



PORT OF VANCOUVER USA STRATEGIC PLAN 2021 MID-YEAR UPDATE

AUGUST 10, 2021

UPDATES ON ACCOMPLISHMENTS
FOR SUBSTANTIALLY COMPLETED STRATEGIES



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COMMUNITY GOALS

GOAL: STRENGTHEN COMMUNITY OUTREACH AND COMMUNICATION.

PURPOSE: To support transparency and maintain strong mutual communications with neighborhoods and the community.

STRATEGY: *Increase opportunities to engage the community in mutual discussions and provide education about port activities, including port tours and the lecture series.*

- Mailed community newsletter to over 93,000 residents in the port’s district
- Created and delivered first-ever virtual Port Report in partnership with ILWU-Local 4
- Attended neighborhood association meetings virtually and gave port presentations to a variety of community groups.

STRATEGY: *Use a variety of mediums, including social media, to reach a wide and diverse audience about port programs and activities.*

- Conducted proactive media relations promoting port programs and activities
- Distributed port newsletters to variety of audiences
- Created active social media engagement across multiple platforms promoting port programs and activities.
- Supported Climate Action Plan development efforts through neighborhood postcard mailing, creation of webpage, media relations and social media campaign.

GOAL: BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS.

PURPOSE: To embrace common community goals and leverage the effectiveness of partnerships.

STRATEGY: *Pursue opportunities to share port knowledge and resources with community partners to advance shared goals.*

- Successfully assisted Community Fund recipient Partners in Careers in achieving the construction of two Grattix Boxes through the Vancouver iTech Preparatory program.
- Assumed a leadership role with Interstate Bridge Replacement Program (IBRP) by having a seat on the Executive Steering Group, the Equity Advisory Group, the Staff Level Group, the Climate Group and the Technical Modeling groups.
 - Staff also served on I-5 committees for both the Vancouver Chamber of Commerce and the Columbia River Economic Development Council.
- Partnered with local organizations such as Greater Vancouver Chamber of Commerce and Vancouver Downtown Association through event sponsorship and other programs.
- Worked with community partners on joint legislative priorities
- Conducted virtual meetings and tours with legislators and staff including visit by Governor Jay Inslee.

GOAL: IMPLEMENT THE VISION OF A DESTINATION WATERFRONT AT TERMINAL 1.

PURPOSE: To create an iconic destination that honors the port's birthplace, serves as a gateway to the state, creates access to the Columbia River, and promotes tourism and economic development.

STRATEGY: *Build a public marketplace on the Columbia River.*

- Managed all aspects of the Vancouver Landing construction project to 60% completion.
 - Vancouver Landing Structural Renovation: Complete
 - Vancouver Landing Site & Infrastructure: 20% Complete
- Inventoried all surplus furniture and assets in Terminal 1 building

STRATEGY: *Create a financially independent business model at Terminal 1 by securing long-term partnerships to support the operating and capital costs.*

- Worked with legislative leadership to secure \$1M in state funding for deconstruction and demolition of the T1 building.
- Collaborated with the Rotary Club of Vancouver to incorporate its 100th anniversary and historical elements into the Vancouver Landing project.
- Worked with partners, including local tribes, to create interpretive panels for Vancouver Landing Project.
- Created project signage for Terminal 1
- Finalized lease with Lincoln Property Company for the development and funding of waterfront Blocks A and C.

STRATEGY: *Support public enjoyment and tourism through activities such as river cruises and events at Terminal 1.*

- Promoted and implemented the arrival of American Empress cruise ships at Terminal 1 beginning in July 2021.

ECONOMIC DEVELOPMENT GOALS

GOAL: SUPPORT LOCAL EFFORTS TO MAINTAIN AN ADEQUATE SUPPLY OF COMMERCIAL AND INDUSTRIAL REAL ESTATE.

PURPOSE: To attract businesses seeking to locate and create jobs in our community.

