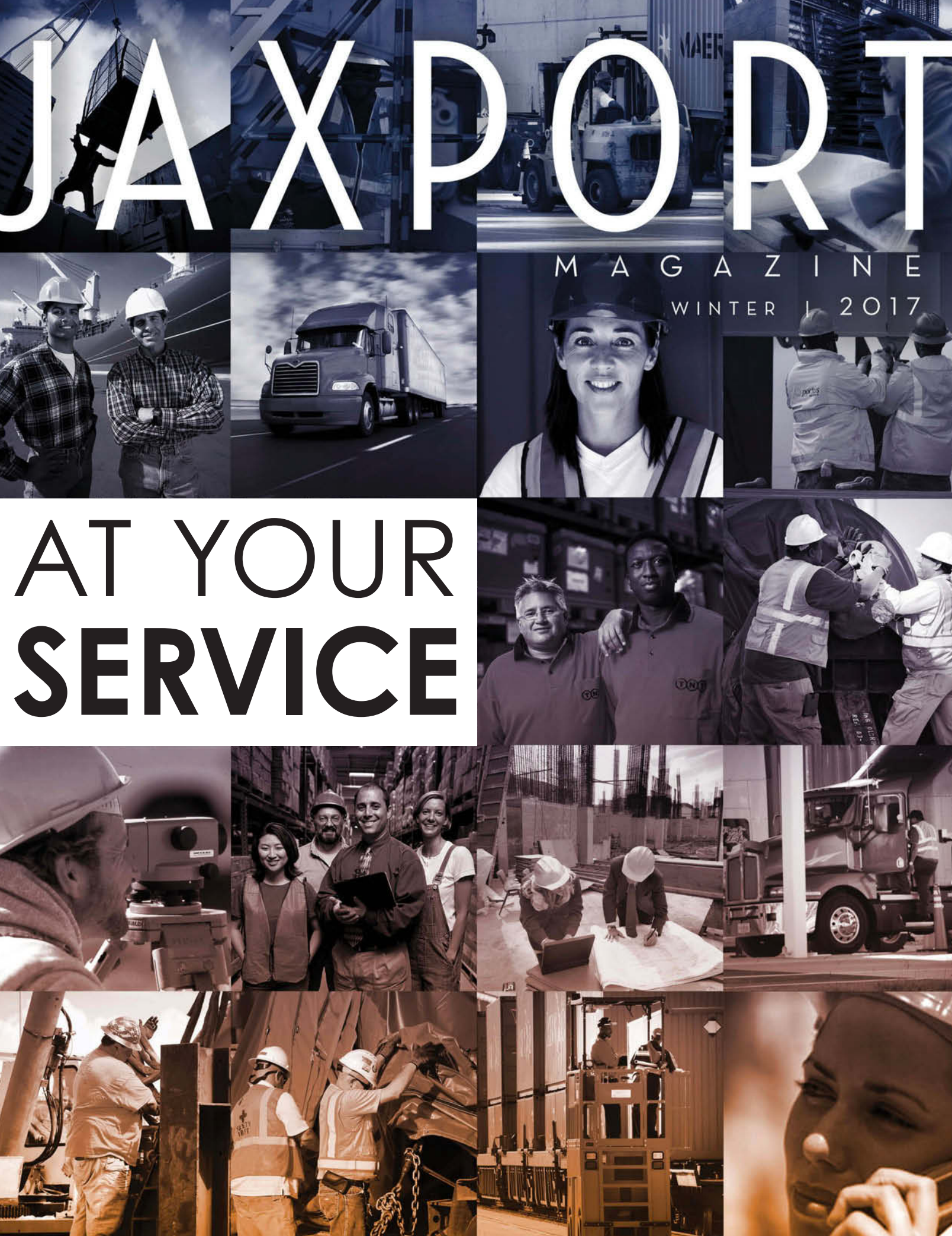


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MAGAZINE 2017

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JAXPORT CEO Trend Report



Every symphony needs a conductor. Logistics companies help all of us conduct business successfully between Northeast Florida and the rest of the world.

As retailers, manufacturers and global trading companies continue to grow, determining how best to keep up with shipments sent domestically and abroad becomes increasingly complex. Larger companies may look at expanding in-house capabilities, but this typically requires a great deal of investment in equipment, human capital and technology to keep things running smoothly.

Other businesses may prefer to focus on what they do best — building and selling great products — leaving the logistics of getting those products delivered to companies specializing in these important functions. Freight forwarders and third party logistics providers (3PLs) to the rescue!

These entities excel in helping to lower costs by facilitating the logistics of transportation. They provide a broad range of services navigating increasingly complex global shipping requirements, constantly changing trade opportunities and shifts in sourcing that many organizations lack resources to handle themselves.

Northeast Florida offers a vast array of freight forwarding and third party providers adept at helping companies remain steadfastly focused on their core business objectives. These are full-service providers offering multiple levels of transportation, logistics and information services, including:

- Tracking ocean and inland transportation
- Preparing and managing shipping documentation
- Freight consolidation and warehousing
- Booking cargo and negotiating freight charges
- Managing cargo insurance and filing tracking claims

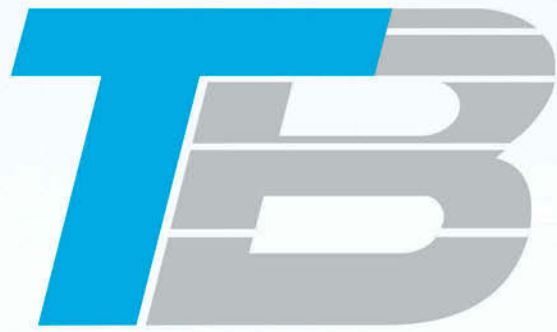
Forwarders and 3PLs can offer multiple routing options at different price points, transit times and levels of reliability that can help lower total distribution costs.

Many integrate the global connectivity of our airlines, steamship lines and trucking services to build remarkable service solutions for clients and, in some cases, their unique shipments. For example, one of these forwarders recently helped facilitate the seamless movement of a 269,000 lb. generator by ship from Finland through JAXPORT and onto its final destination in Gainesville, Florida, via rail. Every symphony needs a conductor. Logistics companies help all of us conduct business successfully between Northeast Florida and the rest of the world.

With the assistance of this outstanding service provider network, our region has all the pieces in place to knit together an astounding combination of services to help you reach your existing customers with ease — and easily connect with new customers around the world.

I leave you now to this issue of *JAXPORT Magazine*, including a look at a new Customs program to reduce cargo turn times (pg. 8), a spotlight on homegrown exports from Northeast Florida (pg. 12), and a column highlighting the world-class partnership we enjoy with the U.S. Coast Guard in Jacksonville (pg. 18). □

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Customs offers expedited vessel clearance through AQUA

By Lori Musser

If a ship could sail into port, dock and immediately offload without waiting for Customs boarding and clearing, it could shave a few minutes off its port call. Every one of those minutes means pennies per TEU — or more — to the carrier, and ultimately, the shipper.

Saving that cost is the main benefit of U.S. Customs and Border Protection's (CBP) new Advanced Qualified Unlading Approval (AQUA) program.

AQUA may also lead to savings in labor, dockage and other operating costs. The program qualifies as a green initiative, because less vessel time in port equates to fuel reduction and lower emissions. The program also facilitates supply chain efficiency because shipments can ultimately arrive at inland destinations sooner.

