



## Project Management - PierPASS

### BUSINESS NEED

Faced with increasing congestion and pollution in and around the Ports of Los Angeles and Long Beach, twelve marine terminal operators formed PierPASS, a not-for-profit entity. The primary purpose of PierPASS was to implement *OffPeak*, a program that, through financial incentives for cargo owners to move cargo at night and on weekends, reduced truck traffic and pollution.

### KEY CHALLENGES

This project presented many challenges. PierPASS initially had only one full-time employee. The OffPeak program was the first of its kind, thus no model existed to emulate. Additionally, no off-the-shelf software was available, so development of customized software would be required. PierPASS had no access to beneficial cargo owner information, but needed to identify, bill and collect fees from them. Finally, the program had to be implemented within 9 months, prior to the peak volume season.

### SOLUTION

PierPASS engaged Palazzo & Associates to manage the start-up of the program, which included:

- Documenting the operational and financial management processes,
- Identifying potential outsourcing vendors, drafting and publishing a Request for Proposal (RFP)
- Analyzing vendor responses to the RFP; assisting PierPASS in vendor selection
- Providing interim financial staffing to PierPASS
- Providing advisory services up to the "go-live" date

### RESULTS

The PierPASS OffPeak program "went live" July 29, 2005, before onset of the peak volume season, and has been an overwhelming success. In the third month of operations, the program had already surpassed its 3-year goal of moving 35% of cargo to non-peak hours.

*This case study describes management of a project, one aspect of our work for PierPASS. For a more thorough discussion of the PierPASS project, [click here](#).*