STRATEGY: *Work with the Columbia River Economic Development Council and other partners to identify and seek consensus on a minimum available land supply to support a reasonable expansion of the job sector, and further define the port's longer-term role in maintaining that inventory.*

- Port staff continued to serve as Lands for Jobs Committee Chair, providing feedback on Comprehensive Planning efforts, tools for development and site readiness, and permitting or other regulatory challenges.

STRATEGY: *Develop an actionable plan for the development and expansion of existing industrial and commercial port property, including the permitting process for undeveloped properties.*

- Included as part of the 20-year strategy and will be reviewed and updated annually

STRATEGY: *Recommend a 20-year land use strategy that includes key properties that would help to achieve long-term port and community economic goals.*

- Initiated the 20 Year Employment Land Strategy that will include short/mid/long-term positioning strategies. Anticipated completion date of July 2021.

STRATEGY: *Support development of shovel-ready sites within the port district with the necessary and appropriate infrastructure, including broadband and utilities.*

- Actively worked to support WPPA and partners in passing statewide legislation to allow for additional resources and appropriate authorities for ports in broadband development and deployment.

- Continued to support infrastructure projects such as the Interstate Bridge Replacement Program and 32nd Avenue extension with a particular focus on climate action and equity.

STRATEGY: *Take an active role in participating in regional economic development efforts and be a vested stake holder with partner organizations.*

- Port staff served actively in key roles as chair of the Washington Economic Development Association, Greater Portland Inc. Board, and other key partner boards and committees.

GOAL: TAKE A LEADERSHIP ROLE IN SUPPORTING REGIONAL, MULTI-MODAL TRANSPORTATION AND IMPROVING FREIGHT MOBILITY.

PURPOSE: To capitalize on the port's reputation as a knowledgeable and experienced entity with a clear public purpose role that can provide leadership in the community on key transportation and freight mobility issues.

STRATEGY: *Convene key stakeholders to address specific issues of concern regarding freight mobility that directly impact the port and its tenants, including river, road, and rail.*

- Took leading roles in regional infrastructure discussions, Columbia River channel maintenance, and high, wide, and heavy (HWH) corridor initiatives. HWH Corridor Coalition is beginning to advocate and identify funding for specific projects to make the route more competitive globally.

STRATEGY: *Support and track regional discussions on issues such as the I-5 Bridge, commercial surface transportation and impacts on local roads, and regional access.*

- Took active role in advancing the IBRP project, providing feedback that will improve freight mobility as well as support the development of and access to the Terminal 1 location.

STRATEGY: *Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel.*

- Took a lead role in creating and advocating for legislation that allowed for dredging legislation to significantly streamline the process to maintain the Columbia River Channel. The legislation had strong bi-partisan support and passed unanimously in the House and Senate and was signed into law in May 2021.
- Took a lead role in negotiations to obtain an easement from the Wahkiakum County diking district to enable the Port of Vancouver and sister ports to access adjacent property for Columbia River dredge spoil management program.

STRATEGY: *Work with local, state, and federal elected officials and agencies to support and promote the importance of freight mobility.*

- External Affairs and Economic Development staff met with elected and agency staff leadership to promote specific freight mobility needs and projects.
- Port staff served as lead in developing the Coalition for America's Gateway and Trade Corridors Association's (CAGTC) five-year strategic plan. CAGTC represents ports, departments of transportation, and planning agencies nationally in supporting adequate funding for freight mobility.

GOAL: SUPPORT THE DEVELOPMENT OF A SKILLED WORKFORCE TO ALIGN WITH REGIONAL NEEDS AND INCREASE JOB OPPORTUNITIES ACROSS THE PORT DISTRICT.

PURPOSE: To meet the workforce needs of our region and to provide family-wage jobs and training opportunities.

STRATEGY: *Partner with local businesses, associations, and the legislature to support workforce development programs.*

- Promoted Washington State University-Vancouver, Clark College, Workforce Southwest Washington, and K12 workforce opportunities and programs with tenants and partners through various channels.

STRATEGY: *Meet with port tenants to discuss workforce challenges, apprenticeship, and training opportunities.*

- Assisted with specific tenant workforce challenges as part of regular COVID check-ins. Will restart tenant meetings in-person and virtually in Q3.