The AQUA program will introduce these measurable benefits when it comes to JAXPORT in coming weeks.

C-TPAT Requirement

To be eligible for AQUA clearance, the terminal operator and the ocean carrier must both be validated and in good standing with CBP's voluntary trusted partner program, called the Customs-Trade Partnership Against Terrorism (C-TPAT) security program. Also, containers must be delivered directly to a terminal operator.

AQUA offers added incentive to become validated in C-TPAT, a win-win situation for CBP and supply chain security.



AQUA can save labor, dockage and other operating costs.

Crowley Is AQUA-Approved

JAXPORT terminal operator and carrier Crowley Liner Services is already AQUA-approved through one of the original pilot program test sites. Crowley's Ed Alford said, "As an industry leader, Crowley recognizes the importance of government-industry partnerships like this one to deter terrorism as well as protect our employees, operations, equipment and customers' cargoes. We have dedicated our focus and commitment in these areas to ensure the absolute integrity and overall efficiency of our part in the global trade supply chain process for years. We are glad to see that dedication paying off in reduced cargo turn times for our customers."

CBP is clear that there will be no blanket approvals. The ship operator must request approval on a case-by-case basis at least 24 hours before a ship arrives in port. Also, there will be exceptions related to vessels and cargo that might endanger national security or economic security, the U.S. food supply chain and other imperatives.

AQUA is set to become a welcome addition, as CBP continues to focus on its mission to make the entire national supply chain safer and more efficient. □



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Breakbulk has brisk year

By Lori Musser

Topnotch breakbulk service comes from caring about the product and having years of experience moving it, according to Scott MacGregor, General Manager for Seaonus at JAXPORT's Talleyrand Marine Terminal, the port's largest breakbulk operator.

People, Process and Technology

It was a brisk year for JAXPORT's breakbulk, with volumes of 888,000 tons, up 22 percent from the previous fiscal year. MacGregor said that existing clients have expanded their business base, and some important new customers have come on board.

Seaonus' strategic plan is focused on three pillars: People, Processes and Technology. MacGregor credits much of the growth at his facility to People. "Our people have many years of experience with steel, pulp, paper and other products. They know the cargo, the vessels, the handling equipment. It makes an important difference to the customer."

MacGregor said that Seaonus derives great efficiencies from institutional memory, which is of critical importance for the safety of cargo and personnel: "This all relates to the Process portion of our plan. The organization is committed to promoting from within. We provide extensive training, as well as the right kind of equipment for the cargo."

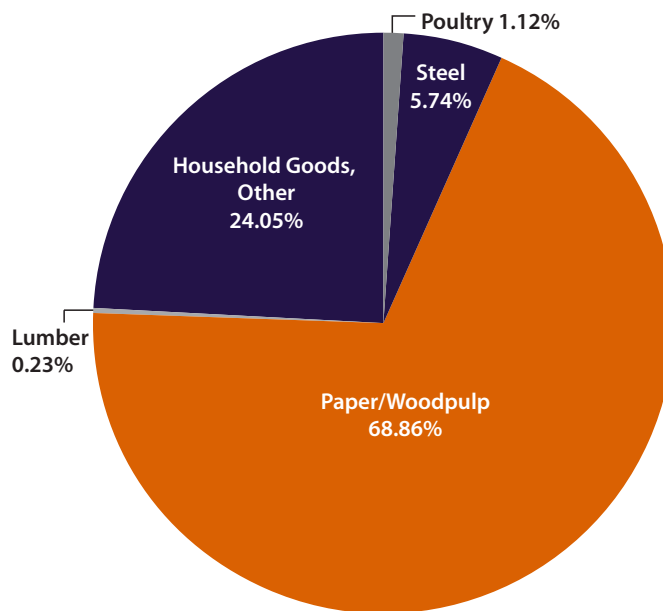
Seaonus is investing in the Technology part of the plan, for example extending its existing JADE terminal operating system to include paper cargoes. In addition, an updated forklift fleet and a new LED lighting system will contribute to production and manning efficiencies while substantially lowering energy consumption, according to MacGregor.

Seaonus largely attributes 2016's growth to expanded paper imports from Scandinavia and woodpulp imports from Brazil. Tonnage of steel wire rod and coil, its third "bread and butter cargo," is also up year over year.

Metsä Boxboard Boom

Matthew Hill, Regional Supply Chain Director for the Americas for Metsä Board Americas Corporation, confirmed his company's inbound paperboard movements have picked up noticeably since the launch of the company's new Husum mill in Sweden. Hill said, "The Jacksonville location is ideal for some of our customers in the Southeast. The port people have exhibited great leadership skills. They have been informative and communicate well and the product moves through the facilities quickly." Hill pointed out that the speed with which the Seaonus facility integrated his product for IT was a plus.

JAXPORT FY 2016 Breakbulk Commodities by Type



Hill noted that this is new North American volume his company is moving through JAXPORT. "We were landing our paperboard elsewhere, but as our business grew we needed additional space. A big plus has been good rail access and good intermodal processes."

JAXPORT's Breakbulk Advantage

With more than a million square feet of on-dock warehousing storage and direct services around the world, JAXPORT remains one of the largest breakbulk hubs in the Southeast.

The gateway offers money-saving backhaul opportunities. It has vast capacity for the high-value, high-revenue reefer cargo. A skilled and diversified workforce and exceptional intermodal connections (including service by three U.S. interstates, 36 daily train departures, an ICTF and three railroads) position JAXPORT well for additional growth. □

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JAX LNG to break ground

By Lori Musser

Progress continues on the road to establishing Jacksonville as an important LNG nexus.

JAX LNG Makes Strides

In October, JAX LNG finalized engineering and procurement contracts for construction of a new liquefied natural gas (LNG) liquefaction and storage facility at Dames Point. Tim Casey, CEO of NorthStar, one of the companies involved in the project, said that having a reliable, local supply of LNG is critical for the maritime industry, and will spur the use of LNG in the U.S. Southeast. He said the facility will include a marine dock to load bunkering barges that will deliver marine LNG along the U.S. East Coast.

JAX LNG is a joint venture between Southern Gas Company's subsidiary Pivotal LNG and transportation company NorthStar Midstream, LLC. A Pivotal spokesperson confirmed site preparation has begun and construction will be underway shortly. The new liquefaction facility is expected to open its doors in late 2017.



A network of LNG partner ports and organizations, including JAX Chamber, was formalized through a Memorandum of Understanding (MoU) signed during Singapore's International Bunkering Conference and Exhibition.

"The LNG industry is seeing a steady growth in demand," said Tim Hermann, President of Pivotal LNG, in a company statement. "This facility will expand our ability to serve more customers and add commerce, including skilled jobs to support the local economy."

As North America's first smaller scale coastal LNG facility, JAX LNG will offer two million gallons of storage capacity, which will enable production of more than 120,000 gallons of LNG each day. The marine distribution leg of the operation will utilize North America's first LNG bunker barge, named Clean Jacksonville.

Jacksonville is an important nexus for LNG.

Crowley and Clean Energy

In 2017, Crowley Maritime Corp. will introduce two LNG-powered, combination container-roll-on/roll-off ships to the Puerto Rican trade: El Coquí (whose bow was set in October 2016), and its sister ship, Taíno (whose main engine installation is underway).

