization called SSA Seattle (Seattle Terminals) LLC.

SSA Seattle signed a 32-year lease to operate both berths at the modernized terminal, beginning when the first phase of construction is complete in 2021. The venture will invest up to \$160 million in the project for new cranes, paving and other work.

"Once this terminal is completed, it will be the showplace of the Northwest by far, and I don't believe there is any

container terminal on the West Coast that is going to be able to compete with it," SSA Containers President Ed DeNike said at the Terminal 5 groundbreaking.

He also highlighted years of persistent work by SSA, TIL and the NWSA to bring together a diverse range of parties to finalize the deal, including multiple ocean carriers.

The NWSA selected the joint venture as the new terminal operator following a competitive process from potential operators attracted by the North Harbor's natural depth, the "Seattle shortcut" to Asia, Class 1 rail connections and highways offering easy access to beneficial cargo owners.



## Legislation promotes funding for shore power

Shore power for container ships at Terminal 5 will represent one of the NWSA's largest contributions to improving air quality in Puget Sound. Earlier this year, the Washington Legislature also shared its commitment to clean air with a bill that promotes electrified transportation.

House Bill 1512, sponsored by Rep. Jake Fey and signed by Washington Gov. Jay Inslee, authorizes public utilities to invest in projects that reduce carbon emissions through the adoption of electric vehicles and related technologies. The bill could help fund shore power infrastructure investments at Terminal 5. At the same time, it will save money for other utility customers over the long run by expanding the base of ratepayers whose bills fund power projects.

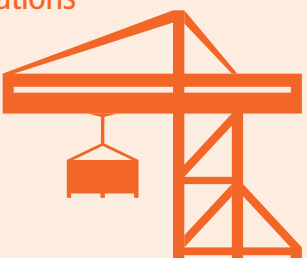


Above: In April 2019, Washington Gov. Jay Inslee signed House Bill 1512, sponsored by Rep. Jake Fey.

Below: Through a competitive bid, the NWSA awarded a construction contract to Orion Marine Contractors for \$160 million.

## THE PATH TO 18,000 TEUs (CONTINUED)

- FEB 2019** The NWSA solicits bids for construction.
- APR 2019** NWSA commissioners approve \$340 million to fund the Terminal 5 Modernization Program and approve a 32-year lease with Stevedoring Services of America Terminals and Terminal Investment Limited Sàrl. Commissioners also award a construction contract to Orion Marine Contractors for \$160 million.
- JUL 2019** The NWSA breaks ground at the north berth of Terminal 5.
- SPR 2021** Operations scheduled to begin in the north berth.
- SUM 2021** Construction scheduled to begin on the south berth.
- 2023** Scheduled project completion, with container operations beginning in the south berth.



**"The relationships we've built with neighboring residential communities and businesses, the City of Seattle, Puget Sound Clean Air Agency and state Ecology — those were all really important in moving the project forward."**

Anne Porter,  
Director of seaport project management



# PEAK PLANNING FOR PEAK EFFICIENCY

Four years of stakeholder outreach lead to better performance at the NWSA

Cargo supply chains that pass through The Northwest Seaport Alliance stretch from ships in the Pacific through terminal operators and overland freight companies to beneficial cargo owners (BCOs) thousands of miles inland. Bringing those diverse parties together has been a cornerstone of the value the NWSA offers the shipping community.

In 2019, dialogue among supply chain stakeholders continues to inform decisions that make operations run smoother in the North and South harbors.

## Peak planning collaboration

The NWSA brought together 150 industry leaders in May for the annual Peak Planning Meeting as importers and exporters prepared for the annual surge in volume during the months ahead.

"The NWSA Peak Planning session facilitates communication and builds partnerships — crucial for the busy season," said Ray-Mont Logistics General Manager Teri Zimmerman-Reynolds.

Forging relationships remained a key priority for 2019 participants representing national retailers, Northwest commodity exporters and supply chain partners. Their coordination will be essential during the peak season, forecasted for August through October for importers and October through March 2020 for exporters.

Importers expected solid growth for shipments through NWSA during 2019, while exporters expected flat or moderate growth. Both face uncertainty from tariffs, with exporters exploring

new international markets for their goods and ways to remain competitive in foreign countries where protectionist trade policies have eroded orders.

Participants also offered their candid insights during panels with terminal operators, trucking companies and BCOs. One broad takeaway was a shared desire to more effectively track cargo as it is handed off between one leg of its journey and the next.

"You have different silos — shipping lines have their operating systems, the terminal operator has their system, a trucker has their software. So how do you bring transparency?" said Sue Coffey, business development director at the NWSA. "We bring everyone in a room, a cross section of people to talk about the challenges and ways we can help the experience when you're shipping through Seattle and Tacoma." ■■■

## Positive reviews

Among participants surveyed at the 2016 NWSA Peak Planning Meeting:

74%

SAID THE MEETING HELPED THEIR PEAK SEASON PLANNING EFFORTS

70%

MET EXPECTATIONS

30%

EXCEEDED EXPECTATIONS

80%

SAID THE BREAK-OUT SESSIONS WERE VERY GOOD OR EXCELLENT

## Longer gate hours for quicker turns

One suggestion put into action from Peak Planning Meetings in the past years was extending gate hours to ease truck congestion and wait times. Over the past four years, the NWSA has provided \$6 million for terminals to operate extended gates, including \$2 million for a new initiative this year.

NWSA commissioners approved the Gate Efficiency Program, a new incentive program that reimburses terminal operators between \$200,000 and \$600,000, depending on the number of off-hour gates they commit to each week. The program took effect in July 2019 and runs through 2020.

Based on discussions with port stakeholders, NWSA Chief Operations Officer Dustin Stoker said the program should help terminal operators establish and fund extended gates on an ongoing basis, thereby improving terminal productivity, helping the trucking community avoid peak traffic hours and providing more predictability for BCOs. "Having consistent hours is really important for our customers' customers," Stoker said.

Other operational improvements inspired from peak planning discussions include:

- NWSA website enhancements such as consolidation of vessel schedules, additional video feeds and other shipment information in a single location for easier access.
- Additional technology to provide visibility to full truck turn times at marine terminals using RFID tags.
- Efforts to identify and establish a Port Community System to provide additional visibility and forecasting capabilities related to freight movement.
- Peel piles that allow trucks picking up imports to cut wait times by taking the top container from a stack of cargo destined for a specific BCO.

## A smooth transition to cleaner trucks

The alliance has reached another milestone in its goal to reduce air pollution with the successful transition to cleaner trucks.

On Jan. 1, 2019, the NWSA began requiring all trucks operating at the North and South harbors to have engines manufactured in 2007 or later, or equipment that reduces emissions by an equivalent amount. The newer engines emit 90% less diesel particulate matter than their predecessors.

The transition took place with minimal disruption to operations and followed more than a year of outreach to the trucking community and other industry partners. More than 400 older trucks were scrapped with assistance from \$15 million in federal, state and local funds that also contributed to new gate infrastructure. In the future, truck RFID tags used to implement the Clean Truck Program also will be used to track turn times at the terminals.



## Big loads? Strange shapes? No problem.

Growing breakbulk operations give shippers options at the NWSA

In March, breakbulk revenue at the NWSA was up 64% year-over-year, bolstered by two long-term contracts signed in 2018. The 10- and 30-year deals with Wallenius Wilhelmsen also provided the alliance with consistent new volume to invest in additional yard-handling equipment.

While most cargo arrives in containers at the NWSA, roll-on/roll-off ships are critical for beneficial cargo owners moving cars and large or bulky goods. The 30-year agreement with the Port of Tacoma will support the annual movement of 100,000 automobiles through the gateway. Andre Elmaleh, NWSA senior manager of non-container business development, said mining, agriculture and construction equipment also are helping drive the increase in volume.

NWSA breakbulk shipping supports 3,880 jobs in the region, and NWSA auto imports alone accounted for \$309 million in business activity in 2017.

Another unique aspect of the NWSA's breakbulk operation is the ability to ship large industrial equipment, small aircraft and even specialty cargo like rare classic cars to the Northwest. "If it's odd-shaped, and we can fit it through our gate, we can handle it," Elmaleh said.



### BREAKBULK VOLUME (METRIC TONS)

2018: 248,933  
2017: 210,725  
2016: 181,372  
2015: 235,476



### BREAKBULK VESSEL CALLS

2018: 123  
2017: 112  
2016: 104  
2015: 110





# NAVIGATING DREAM INTO REALITY

Capt. Sandra Bendixen  
shatters glass ceiling

## ALL ABOUT CAPT. SANDRA BENDIXEN



### HOMETOWN

She was born in Seattle and grew up on her parents' charter boat, splitting time between Puget Sound and Alaska



### FAVORITE HOBBY

Boating because she is at the most peace on the water and it is so beautiful



### FAVORITE ICE CREAM

Black licorice



### CHILDHOOD DREAM

To be a pilot



### WHAT'S AT THE TOP OF YOUR BUCKET LIST?

Transit the Northwest Passage

**When she was 4, Capt. Sandra Bendixen stood on a dock in Alaska with her father and grandfather — both captains — and watched a ship maneuver into port. The sight was so impressive, Bendixen announced she would drive ships when she grew up.**

"And my grandpa said, 'Well, you can drive them, or you can be the pilot, the one who gets to dock them,'" Bendixen recalled. "... And that was it. That's pretty much all I wanted to do."

Pilotage is the pinnacle of the maritime profession. Pilots are experts on local waterways who board ships — often by climbing a Jacob's ladder up the side of moving vessel — to make sure they dock and depart safely. The challenging voyage to land this job usually takes decades. Most pilots are in their 40s or 50s before they've amassed the experience to take the test and begin training. But not Bendixen.

Chasing her lifelong dream with dogged determination and laser focus made her an anomaly on several fronts. Just 36 years old, Bendixen was licensed in September 2018 as one of 52 members of Puget Sound Pilots. "That's probably pretty close to a record," said Sheri Tonn, chairwoman of the state Board of Pilotage Commissioners.

Bendixen is also Washington's first licensed female pilot. Tonn estimated only 3% of the nation's 1,100 pilots are women. "I'm thrilled she is the first because she is such a fantastic role model," said Tonn, who is working to promote diversity in the industry.

Bendixen spent most of her life on the water. She grew up on a charter boat her parents operated in Alaska and Puget Sound. She graduated from Maine Maritime Academy in 2005 and went to work on giant cargo ships. As her work took her to the Middle East, Antarctica and much of the rest of the world, Bendixen never lost sight of her dream.

While most spend about six months per year at sea, Bendixen turbo-charged her career by spending 10 to 11 months per year at sea for nearly a decade. "I loved it," she said.

She earned her unlimited master's license and spent her spare time studying for the pilot exam. While candidates must already excel at a challenging career just to take the test, passing the test is just the beginning of the final set of hurdles that eliminates even seasoned master mariners.

Candidates pay thousands of dollars (\$3,900 in 2018, down from \$5,000 when Bendixen took the test in 2016) to take two exams — a 150-question written assessment and a test in a simulator. About 60% of candidates successfully pass both exams, Tonn said. The candidates are then ranked by their combined scores. When Puget Sound pilots retire, replacement candidates are contacted based on their ranking. Bendixen was No. 1 after taking the exams in 2016.

Puget Sound pilots are well compensated, Tonn said, so it might seem like a no-brainer when they get the offer to start training. But for many, it requires leaving a fulfilling, high-paying job for a two-year training program that comes with a \$6,000-per-month stipend, but no guarantees of success.

"I knew the answer," Bendixen said. "I didn't like the answer, but for me it is something I've been striving for my whole life."

So, she quit her job and started training in May 2017. Like the rest of her career, she found success faster than most. Training consists of about 300 trips, said Jaimie Bever, executive director of the Washington Board of Pilotage Commissioners. The candidates observe for the first 100. They're trained for the next 100 and take over as pilot for the final 100. Should the evaluating pilot need to intervene more than three times, trainees are eliminated from the program.

Candidates have three years to complete the training and prove their skills in other



ways, like replicating from memory all 26 nautical charts of Puget Sound.

"I was fascinated when I heard how she describes how she can build a chart from scratch," said Lou Paulsen, Port of Tacoma's director of strategic operation projects and risks. "That's really impressive."

And as if all that wasn't challenging enough, Bendixen got married during the final months of training. Her husband, Mike Mancini, works on TOTE Maritime ships.

Bendixen completed her pilot training in just under 16 months. She was prouder of finishing than becoming Washington's first licensed female pilot. "That doesn't mean anything to me," she said. "I don't really put gender to it. I'm a pilot. It's me that made it, not my gender. My hard work, my skill, my dedication and determination, not a gender that I have no control over.

"I think it's cool and great that I'm the first female. But there is nothing more complimentary than when a more senior pilot introduces me as our newest pilot, not as our first female pilot."

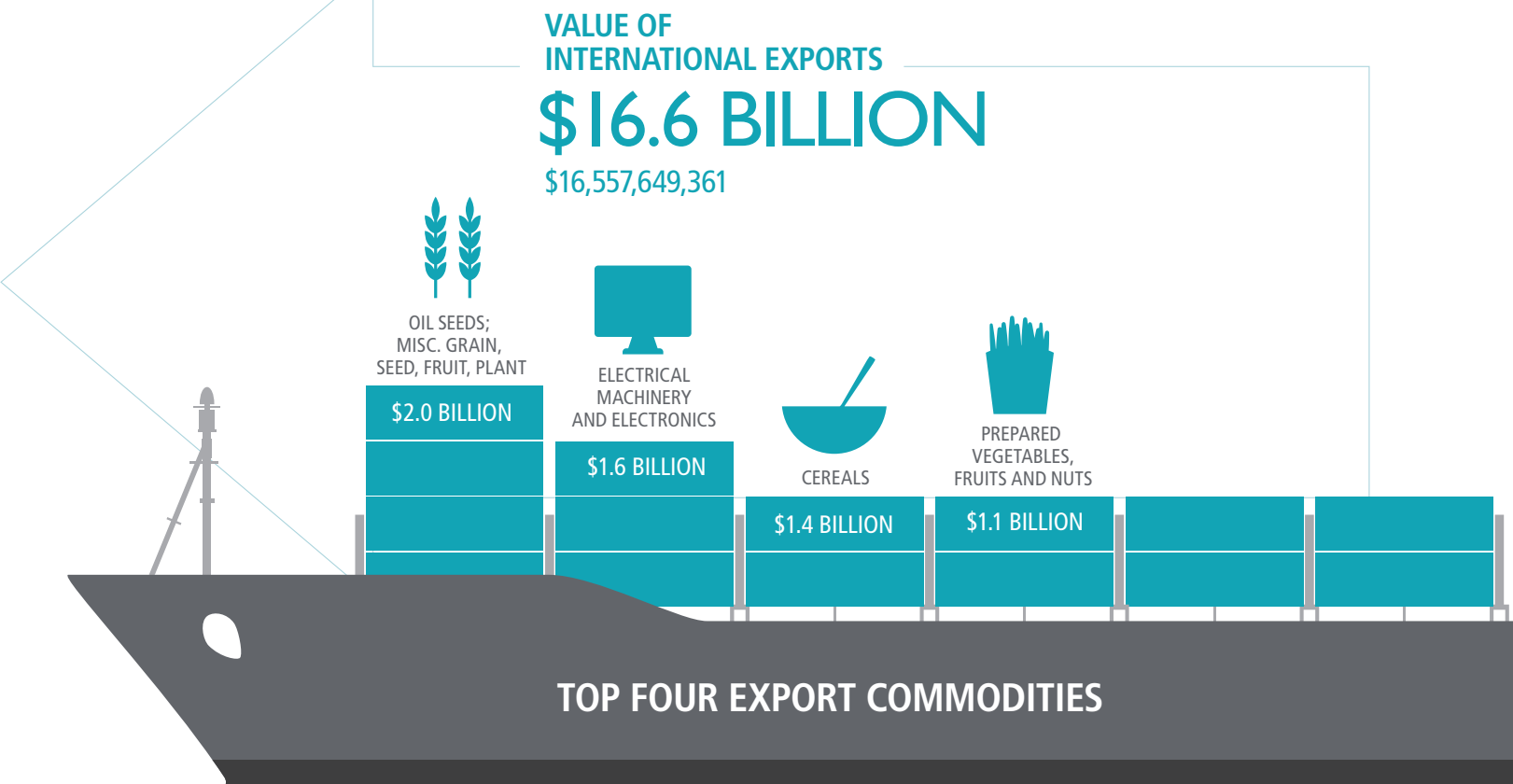
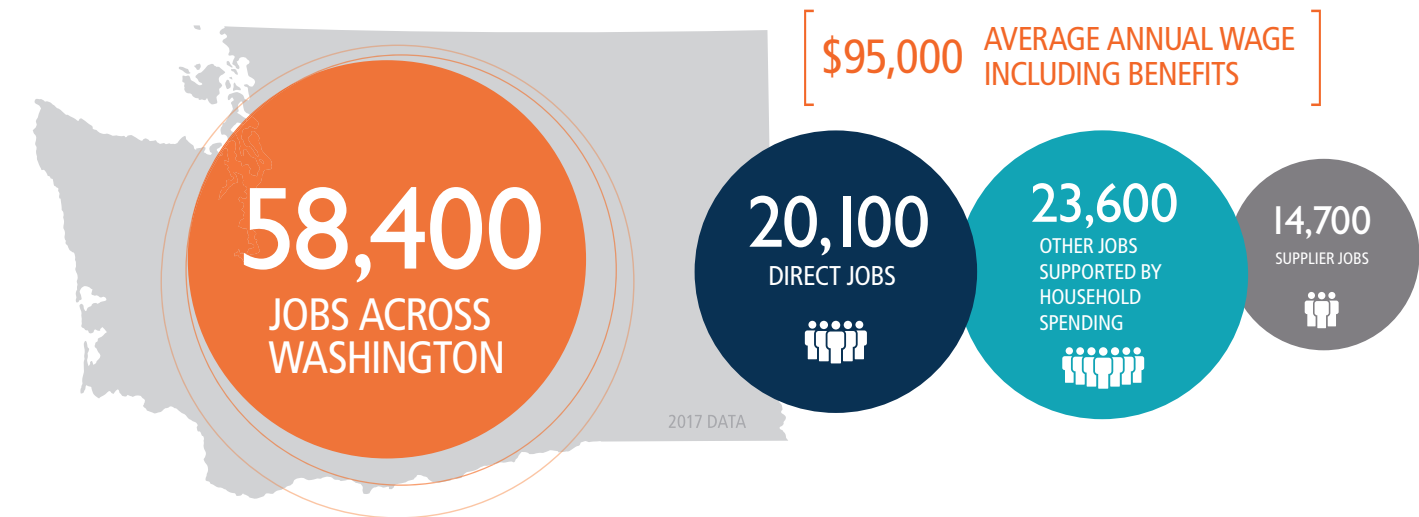
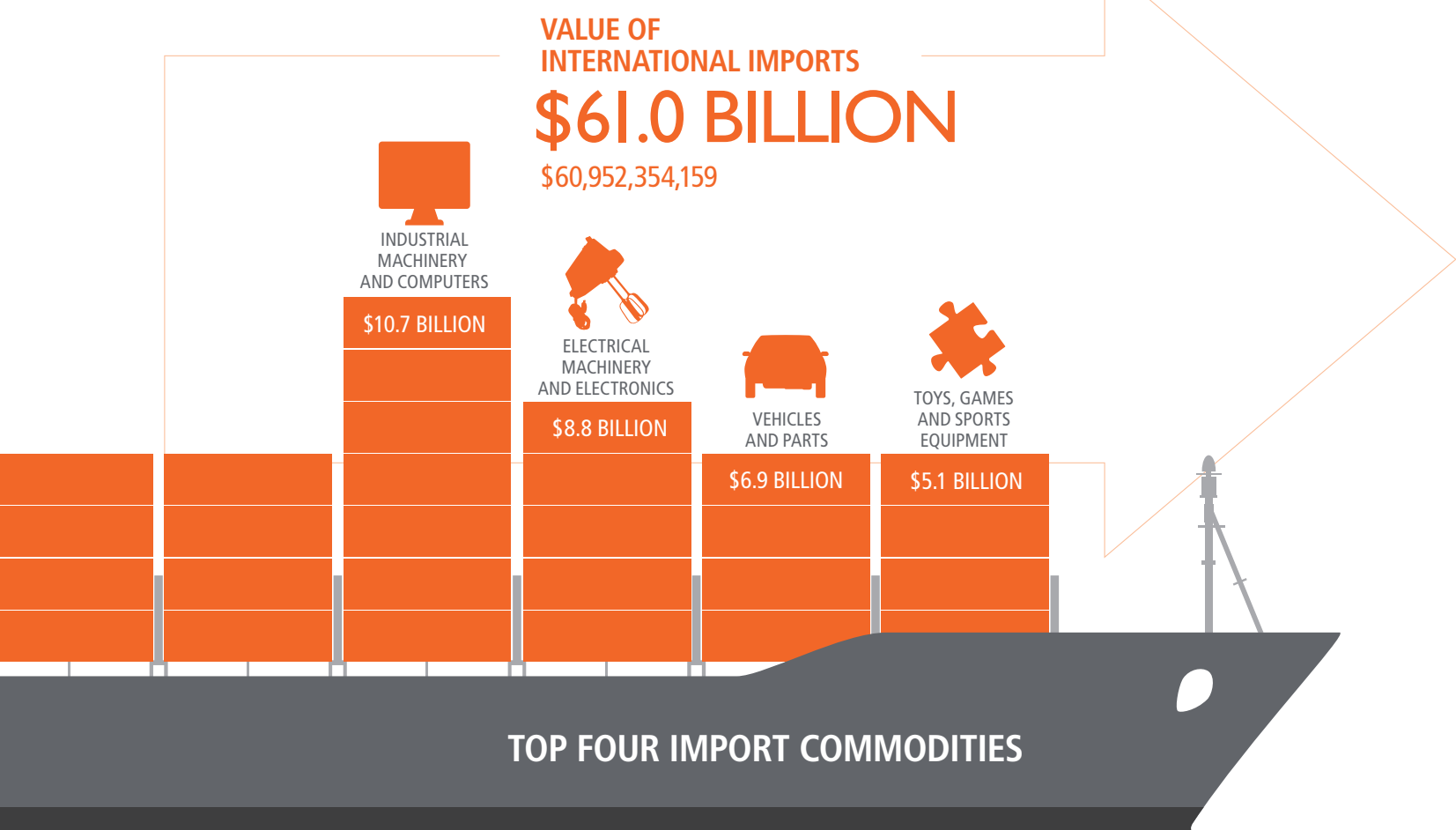
Tonn and Bever hope Bendixen's accomplishment will inspire more women to seek careers as pilots. Tonn said she's heard female cadets at maritime academies discuss trailblazing female pilots. "They worship these women and Sandy is going to be right there in a few years," Tonn said. "Sandy is going to inspire a new generation of women to have careers in the maritime industry. I know that for a fact." ■■■

After completing her pilot training in 16 months, Capt. Bendixen joined the Puget Sound Pilots in September 2018.



# INTERNATIONAL REACH, BIG LOCAL IMPACT

As the fourth-largest container gateway in North America, The Northwest Seaport Alliance handled 3.8 million TEUs and nearly 250,000 metric tons of breakbulk cargo in 2018.



VALUE OF TWO-WAY INTERNATIONAL TRADE IN 2018

**\$77.5 BILLION** \$77,510,003,520

|                                     |                                      |   |                                     |
|-------------------------------------|--------------------------------------|---|-------------------------------------|
| <div>\$5.4</div> <div>BILLION</div> | <div>3,797,626</div> <div>TEUS</div> | <div>248,933</div> <div>METRIC TONS</div> | <div>141,143</div> <div>UNITS</div> |
| VALUE OF DOMESTIC TRADE             | TOTAL TEUS                           | BREAKBULK CARGO                           | AUTO UNITS                          |

TOP 10 INTERNATIONAL TRADING PARTNERS (VESSEL)

|             |                 |
|-------------|-----------------|
| CHINA       | \$33.4 BILLION  |
| JAPAN       | \$15.6 BILLION  |
| SOUTH KOREA | \$6.1 BILLION   |
| TAIWAN      | \$3.8 BILLION   |
| VIETNAM     | \$3.2 BILLION   |
| INDONESIA   | \$1.3 BILLION   |
| THAILAND    | \$1.3 BILLION   |
| MALAYSIA    | \$1.0 BILLION   |
| AUSTRALIA   | \$874.6 MILLION |
| INDIA       | \$865.5 MILLION |



# HONORING CUSTOMERS FOR ENVIRONMENTAL, ECONOMIC ACHIEVEMENTS

The Northwest Seaport Alliance announced the inaugural winners of the North Star Awards at its Annual Breakfast in April 2019. Prologis won the Cargo Anchor Award, presented to a company contributing to the success of the NWSA gateway and promoting economic growth. The Environmental Stewardship Award went to TOTE Maritime Alaska.