STRATEGY: *Partner with local colleges, high schools, skill centers, and vocational training programs to support education and workforce development, particularly for manufacturing and trade jobs.*

- Continued to provide feedback to higher education and vocational partners on degree focus areas that are currently and anticipated to be in high demand.

STRATEGY: *Support apprenticeship and vocational training opportunities for port public works projects.*

- Implemented an apprenticeship program for port public works projects that will set goals for use of apprenticeships and provide monetary incentives for each apprentice hour used.

STRATEGY: *Establish an apprenticeship program for port trade employees.*

- Hired two labor apprentices for port trade apprentice program

ENVIRONMENTAL GOALS

GOAL: PROTECT AIR QUALITY, WATER RESOURCES AND LAND MANAGED BY THE PORT THROUGH DELIVERATE AND PROACTIVE EFFORTS IN ALL ASPECTS OF THE PORT'S OPERATIONS.

PURPOSE: To ensure the port is protecting regional environmental quality.

STRATEGY: *Develop a Climate Action Plan through analysis of internal programs and policies, regulatory and voluntary emission programs and best practices, consistent with the port's commitment to sustainability.*

- Continued to develop the Climate Action Plan (CAP). Major milestones included:
 - Finalized a greenhouse gas (GHG) inventory for port owned and controlled GHG sources (Scope 1 and 2) for calendar year 2019.
 - Evaluated of port operations and proposed actions or programs that could reduce port GHG emissions.
 - Conducted extensive public engagement activities, including:
 - Climate Action Plan webpage
 - On-line community feedback survey
 - Tenant and customer surveys
 - Project updates through social media, the website, and e-mail
 - Dedicated port e-mail address for comments and questions
 - CAP mailing list to distribute information and project updates to interested parties.
 - FAQs on webpage (in both English and Spanish)
 - Presented Board of Commissioners with progress updates and received feedback through commission meetings and workshops.
- Took an active role in the Washington Public Ports Association's subcommittee of its Environmental Technical Committee to focus on climate change topic discussion and information-sharing.

- Continued ongoing sustainability program for air quality and climate initiatives through the port's sustainability program.

STRATEGY: *Implement storm water management practices that include innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes and floating treatment wetlands.*

- Provided ongoing stormwater management and maintenance of stormwater treatment facilities and devices through routine inspection and sampling events.
- Conducted project design and bid solicitation for treatment media replacement at the Terminal 2 biofiltration stormwater treatment facility to continue to provide effective stormwater treatment.
- Participated in tenant trials of a new dust suppression system for their bulk material handling operations including spray bars and water cannons.

GOAL: MAINTAIN THE PORT'S SUSTAINABILITY PROGRAM TO ENSURE THAT PORT OPERATIONS ARE BASED ON ECONOMIC, ENVIRONMENTAL AND SOCIAL VALUES.

PURPOSE: To promote sustainable practices in port operations.

STRATEGY: *Maintain Sustainability Program and ensure all departments are represented on Sustainability Committee.*

- Annual Sustainability Program goals created by cross-departmental committee for implementation throughout 2021.
- Presented the annual Sustainability Program report to the Board of Commissioners in May 2021, including updates from all operational areas of the port. The port set 74 year-end targets to support the six 2020 sustainability goals. Overall, the port met 88 percent of its targets for 2020. Targets not accomplished by year's end continued into 2021.

STRATEGY: *Integrate the goals of the port's Sustainability Program into other planning documents, such as the Annual Budget and Comprehensive Scheme of Harbor Improvements.*

- Ensured the alignment of goals within the Strategic Plan, Sustainability Report, and Climate Action Plan.
- Implemented Environmental Management System elements to ensure safe drinking water from the port's water system, including:
 - Maintained zero chlorine releases and continued to advance design to transition away from chlorine gas to a safer liquid treatment system.
 - The port's water continues to meet state and federal health standards for safe drinking water. Tested for additional parameters above/beyond requirements. