Economic Impact to National Economy

- **30.8 million** jobs supported by cargo moving through America's deep-draft ports
- **$5.4 trillion** in total economic value (26% of the nation's economy)
- **$378 billion** in tax revenues

Source: American Association of Port Authorities

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Trends Triggered by COVID

- Less volume, transported on larger ships, in fewer calls, creating artificial peaks:
  - Inbound cargo
  - Empty returns
  - Chassis fluidity
- Accelerated shift to e-commerce
- Digital transformation

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Why workforce development?

- The impact of any disruption in the goods movement industry can be huge
- As jobs change, training is necessary to "re-skill" and "up-skill" the incumbent workforce
- Skilled worker retirements and turnover

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Systems upgrade

New operating paradigms and emerging technologies

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