Crowley has chosen Eagle LNG Partners as its LNG supplier, and Eagle is working — in coordination with Clean Energy, GE Ventures, GE Energy Financial Services and Ferus Natural Gas Fuels LLC — to build another natural gas liquefaction facility in Jacksonville.

Crowley has already built new docking facilities in San Juan to handle LNG delivery and Crowley-owned Carib Energy has a growing LNG export trade to Puerto Rico, with plans to expand within the Caribbean and Latin America.

The series of LNG firsts now afoot underscores the Jacksonville region's commitment to reliable, affordable clean energy and the LNG business. □

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Jacksonville helps shape global LNG use

Rapid changes in the LNG landscape

are keeping strategists busy adapting to the challenges of the new environment. From the fine-tuning of global and local regulatory frameworks, to addressing the vagaries of demand and launching new liquefaction and regasification projects, a great deal of work is underway.

The Jacksonville region has become an important player on the U.S. LNG scene and is also popping up on the international LNG radar.

Recently, a network of ports and maritime administrations was formed in an effort to create global LNG bunkering standards and the JAX Chamber is on the team. Other members represent cities and nations such as Antwerp, Rotterdam, Singapore, Zeebrugge, Norway, Japan and South Korea.

Many of the group's partner ports travelled to Jacksonville earlier this year to see and study the LNG innovation underway in the region.

"Having a seat at the table where these policies are being crafted shows Jacksonville is a major player on the global stage," said Christopher Quinn, Vice President of Government Affairs for JAX Chamber. "Businesses are investing and innovating in the LNG space here in Northeast Florida and our international partners are taking notice."

In addition, North Florida is also at the table with SEA\LNG, a multi-sector industry coalition, created to accelerate the widespread adoption of LNG as a marine fuel.

"Businesses are investing and innovating in the LNG space in Northeast Florida."

The initiative brings together key players in the value chain, including shipping companies, classification societies, ports, major LNG suppliers, LNG downstream companies, infrastructure providers and OEMs (original equipment manufacturers), helping to break down the commercial obstacles to transform the localized use of LNG as a marine fuel into a global reality.



Peter Keller, Executive Vice President of TOTE, chairs the organization and says "All of us at SEA\LNG are deeply committed to furthering LNG as the preferred fuel for our industry." □

For more information, visit www.mpa.gov.sg and www.sea-lng.org.



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Homegrown exports bound for global market

By Laura Jane Pittman



Potential potato buyers from Vietnam and the Philippines toured Danny Johns' Northeast Florida farm to learn more about his product.

Fourth-generation Northeast Florida farmer Danny Johns recently welcomed a reverse trade mission group to tour his St. Johns County farm and learn about his operations. He was connected with the potential potato buyers from Vietnam and the Philippines, newly emerging markets for his product, through a joint project of the University of North Florida Small Business Development Center (FSBDC) and the University of Florida Institute of Food and Agricultural Sciences (IFAS).

"We are excited about the future, particularly if we get access to deeper water at JAXPORT, which would attract more ships from Asia, and would be a great tie-in for the area's agriculture to exporting," said Johns, whose farm already ships more than 20 million pounds of field potatoes annually to the U.S., the Caribbean and Canada, and is looking to expand even further. "Agriculture is an important economic driver across the U.S. and the world. We need to stay ahead of the curve and stay flexible."

Northeast Florida Ripe with Products

With more than \$4 billion in agricultural products already being exported out of the state of Florida, the FSBDC and IFAS are working together to help find markets for products from North

Florida's agriculturally-rich trio of counties: Putnam, St. Johns and Flagler.

The main challenge, according to FSBDC consultant Cheryl Lynch, is connecting more area growers with existing resources and assistance. Lynch, who is based in Putnam County, is currently working with a half dozen small- to medium-sized businesses, helping with business development, loans, organizational structure and export plans.

Since opening a Palatka branch four years ago, the SBDC has held an annual "Export for Agribusiness" seminar and workshop, covering topics such as storage, distribution and marketing, export logistics, and shipping insurance. Participants can also arrange one-on-one meetings to discuss their individual situations and challenges.

"We have had Florida growers and business owners from as far south as Melbourne and as far west as Tampa come to the workshops. This year we included information for growers, distributors and processors," said Lynch. "We have relationships with Florida Department of Agriculture &

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The Case for Exports

During the past 15 years, agricultural land in St. Johns County has been reduced by more than 30 percent, and the trend is continuing with increased residential development. As farmland continues to be taken out of the tri-county area, helping the remaining growers figure out ways to make money is crucial, said David Dinkins, an extension agent with IFAS who works with Lynch to help clients research opportunities.

"The positives of our area are that we have 25,000 acres of land producing millions of tons of vegetables each year, a good water supply and area farms with three, four and five generations of experience," said Dinkins. "There is a tendency for the farming community to think domestically, but one of the top factors to maintaining growth is finding new markets."

Such efforts include branching out of the typical places for exporting, such as the Bahamas and Canada, and exploring different markets, as evidenced by the recent visit by Asian buyers to Danny Johns' farm.

"Ninety-five percent of people don't realize what agriculture looks like and the sophistication of today's equipment and technology," said Johns. "This region of Florida contains one of the oldest farming communities on this continent and the infrastructure is here. It is important to let people see it and realize what an important economic driver agriculture is."

Lynch and Dinkins see good potential for the future, especially with more area growers signing on to explore export opportunities. Dinkins points to networking efforts with JAXPORT, the Department of Agriculture and private businesses processing food to make it less perishable, opening up additional exporting opportunities. Lynch cited a feasibility study regarding the Florida cruise industry's use of approximately 10 million pounds of chip potatoes each year — product which may be supported by local growers. There is also a potential market for purple sweet potatoes in the cosmetics industry, which uses them for coloring.

"We continue to open doors and add avenues," says Lynch. "There are matching dollars and grants available, as well as other funding for exporting. We don't sugarcoat it, and we let our growers know that it takes time and effort, but we continue to be encouraged by the success stories." □

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JAXPORT SUP



PLY CHAIN PARTNERS: AT YOUR SERVICE

By Lori Musser

As a major transportation gateway for the nation, JAXPORT offers access to supply chain partners providing a wide array of exceptional, efficient services at competitive rates.

The success of a supply chain that routes through any gateway is subject to the strengths and weaknesses of every service provider along the route. Strong leadership and market forces eventually winnow out less-than-effective partners.

JAXPORT's goal, as codified in its current strategic plan, is to provide strong, visionary leadership now — at this extraordinary time for the cargo industry — to capitalize on the vast and varied opportunities generated by maritime and transportation developments around the world.

Top Service Providers Direct Gateway Growth

Since top service providers — from truckers to warehousemen to customs brokers — are the indispensable link to helping the JAXPORT supply chain become greater than the sum of its parts, then their performance means the difference between growth and stagnation.

According to Aisha Eccleston, who is in charge of JAXPORT's Southeast Sales and Service Provider Relations, the region's trade and transportation service providers consistently surpass shipper expectations, as evidenced by industry accolades and corporate success.

These companies help lead the industry by setting the bar high. And although the nature of their expertise and activities varies greatly, three key factors consistently appear to be shaping their achievements:

- **Technology and Innovation** that defines and refines efficient services.
- **Exceptional Customer Service** which cultivates repeat business.
- **Critical Mass** which goes a long way toward keeping rates reasonable.

Understanding and building on these service provider strengths is crucial to support business growth during this period of unprecedented challenges and opportunities.

The Gateway Team

The performance of transportation and logistics service providers makes all the difference in the ultimate price and availability of consumer products. "Every time the peach cobbler at Cracker Barrel tastes exactly like you remembered, or every time you find that package of your favorite Oscar Meyer product on your grocery store shelf, it is because those people all along the supply chain did their jobs well," said Eccleston.

Eccleston said that service providers allow everyday people to become global consumers: "It is truly a people-to-people story."

Jacksonville's trade and transportation service providers reflect the supply chain experience of routing through JAXPORT. It could be their innovative or technological edge that helps attract freight or the unparalleled customer service that keeps customers coming back or they may offer a critical mass of cargo that makes for rock-bottom pricing. Many service providers in Northeast Florida offer all of those competitive factors and more.

Recognized for Quality – Averitt Express

Averitt Express is a privately-held Tennessee-based third party logistics provider (3PL) recognized by readers of *Logistics Management Magazine* — for the 18th consecutive year — as a top transportation solution provider. No carrier in the South has earned more Quest for Quality awards since the program began 30 years ago.

Averitt Express offers more than 140 facilities across the Southeast, serviced by nearly 6,000 tractors and 13,000 trailers. Its 54-door Jacksonville facility provides full container-load services, local drayage, trans-loading,

ON THE COVER

warehousing, inventory processing, truckload, less than truckload (LTL) and intermodal transportation.

Kent Williams, Florida regional vice president for Averitt, said, "We are positioned to help a wide variety of shippers that utilize the JAXPORT gateway...with seamless supply chain solutions that are tailored to meet their unique needs."

"Averitt shares a common goal with JAXPORT, which is to go above and beyond in providing shippers with great customer service. The nation's supply chains depend on organizations like ours to be able to come together and work toward unified goals," said Williams, adding, "Our ability to serve our customers and contribute to the local, regional and national economies often rests on the ability of carriers and port administrations around the nation to work side by side."

Williams credited JAXPORT for the vital role his company has played in the Puerto Rican and Virgin Island trades. "Few international gateways come close to offering the service to and from these populations. JAXPORT has directly contributed to our growth in the region. As the port continues to grow and diversify, we are also seeking to expand our service capabilities. The future for Averitt in Jacksonville

looks very bright, and we look forward to continuing to help shippers that utilize JAXPORT benefit from all that this transportation hub has to offer."



Bulkmatic's innovative transfer technique for moving dry bulk from container to trailer or rail car.

Top Bulk Carrier in Nation – Bulkmatic

Jacksonville's lineup of service providers includes North America's largest dry bulk carrier, Indiana-based Bulkmatic Transport Co. Its expert team encompasses truck drivers, loaders, mechanics, tank washers and managers. The company culture emphasizes sanitization, driver and employee training by product, plus safety and responsiveness.

Bulkmatic has engineered a new dry bulk handling technique that is carrying favor with customers. Seabulk containers — shipping containers with a bulk liner inside and rear-facing bracing bar — are drayed to Bulkmatic's facility near JAXPORT's North Jacksonville marine terminals, where a specialty lift mounted to a tractor's fifth wheel is able to tilt the 20- or 40-foot container, allowing a free-flow transfer into a waiting bulk trailer or rail car. Once reaching its destination, the cargo can be conveyed pneumatically into the consignee's silo.

The technique offers advantages over a hydraulic tilt chassis. It eliminates the need to transfer the drayed container to a specialized chassis and expedites offload and turnaround. The process answers a need for a new plastic pellet importer, so Bulkmatic is in the process of introducing this specialty equipment and technology to Jacksonville.

"We also handle special 40-foot dry bulk 'eliminator' containers," according to Horst Gwinner, Bulkmatic's director of global bulk. "However, our main function is dry bulk. Bulkmatic handles one-ton super sacks coming in from overseas that we debag into bulk trucks, and Gaylord containers (pallet-sized fiberboard bulk bins that can handle 1,500 pounds) that we also debox, dump into a hopper and then vacuum from the hopper into dry bulk trailers."

Like other over-the-road carriers, Gwinner said Bulkmatic is gravely concerned about the growing driver shortage. To gird its operations, it is employing signing bonuses, business segmentation and extensive driver training, among other incentives.

MERGER CREATES NEW PORT SERVICE PROVIDER

Northeast Florida has the right climate for growing transportation and logistics business. Dallas-based TTS Holdings recently took advantage of the growth environment when it merged with Jacksonville 3PL Sunteck Transport Group to create one of the largest, multimodal, agent-based freight management service providers in the U.S.

Headquartered in Jacksonville, SunteckTTS, the new, combined company, anticipates managing 700,000 shipments annually, offering more than 30,000 carriers and greatly expanded geographic coverage.

In addition to the strong non-asset capabilities, SunteckTTS will also have 2,000 trucks in its direct asset-light capacity divisions. The TTS direct rail intermodal program, with access to more than 200,000 pieces of equipment, will be enhanced by Sunteck's large intermodal drayage network.

"We believe the combined entity will be the platform of choice for agents and 3PLs looking for industry-leading technology, multimodal solutions, and an extensive network of both in-house and outsourced capacity," said Andy Cole, President and CEO of TTS, and will serve as Chairman of the Board of SunteckTSS.

Gwinner says, in addition to top drivers, Bulkmatic relies on advanced electronic data interchange (EDI), enhanced driver's license (EDL), in-truck satellite communications, Automated Daily Inventory Reports and other technological resources to give it an edge over the competition.

When asked about the JAXPORT experience, Gwinner said, "We only service efficient ports where we are in and out in a half-hour. JAXPORT ranks one out of only three in the nation that meet that requirement and we are pleased to do business with them."

Building Critical Mass – Interstate Distributor Company

Tacoma-based Interstate Distributor Company (IDC) is an 84-year-old full-service provider of truckload and related services in the U.S. and western Canada.

When it began serving Jacksonville in 2015, it had 90 trucks; it now offers 220, according to Tim Nelson, Interstate Distributor Company's VP of Southeast Operations. "Our goal is to have 500 trucks based in Jacksonville within the next five years." Interstate provides trucking, port and rail drayage, cross-dock and trans-loading, warehousing, consolidation/deconsolidation and related services.

In May 2016, Interstate upsized to a 70,000-square-foot warehouse facility at Dames Point near JAXPORT's North Jacksonville marine terminals. From this expanded base, "Interstate offers customized solutions to individual needs including working with suppliers in consolidating shipments," said Nelson.

Interstate specializes in the Puerto Rican trade, especially high-value cargoes such as refrigerated, hazmat and overweight items. "In the pharmaceutical arena, we



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Drayage Companies	Temperature/
Equipment Operators	Humidity Checkers
Factory	Terminal Operators
Freight Forwarders	Truckers
Fumigators	Vessel Agents
Inspectors	Warehouses
Insurers	Water Carriers
Labor	

may be the only company that provides tram service for expedited delivery — for security reasons we drive nonstop (except for fueling and driver switching) to the destination. We can travel 1,000 miles every 24 hours. If something comes into JAXPORT today, it can be delivered tomorrow," said Nelson.

Nelson said that Interstate is poised to grow alongside the port. "We are adding 100 new owner-operators by June 1, and have put together a new pay package that puts us at the top of the market."

In 2015, the Truckload Carrier Association rated Interstate the safest trucking company in the U.S. and second-safest in North America.

Nelson said that level of success is made possible by having the highest driver hiring standards, closely monitoring jobs and going the extra mile on safety education, incident review and response, and drug testing. "This has a cost, but we have fewer accidents and fewer claims. There is a humanitarian aspect as well. And for our customers, this translates into decreased liability," said Nelson.

Discover Our Partners

Northeast Florida's freight service providers number in the hundreds. Each year, JAXPORT catalogues these companies in an annual directory, available in a digital print version at JAXPORT.com/Publications or an interactive version at JAXPORT.com/Directory.

You can also send a brief explanation of the services you need to Aisha Eccleston at Aisha.Eccleston@JAXPORT.com or call (904) 357-3070. □

Engaged port community key to success

By Captain Jeffrey Dixon, Commander, Coast Guard Sector Jacksonville



Captain Jeffrey Dixon

Jacksonville and Northeast Florida are known by many names: The First Coast, The River City and The Bold New City of the South, to name just a few. The area is also simply called home by a large contingent of military personnel, including those serving in the U.S. Coast Guard. The Coast Guard is closely and uniquely intertwined with the community due to the significance of the local seaport and its vital role both in the economy and security of the region.

Through exercise of the Coast Guard's 11 statutory missions, we interact with the public on a regular basis. Whether through search and rescue, vessel boarding, marine events (boat parades, air/sea show, boat races, etc.), facility oversight or commercial vessel inspections, the local maritime community often comes face to face with Coast Guard members. However, there is also a massive amount of planning and collaboration to facilitate new initiatives and prepare for local events before the public even becomes involved. It is here — early and behind-the-scenes — that the Coast Guard and JAXPORT maintain a world class



The U.S. Coast Guard Sector Jacksonville stands ready to assist the community.

working relationship, the true foundation of an engaged port community.

This partnership has resulted in numerous training and coordination opportunities, which have become a critical success factor for the community during the last few years. For instance, the JAXPORT Security Operations Center (SOC) has hosted several Incident Command System (ICS) courses, providing local responders with valuable knowledge and the experience to support daily operations while preparing for contingencies. Area stakeholders have repeatedly coordinated to test readiness, including a major port-wide security functional exercise "Resolute Shield" in 2014 and again during a full-scale pollution exercise in 2016.

This level of port community engagement has become even more

important as the region has produced a continuing series of firsts, including the first two dual-fueled liquefied natural gas (LNG) domestic cargo ships; development of shore-side LNG bunkering procedures; the arrival of the first-ever domestic LNG bunkering barge and the construction of two LNG depots and an LNG cargo terminal. Another unique and exciting first? Our work with SpaceX to develop a remote controlled barge for at-sea rocket booster recoveries. Each of these initiatives has demonstrated the value of an engaged port community, including an approachable Coast Guard team willing to listen and help stakeholders achieve their end goals, all within regulatory guidance.

Through teamwork and constant collaboration, the Northeast Florida port community has proven itself to be resilient and forward-leaning, adept at

addressing today's challenges while also preparing for the future. The successful restoration and reopening of the Port of Jacksonville, less than 24 hours after the passage of Hurricane Matthew, was a direct example of the public and private members of our maritime community working together. This strength will continue to be critical as the region works to address the three common global challenges of the Maritime Transportation System; capacity, complexity and environmental stewardship. My team and I stand ready to assist. See you on the waterfront! □

About the author

Captain Jeffrey Dixon serves as the Sector Commander and Captain of the Port, Jacksonville, exercising authority over an area encompassing 44,000 square miles of ocean and inland waterways from Kings Bay, Ga. to Port Malabar, Fla., including the three strategic ports of St. Mary's/Fernandina, Jacksonville and Canaveral.



U.S. COAST GUARD

By law, the Coast Guard has 11 missions:

- Ports, waterways and coastal security
- Drug interdiction
- Aids to navigation
- Search and rescue
- Living marine resources
- Marine safety
- Defense readiness
- Migrant interdiction
- Marine environmental protection
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JAXPORT Logistics & Inter

By Laura Jane Pittman

Registration is underway for the 2017 JAXPORT Logistics & Intermodal Conference to take place March 20-22 at the World Golf Village Renaissance Resort.

The conference will include a JAXPORT update, keynote address [see pg. 21], and in-depth discussions of such topics as the new political landscape's impact on the maritime industry, Caribbean trade outlook, shifting ocean carrier alliances and more.



JAXPORT Magazine caught up with two of the conference panelists for a look ahead.

PANEL: DISRUPTIONS IN THE FINISHED VEHICLE SUPPLY CHAIN



SPEAKER: Charles J. Franklin, II
Manager of Export Logistics, American Honda Motor Co., Inc.

Q. Name some common disruptions in the auto supply chain and ways you deal with the challenges?

A. We face disruptions on a number of levels, from production delays to transportation shortages, for example in the number of rail cars available, to scheduling changes that affect everything from production to shipping. Flexibility and communication are some of the keys to handling the

challenges inherent in disruptions. For example, I may specify East Coast to West Coast, instead of calling for a particular port, to help find the best solution for that particular time.

Q. What preventative measures, if any, can be taken to mitigate some of the disruptions that occur?

A. In logistics, there often tends to be a traditional way of doing things because that is the way it has always been done. I like to ask certain questions up front: What are we trying to do? What is preventing us from doing it? How can we work around that to achieve the end effect we would like? It is important to be creative about solutions. I am not afraid to open up a can of worms in terms of considering all the different options to do with factories, suppliers or customers. You can always go back to the way you have been doing things, but it is important to consider changing things up and trying something new. □

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modal Conference preview

PANEL: BIG DATA AND EMERGING TECHNOLOGIES IN TRANSPORTATION & LOGISTICS



SPEAKER: Matt Tillman

CEO & Founder

Haven, an online platform for quoting, booking, and tracking shipments

Q. What are some emerging technologies in the industry?

A. Most of the time when you are dealing with traditional freight forwarders, companies only work with a few partner

options on each side of the supply chain. One of the goals of the software developed by our company is to destroy the adverse selection that may deliver the best set of margins for the provider, but not necessarily for the customer. Using our software, clients basically act as their own logistics provider, which means they have access to a larger market and better communication between shippers and carriers — keys to smoother logistics operations.

Q. How does the increased automation of big data benefit the logistics supply chain?

A. For any industry, supply chain costs need to be really competitive while at the same time reliable. The more automated the different steps are, the less room for human error. No matter what you are transporting, all logistics need to be as invisible as possible in order to increase the stability of the process. When a company is able to use software systems such as ours that decrease the amount of phone calls and emails needed, some of the potential for human error is automatically eliminated. At the same time, the automation and electronic process helps keep costs down. □

The conference is limited to 350 registrants and all previous JAXPORT Logistics & Intermodal Conferences have sold out!

Register now at www.jaxportconference.com.

KEYNOTE SPEAKER SHANNON MILLER

Seven-time Olympic medalist Shannon Miller will serve as the keynote speaker for the JAXPORT conference.

Her presentation will demonstrate how a gold medal mindset can lead to victory in the marketplace and the boardroom, as well as enhance personal success.

"What it takes to be a winner is the same no matter the situation: the importance of goal setting, teamwork, maintaining a positive attitude and our commitment to excellence each day."



Jacksonville economic development leader heads state council

By Laura Jane Pittman



Cathy Chambers

With two decades of solid experience, Jacksonville's Cathy Chambers, Senior Vice President of Strategy and Business Development for JAXUSA Partnership, is ideally suited to her current volunteer role as leader of the Florida Economic Development Council (FEDC).

Chambers oversees the 22-member council that handles education, advocacy and networking for the state's economic, workforce and community developers. With a membership of approximately 500, the FEDC represents

a diverse array of professionals and programs in 67 Florida counties.

Working closely with local economic development agencies and the public-private partnership Enterprise Florida, Inc., the FEDC promotes economic development throughout the state with policy development, legislative initiatives and updates, professional advancement, and other member services.

The Council works to secure strategic investments for JAXPORT and the logistics industry.

"This state has been responsible with its economic development investments and it is important to continue these efforts — it is a vital part of the economic growth of any successful region. FEDC is working to ensure statewide strategic investments, including support for JAXPORT and continued development of the logistics industry in Florida," said Chambers. "I want to be sure we are communicating effectively and raising awareness of the critical role that economic development plays."

Chambers says she is determined to educate both state government and the public about the need for continuing to attract investors to Florida. Chambers has served on the FEDC board since 2002 and has previously held the positions of Regional Director for Northeast Florida, Vice-Chair of Advocacy and Vice-Chair of Finance. She also has 20 years of experience working for Chambers of Commerce, regional development organizations and city governments.

"The opportunity to lead FEDC comes at a critical time as we advocate on behalf of the industry to increase Florida's competitiveness and ensure that our professionals have the necessary resources to attract jobs and capital investment to the state," she said.

Chambers' term as FEDC chair will run through June 2017. □

For more information, visit www.fedc.net.

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MINUTES TO JAXPORT

Thinking outside the box: ATS International

By Laura Jane Pittman

ATS International, a global extension of Anderson Trucking Services, Inc. focusing on specialized cargo transportation, recently unveiled its Breakbulk Box — a shipping container designed to handle cargo that is seemingly impossible to put into a traditional cargo container.

A steel hybrid with a lid and walls that can be removed for loading, the Breakbulk Box is being hailed by ATS as the “next generation” in container shipping.

“Container shipping changed worldwide trade dramatically, and one challenge has been to find a solution for those things that cannot fit through the doors of a typical container,” said Steve Hastings, Director of Operations for ATS International. “We worked with Cakeboxx Technologies, LLC to create this innovation, which allows items that are not traditionally containerized to be loaded and even locked in a much more secure and cost-effective way.”

A prototype of the Breakbulk Box was recently used to ship 48-foot pieces of boxed steel tubing from Jacksonville to Puerto Rico. The test load was deemed a success, said Hastings.

“ATS has been partnering with JAXPORT and Puerto Rico for nearly 20 years,” said Hastings. “We are always working to make shipping easier for customers, safer during transport and more cost effective for all parties.”

ATS partners with JAXPORT to make shipping easier for customers.

The Breakbulk Box meets all required regulatory requirements and ATS International will be building 40 more units that it hopes to get into service as soon as possible. Hastings says international interest in the product has been



ATS International has introduced a hybrid shipping container specially designed to handle breakbulk and oversized cargo.

very positive and in the long term, the company would like to have hundreds of these specialty boxes in the market.

“We continue to enhance and improve our product, including the exploration of new materials,” said Hastings. “The Breakbulk Box is definitely still in its infancy, but we are excited about the testing and its future in this industry.” □

For more information, visit www.atsinc.com/maritime.

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Delivering your strategy.

Small Business Profile: Navis Pack & Ship

By Laura Jane Pittman



Specialized packing crate for a motorcycle or other unique item built to fit securely inside a shipping container.



Melissa Bond displays two clay urns that were recently shipped by Navis.

Jacksonville's Navis Pack & Ship specializes in the packing and shipping of challenging items — from antiques and art to airplanes and ATVs. Owner Jo Ann Bond was in the moving business for nearly 25 years before coming to Navis to handle outside sales. She was partly kidding when she offered to buy the business from the owner, but one thing led to another. Bond's experience and industry knowledge impressed Navis enough that they allowed her to buy a franchise. Now eight years later, her growing business is known for its expert ability to custom pack or crate nearly anything.

"The easiest description of Navis is to say that we ship items that are too big, or too small, for FedEx or UPS to handle," said Bond. "In fact, UPS refers items to us that exceed what they can insure. We can get insurance for anything we ship — even up to \$1 million."

Bond convinced daughter Melissa into leaving her job as a paralegal to help run Navis Pack & Ship. Melissa — who Bond calls her "right hand" — handles office duties, as well as the majority of the domestic quotes. Bond handles operations and international quoting. Rounding out the Navis team is a full-time warehouse manager and several part-time employees.

The list of items that Navis has shipped is entertaining. Recently, Bond and her team worked with several 12-foot tall life-size bronze statues, a pair of grandfather clocks and an airplane. They crated and shipped a fire truck to Guantanamo Bay Naval Base and moved a specialized ATV for the FBI to Puerto Rico. They have packed and shipped all kinds of specialty artwork. Navis also handles estate distributions and downsizing and creates custom crates and boxes for clients, including the federal government and military. All its crates and boxes are ISPM15 certified and compliant.

"Packaging and shipping is a more complicated business than many people think, by the time you factor in things such as fuel costs, surcharges and international standards," said Bond. "We have shipped to nearly every country. Ninety-five percent of our international shipments, whether LCL (pallets or less than a full container) or containerized, go out of JAXPORT and we enjoy a great partnership with them."

Nationwide, Navis has handled more than 250,000 shipments worldwide. Bond and her team typically do eight to 12 shipments a week, with approximately 80 percent of them domestic and 20 percent international.

The port offers worldwide cargo service from dozens of ocean carriers, including direct service with Asia, Europe, Africa, the Middle East, South America, the Caribbean and other key markets. JAXPORT's maritime partners have experience handling all types of cargo including containers, Ro/Ro, breakbulk, oversized, heavy lift and specialty cargoes. □

For more information, visit www.gonavis.com/jacksonville.

HEARD AROUND THE PORT

"Global trade is here to stay and Jacksonville is well-positioned to take advantage of what the future holds."

— Michael Brannigan, President and CEO, Suddath

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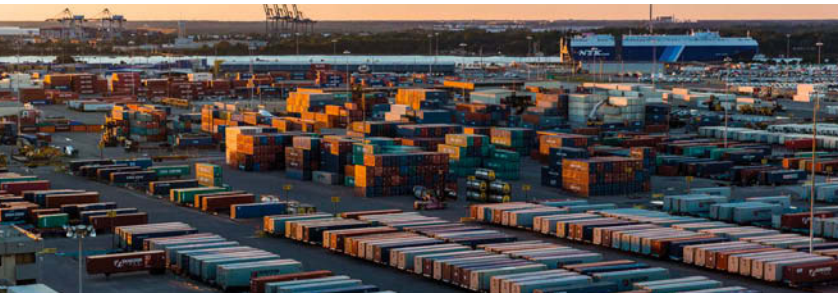
The federal project to take Jacksonville's harbor to 47 feet will increase the region's competitive edge.

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REVITALIZED TERMINALS

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NOW OPERATIONAL!



NEW 100-GAUGE CRANES

Three state-of-the-art container cranes at Blount Island add to the existing lineup of post-Panamax equipment at the TraPac Container Terminal.



STATE INFRASTRUCTURE FUNDING

Transportation projects totaling \$2.5 billion are being completed at JAXPORT and around the region.

[JAXPORT.COM/CARGO](https://jaxport.com/cargo)

Michaels Stores, Inc. latest household name to join JAXPORT's FTZ

By Staff

Michaels Stores, Inc., North America's largest arts and crafts specialty retailer, has been granted permission to operate within Foreign Trade Zone (FTZ) No. 64 in Northeast Florida and will begin moving merchandise through its approved Southeast distribution center starting January 2017.

The federal FTZ program allows businesses to save a significant amount of money on imported cargo shipments and distribution operations by streamlining U.S. Customs clearance and offering other efficiencies.

"This development is reflective of our long standing relationship with the port of Jacksonville and is evidence of our continued commitment to the growth of the Greater North Florida region as a hub for global trade activity," said Michaels Vice President, Global Transportation & Trade Management, M. Richard Markovich.

Michaels, which has operated its Jacksonville distribution center since 2001, joins other household names such as Coach, Inc., Mazda Motor of America, Inc. and Bacardi Limited, which already take advantage of FTZ No. 64 benefits.

"Along with room to grow, fast access to market and a large, skilled workforce, FTZ No. 64 is one of the major advantages we offer retailers looking to establish, expand or relocate distribution centers," said JAXPORT's Roy Schleicher, Executive Vice President and Chief Commercial Officer.



FTZ No. 64 is approved to operate under the Alternative Site Framework (ASF) which greatly simplifies the process for new site applications and extends the zone to include eight counties within Northeast Florida. Storage and distribution sites located within Nassau, Clay, Baker, Columbia, St. Johns, Putnam, Bradford and Duval counties can be approved in 30 days or less under the ASF; manufacturing plants can be approved within 120 days or less. □

START SAVING THROUGH FTZ NO. 64 TODAY!

Download the FTZ No. 64 Handbook and watch our new video at JAXPORT.com/FTZ-64.

For a personalized consultation contact Lisa Diaz, Manager, Foreign Trade Zone No. 64 & Northeast Florida Sales, at (904) 357-3072 or Lisa.Diaz@JAXPORT.com.

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Cargo community advocates for port growth

By Staff



Dozens of Northeast Florida cargo business leaders, employees held a unique port-community conversation recently with the region's elected officials, urging continued investment in port growth projects.

Port users and service providers, including local trucking firms, warehouse providers, logistics companies, tugboat operators, ocean carriers, shippers and other maritime organizations showcased the positive impact their companies have on employment, prosperity and community service in the region.

Thank you to all of the elected officials, exhibitors and participants who attended the Dec. 2, 2016 event.



To learn more about JAXPORT's major growth projects, visit JAXPORT.com/projects. □



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Record-setting year for JAXPORT container cargo business

By Staff

JAXPORT moved a record 968,279 twenty-foot equivalent units (TEUs) during the fiscal year ending Sept. 30, 2016.

The Asian container trade continues to be the fastest growing segment of JAXPORT's container cargo business, achieving 19 percent growth in FY16. The growth of existing and new services calling on JAXPORT's Blount Island Marine Terminal, including the recently added 2M Alliance, contributed to this growth. The Asian sector has grown steadily since JAXPORT first entered the trade lane in 2009, now accounting for 35 percent of JAXPORT's total container cargo business.

When combined with the containers moving through its private terminals, the port of Jacksonville moves more than 1.2 million containers annually, making it the largest port complex in Florida.

JAXPORT also recorded double digit growth in automobile imports in 2016, moving 467,898 imported vehicles, up 19 percent over last year. Overall, vehicle volumes remained steady with more than 636,000 total units moved. JAXPORT remains one of the nation's busiest ports for total vehicle handling.



When combined with the containers moving through its private terminals, the port of Jacksonville moves more than 1.2 million containers annually.

MAJOR GROWTH PROJECTS

JAXPORT is committed to the ongoing enhancement of port facilities with more than \$600 million invested in major growth projects designed to best serve global cargo customers, increase efficiency and contribute to the economic vitality of Northeast Florida.

- The federal project to deepen Jacksonville's shipping channel to 47 feet to accommodate today's larger ships and continue the growth of the region's Asian container trade
- JAXPORT's new on-dock rail facility
- Three new 100-gauge container cranes
- Expansion of vehicle processing
- Ongoing upgrades to terminal berths, docks and rail

Other 2016 highlights include:

- Breakbulk cargoes (non-containerized cargo such as fertilizer, metals, forest products and perishables) increased 22 percent over the previous year, with nearly 888,000 tons shipped.
- Puerto Rican container business grew nearly 7 percent over the prior year.
- JAXPORT achieved its 16th consecutive year of operating revenue growth, earning \$59.7 million, up 6 percent over 2015.

Head to JAXPORT.com/Cargo to learn more and connect with our Cargo Sales Experts. □

JAXPORT's growth creates BIG opportunity for small business

By Staff

JAXPORT payments for work by certified Jacksonville Small and Emerging Businesses (JSEB) have topped \$12.4 million over the past three years, amounting to an average of 12 percent of the port's overall contract payments per year.

JAXPORT is committed to promoting equal access to all capital and procurement contracts while contributing to Northeast Florida's economic growth. The continued growth of the port and cargo volumes offer the prospects for further JSEB opportunities.

The largest JSEB project of 2016 was performed by Jacksonville-based Moducomm Construction. Moducomm earned \$754,000 as a subcontractor on a major capital project rehabilitating the Blount Island Marine Terminal in preparation for the placement of JAXPORT's new 100-gauge container cranes.

In addition to construction, other JSEB contracts were awarded in 2016 for architectural/engineering services,

JAXPORT is committed to promoting equal access to all port contracts.



Moducomm Construction was contracted to build a switchgear building at Blount Island Marine Terminal in preparation for the new 100-gauge container cranes.



JSEB-certified JAX Supply & Service Solution, Inc., was recently awarded a multi-year contract for janitorial services at all of JAXPORT's facilities.

graphic design, landscaping, surveying and mapping, professional staffing, security, printing and more.

JAXPORT hosts numerous outreach events aimed at preparing small businesses to navigate the port's contracting process. JAXPORT.com carries a list of open port vendor opportunities along with the links to opportunities at other local agencies. □

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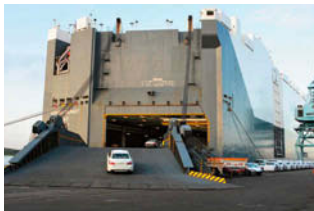
Contact Yetunde Oyewole, JAXPORT SEB Programs Coordinator, at (904) 357-3003 or Yetunde.Oyewole@JAXPORT.com.