When TOTE Maritime Alaska was announced as the winner of the 2019 Environmental Stewardship Award, the team was “a little surprised,” said Taylor Janney, TOTE’s senior marketing manager. Not because its historic effort to convert ships to operate using liquefied natural gas (LNG) wasn’t award worthy, but because there were so many notable companies nominated for the honor.

The glass wave sculpture, now prominently displayed at TOTE’s Federal Way office, recognizes the company’s commitment to promoting environmental sustainability.

TOTE Maritime Alaska is converting its two roll-on/roll-off ORCA class vessels, *North Star* and *Midnight Sun*, from diesel-burning engines to engines that can run on either LNG or diesel. It’s also partnering with Puget Sound Energy, a Washington state energy utility company, to build a \$350 million LNG facility across the street from TOTE’s terminal in Tacoma.

Switching to LNG means better air quality because of a substantial reduction in sulfur dioxide, carbon dioxide and diesel particulate matter.

“LNG evaporates when exposed to the environment, eliminating the risk of oil spills and LNG is absolutely the cleanest and most environmentally friendly fuel commercially available today,” Janney said.

TOTE, operating out of Tacoma since 1976, is making history with the transition as it works to pull off the first in-service engine conversions. It takes four to six weeks to convert one engine, and Engineers are doing the work onboard while the vessels shuttle goods between Tacoma and Anchorage.

With 85% of Alaskans consuming goods shipped through the Port of Alaska, TOTE Maritime Alaska’s cargo shipping has played a vital role in the state’s economy for more than four decades.

The semiweekly arrivals require a 66-hour sailing on a route with swells that can reach 30 to 40 feet, Janney said.

“(Conversion) is an impressive engineering feat,” Janney said. The complicated work requires thousands of parts and precise planning with vendors all over the world.

“Getting ahead of this undertaking causes less stress in the long run,” Janney said. “We hope winning the award will encourage other businesses to be willing to get ahead of environmental issues and make decisions to be successful in business and champion environmental stewardship.”

TOTE plans to have *North Star* converted by the first quarter of 2021 and *Midnight Sun* ready by early 2022. ■■■



## TOTE MARITIME ALASKA COMPANY STATS

- YEAR ESTABLISHED:** 1975
- FACILITY LOCATIONS:** Tacoma, Federal Way and Anchorage
- EMPLOYEES:** 120
- BUSINESS TYPE:** Shipping
- WEBSITE:** [totemaritime.com](http://totemaritime.com)

“We hope winning the award will encourage other businesses to be willing to get ahead of environmental issues...”

Taylor Janney,  
TOTE’s senior marketing manager



With two newly completed properties with historic firsts, Prologis rose to the top as the winner of the NWSA’s first Cargo Anchor Award.

The Prologis Georgetown Crossroads facility near Port of Seattle wrapped construction in October 2018 and is already very active, according to Richard Kolpa, senior vice president Seattle market officer. At 590,000 square feet, the warehouse features elevated ramps that allow trucks to access loading docks on two of the building’s three stories. It’s the first industrial facility in the United States with multistory loading.

The innovative project came on the heels of a 320,000-square-foot warehouse property, located just minutes from the container terminals in Tacoma. Prologis Park Tacoma Building D is the first logistics facility in the world to earn a WELL certification from the International WELL Building Institute (IWBI) for enhancing health and wellness of employees.

“I think both facilities are examples of collaborating well with the ports of Seattle and Tacoma and The Northwest Seaport Alliance,” Kolpa said.

As the world’s largest industrial real estate company, Prologis distribution centers move 2% of the world’s gross domestic product valued at \$1.5 trillion annually.

The San Francisco-based company leases logistics facilities to about 5,100 customers worldwide. Amazon, BMW, FedEx, UPS and Home Depot are some of its top customers.

And even before landing on Seattle as an ideal city to build the first multistory distribution center in the U.S., the company had built more than 50 facilities of this kind across Asia.

“Seattle is a dynamic market,” Kolpa said. “It’s also a great location for the facility and well suited for e-commerce. It checked all the boxes.”



