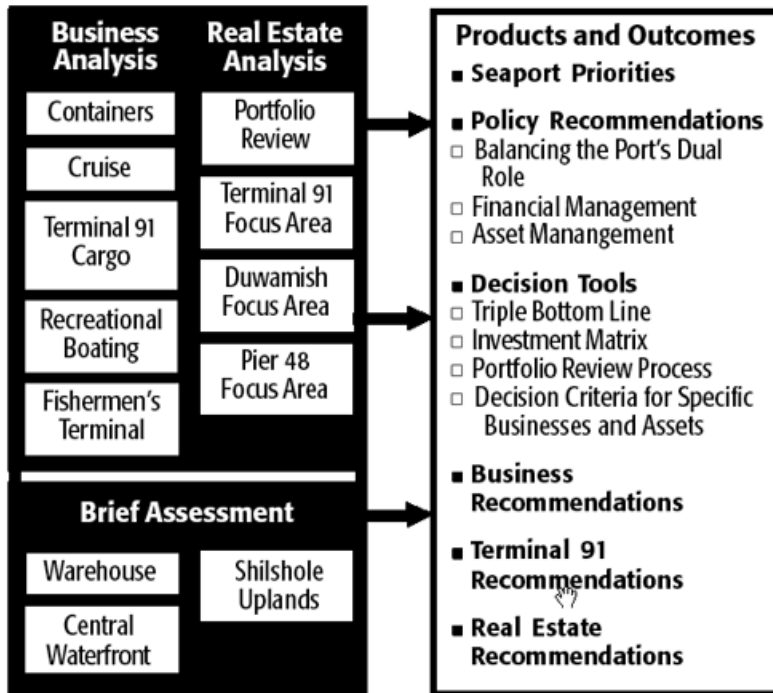


**Figure 1:
HDS 21 Scope and Recommendations**



Key Themes: Setting the Context for New Policies and Priorities

Every strategic plan needs to be understood in the context of the organization's lifecycle – its recent history, and current challenges and opportunities. An important contextual piece for today's Seaport is recognizing the impact of major investments made in the last decade, which include approximately \$600M invested in first-class container terminals at Terminals 5 and 18, about \$150M invested in Central Waterfront facilities, large-scale infrastructure improvements to the piers at Terminal 91, and other business, infrastructure and public benefit improvements throughout the Harbor. Although the Seaport will continue to invest in infrastructure and facility improvements, a key challenge for this phase of the organization's lifecycle is to absorb and manage the additional capacity added in the 1990's. Recognizing these realities, a shift in focus from new facility construction to asset utilization and stewardship is appropriate.

In the coming years, the Seaport will need to emphasize revenue enhancement and fiscal discipline – another major HDS 21 theme. The Seaport needs to remain financially sustainable in the face of a cross-current of industry shifts and competitive factors, regulatory and environmental constraints, development opportunities and investment choices, and sometimes conflicting stakeholder perspectives. The Seaport needs policies and decision tools that enable it to "do well to do good."

