



INTRODUCTION/USER'S GUIDE

III. Check List

This checklist provides Toolkit users with a rapid resource for navigating to specific topics in each module and appendix that relate to specific planning efforts relevant to the development of a project plan. The structure of the check list is aligned with the titles of key sections in each Toolkit module including section descriptions to help the Toolkit user determine the topics that relate to their project and financing needs.

While the content in each module is intended to guide users in the development of a project plan, certain projects may not require in-depth analyses or an extensive effort at all project stages. Some port owners may find value in limited sections of a particular module, depending on port owner and project requirements. This checklist can be used as guidance by reviewing it in its entirety and selecting specific topics by checking the blank space on the left side. After all appropriate topics are selected, the user will have a handy guide to direct them to specific module sections by hyperlinks and starting page number.

Check Box	Project Definition Process Topic	Page #
Planning		
	Initiate - Defining project goals and objectives	1-2
	Initiate - Data collection relevant to the potential project	1-3
	Initiate - Stakeholder engagement to identify community and environmental needs or issues relevant to the potential project	1-3
	Quantify - Existing conditions of the port relevant to the potential project including: <ul style="list-style-type: none"> • Assets • Operations • External Influences • Volumes/Trade Flows • Capacity 	1-6 1-7 1-7 1-7 1-7
	Quantify - Project drivers including: <ul style="list-style-type: none"> • Regulatory Environment • Market Dynamics • Competitive Position • Demand Forecast 	1-9 1-10 1-12 1-13
	Quantify - Project needs by performing a gap analysis	1-15
	Form - Project context, opportunities and constraints	1-16
	Form - Initial project alternatives	1-17
	Form - Refined project alternatives by defining phasing, timing, details and costs	1-19
Feasibility		
	Measure - Physical and operational performance of each project alternative's: <ul style="list-style-type: none"> • Capital Resources • Operating Resources • Capacity and Productivity 	2-2 2-3 2-3
	Measure - Market and financial performance of each project alternative's: <ul style="list-style-type: none"> • Revenue Forecast • Cash Flow Modeling • Capital Expenditures (CapEx) • Operating Expenses (OpEx) 	2-4 2-5 2-5 2-7
	Measure - Impacts of each project alternative including: <ul style="list-style-type: none"> • Institutional and Stakeholder • Social • Economic • Environmental 	2-8 2-9 2-9 2-10
	Measure - Project alternatives' risks and mitigation/sharing strategies	2-11
	Evaluate - Project evaluation approach: <ul style="list-style-type: none"> • Cash Flow Evaluation • Benefit Cost Analysis • Multi-Criteria Evaluation 	2-12 2-14 2-15
	Evaluate - Reasonable alternatives comparison	2-18
	Evaluate - Recommended project identification and refinement	2-18



Check Box	Project Definition Process Topic	Page #
Financing		
	Strategize - Approach for project investment	3-1
	Strategize - Performing project due diligence through: <ul style="list-style-type: none"> • Financial Feasibility Screening • Financial Risk Analysis • Debt Considerations 	3-3 3-4 3-5
	Strategize - Identifying the port owner's credit/debt profile of: <ul style="list-style-type: none"> • Project Credit Elements • Port Credit Attributes • Rating Agency Considerations • Debt Profile 	3-6 3-7 3-9 3-11
	Structure - Business model influences on finance	3-13
	Structure - Considering finance alternatives through: <ul style="list-style-type: none"> • Private Activity Bonds • Commercial Bank Financing • Project Finance Bonds • Revenue Bonds 	3-15 3-15 3-16 3-19
	Structure - Financial modeling approach and process	3-19
	Structure - Managing and implementing debt including: <ul style="list-style-type: none"> • Debt Capacity and Issuance for Projects • Debt Refunding for Saving • Debt Transactions • Post-Issuance Compliance 	3-24 3-26 3-27 3-29
	Structure - Public-Private Partnership (P3)/Concession elements: <ul style="list-style-type: none"> • Background and Rationale • Analysis and Valuation • Development of Transactions • Business/Financial Terms • Solicitation 	3-30 3-33 3-34 3-36 3-38
	Structure - Grant Funding	3-41
	Structure - Government Loans	3-46
Appendices		
	A: Glossary of Terms	A-1
	B: Project Profiles	B-1
	C: Estimating Throughput Capacity Example	C-1
	D: Forecasting Trade Demand Example	D-1
	Resource Catalog	URL
	Port Concession Evaluation Model	URL