## PROLOGIS COMPANY STATS

- YEAR ESTABLISHED:** 1983
- EMPLOYEES:** More than 1,600
- WEBSITE:** [prologis.com](http://prologis.com)
- FACILITY LOCATIONS:** Based in San Francisco with more than 3,700 buildings in 19 countries
- BUSINESS TYPE:** Logistics real estate

Among its 786 million square feet of facilities worldwide, Prologis owns nearly 21 million square feet in the NWSA gateway.

Kolpa said both facilities have capacity to generate hundreds of jobs in the Puget Sound region. Georgetown Crossroads in Seattle and Prologis Park Tacoma are estimated to create 700 and 1,000 jobs, respectively.

The company’s strategy is to build in urban infill markets near the end consumer. But with limited urban space and growing e-commerce demands, one of the few ways to expand is to build multistory facilities. As a result, Georgetown Crossroads might be the start of a new trend in the United States, especially in densely populated cities.

While Building D’s concrete structure in Tacoma earned a Leadership in Energy and Environmental Design (LEED)

certification for its sustainable building products, it also made history with its WELL certification.

“It has to do with the employees’ experience in the building,” Kolpa said of the certification. “Things like air quality, water quality, artwork inside the building and common areas outside the building where people can go to relax.”

In 2017, the IWBI partnered with Prologis to launch the pilot program for warehouses. Features at the warehouse complex include natural daylight, insulation, ventilation, an outdoor walking trail, a learning garden with a blueberry patch and eight murals.

When Prologis announced the certification in early 2018, it said it will continue to use its relationship with IWBI to look for additional ways to increase productivity and improve health and wellness in its buildings. ■■■



# CUSTOMER CONNECTIONS

We're proud to deliver best-in-class service. Our Business Development team meets with customers across the supply chain every day, building relationships around the world. These opportunities lead to innovative solutions that strengthen our gateway and better serve your needs. Here are some photos from recent connections.



Led by NWSA Business Development Manager John Tullis, members of Flexport's Seattle team toured Husky Terminal in April.



Members of Union Pacific's leadership development group went on a crane tour at our South Harbor in June.



Representatives from CMA CGM and Fornazor, who were in town for AgTC's annual meeting in June, joined Business Development Director Sue Coffey for a tour of Terminal 18 in Seattle.



Senior Business Development Manager Steve Balaski met with members of the Achieving Women's Excellence in Supply Chain Operations, Management and Education (AWESOME) for a tour of our North Harbor in May.

# CALENDAR

Meet Northwest Seaport Alliance staff at upcoming events.

## 2019

**Oct. 8-10**

**Breakbulk Americas**  
Houston, Texas

**Oct. 10-13**

**WESCCON 2019**  
Rancho Mirage, California

**Oct. 17**

**Foreign Commerce Club of New York Annual Steamship Night Gala**  
New York, New York

**Oct. 21-13**

**JOC Inland Distribution**  
Chicago, Illinois

**Oct. 27-29**

**FDRA Footwear Trade Distribution & Customs Conference**  
Long Beach, California

**Oct. 28-30**

**Alaska Chamber Fall Forum**  
Girdwood, Alaska

**Nov. 6**

**CONNECT 2019 Northeast Cargo Symposium**  
Providence, Rhode Island

**Nov. 14-15**

**2019 Alaska Resources Conference**  
Anchorage, Alaska

**Dec. 4**

**AgTC Minneapolis Workshop**  
Bloomington, Minnesota

**Dec. 9**

**CII East Coast Connie Awards Luncheon**  
Newark, New Jersey

**Dec. 9-11**

**Washington State Tree Fruit Association Annual Meeting**  
Wenatchee, Washington

**Dec. 10-11**

**JOC Port Performance North America**  
Newark, New Jersey

## 2020

**Jan. 15-16**

**Washington Hay Growers Association Northwest Hay Expo**  
Kennewick, Washington

**Jan. 21-23**

**Washington-Oregon Potato Conference**  
Kennewick, Washington

**Jan. 29**

**AgTC Portland Workshop**  
Portland, Oregon

## CONTACT US

We're here to help. If you have questions or need help moving your cargo, please contact us.

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**A seal of approval:** A curious harbor seal inspects the arrival of the *MOL Celebration* in Tacoma.