Learn more at JAXPORT.com/SEB.

Höegh investing in new vessels, auto terminals

JAXPORT recently welcomed the largest Pure Car and Truck Carrier (PCTC) ship in the world, Höegh Target, to the Blount Island Marine Terminal. The 8,500 CEU (car capacity) post-Panamax ship, arrived at JAXPORT through the newly expanded Panama Canal locks. PCTCs are designed to accommodate all types of vehicles, from completed passenger cars to construction machinery.

Höegh Target is the first in a series of six larger, post-Panamax PCTCs Höegh is currently adding to its fleet. The vessel's extra width requires the larger Panama Canal locks for safe passage. The extra width increases the ship's capacity by 700 cars.



Höegh Autoliners subsidiary Horizon Terminal Services recently began operations at Blount Island. The terminal operator plans to continue developing infrastructure for



To mark the occasion, JAXPORT Executive Vice President and Chief Commercial Officer Roy Schleicher presented Captain She Wei Jun with a plaque on the bridge of the ship.

the handling of new and used automobiles, as well as high and heavy equipment and project cargoes.

Jacksonville is one of the nation's business ports for total vehicle handling, moving nearly 657,000 vehicles in 2016. □

Massive turbine parts move through JAXPORT

By Staff



Stevedores with SSA Cooper at JAXPORT's Blount Island Marine Terminal recently moved two heavy-lift turbine rotors bound for a San Juan, Puerto Rico, power plant where they will generate electricity for the people of Puerto Rico.

The rotors, weighing 97,000 and 125,000 lbs. and measuring 17 and 19 ft. in length, were transported individually to Jacksonville via 11-axle and 13-axle tractor trailers from a Virginia manufacturing facility. Highly trained master riggers lifted the rotors one at a time and loaded them onto a Ro/Ro platform for shipment.

The rotors were shipped to Puerto Rico aboard Trailer Bridge, Inc.'s Jax-San Juan Bridge barge. ATS International

coordinated the domestic delivery and ocean transport, and also provided ground transportation in San Juan.

JAXPORT's heavy lift cargo berth at Blount Island ranks as one of the nation's highest weight-bearing capacity docks, offering up to 1,800 pounds per square foot of load capacity. Jacksonville's skilled workforce offers a variety of labor options, including highly trained master riggers specializing in heavy lift and project cargo. □



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Contact Frank Camp, Director, Non-Containerized Sales at (904) 510-3860 or Frank.Camp@JAXPORT.com.

Learn more at JAXPORT.com/Autos and JAXPORT.com/HeavyLift.

JAXPORT's new rail terminal open for business...

JAXPORT's new \$30 million Intermodal Container Transfer Facility is now officially open for business.

The ICTF provides on-dock rail service to JAXPORT's North Jacksonville seaport terminals: The Blount Island Marine Terminal and the TraPac Container Terminal at Dames Point. The direct transfer of containers between vessels and trains speeds up the shipment process, offering shippers greater options and efficiencies.

Rail that connects to CSX Transportation's main line allows for two unit trains each day. Ceres Rail Services is responsible for managing the day-to-day operations.

For information regarding rail intermodal services and pricing at JAXPORT's ICTF, please contact your CSXT Intermodal International Account Manager.



For questions about cargo at JAXPORT's ICTF, contact Ceres Rail Services at (904) 779-3635. □

...And new 100-gauge cranes now operational



Get a quick look at the arrival and set-up of the new container cranes in a timelapse video at JAXPORT.com/cranes.

Three new 100-gauge cranes are now standing tall at JAXPORT's Blount Island Marine Terminal.

The cranes are equipped to service wider, post-Panamax vessels with the ability to reach across 22 containers and handle 65 long ton loads.

Each electric crane works on regenerative power, consuming power during the lifting of containers and creating energy as they lower.

They are also equipped with state-of-the-art technology to provide superior performance. □

START MOVING CONTAINERS THROUGH JAXPORT TODAY!

Contact Lisa Wheldon, Director, National & Containerized Cargo Sales, at (904) 357-3059 or Lisa.Wheldon@JAXPORT.com.

Learn more at JAXPORT.com/Containers.

HEARD AROUND THE PORT

"I'm very impressed with the port operations, how they partner with companies in the region and the supporting operations including the CBP and the Foreign Trade Zone operation."

– Randy Donlen, Director of Transportation Administration, Coach

JAXPORT launches vessel schedule on website

New on JAXPORT.com!

As a service to our customers, JAXPORT now provides vessel schedule information for Jacksonville's three public marine terminals: Talleyrand, Blount Island and Dames Point.

The schedule offers expected vessel call information for 30 days in advance, plus confirmed vessel calls during the past 10 days.

You can continue to access current vessel traffic in the Jacksonville harbor through a direct window to MarineTraffic.com.

Visit JAXPORT.com/VesselSchedule to access the feature. □



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JAXPORT invests in area's future transportation leaders...

By Staff

JAXPORT CEO Brian Taylor

recently visited with more than 40 students enrolled in Florida State College at Jacksonville's (FSCJ) Transportation and Logistics program. Taylor's message to these future transportation leaders included highlights from the recent growth of Jacksonville's port as well as personal lessons from his career.



"The growth rate of the transportation and logistics industry is 23 percent every 10 years, creating tremendous opportunity for aspiring professionals who are skilled in supply chain management," said Taylor. "Top logistics companies like Amazon are looking for a skilled workforce and we have that here in Jacksonville because of programs like those offered at FSCJ."

FSCJ offers a Bachelor of Applied Science degree in Logistics, an Associate in Science degree in Supply Chain Management, along with a number of other technical and work certificates in the field. The programs feature courses in supply chain management, logistics technologies, global operations, financial management, strategic transportation and regulatory compliance.

Jacksonville Port Academy matches ex-offenders with jobs

JAXPORT recently sat down with port partners for an open discussion about helping non-violent ex-offenders find careers in transportation and logistics.

Jacksonville Port Academy, a program run by nationally recognized Operation New Hope, trains ex-offenders with necessary skills to re-enter the workforce.

Employers interested in participating in the program should contact Doris Leach, JAXPORT Government & External Affairs Coordinator, at Doris.Leach@JAXPORT.com or (904)-357-3097.

More details about the program are available in the Fall 2016 issue of JAXPORT Magazine at JAXPORT.com/Publications. □

...And young scientists learn about marine life

Young coastal scientists

and their instructors at Mayport Elementary School's Coastal Sciences Academy could breathe easier during Hurricane Matthew knowing that a JAXPORT-sponsored power generator was keeping the filtration system going on the fish tank holding their small Rainbow Trout.



Fifth-grade students at Mayport Elementary spend the school year learning about the St. Johns River and its wildlife in the JAXPORT-sponsored Aquaculture 'Labitat'. Much of the time is spent nurturing the thousands of small fry trout until the fish are ready to be released into the river. The students also learn the importance of preserving natural habitats and ecosystems and being good environmental stewards.

Following a lengthy 2015 power outage resulting in the loss of more than 3,000 fish, JAXPORT purchased the backup generator as part of its community outreach efforts at promoting environmental education and research.

JAXPORT recognizes the importance of supporting the local community and sponsors community programs, events and activities deemed vital to enhancing the economic vitality of the region. Learn more at JAXPORT.com/Community. □



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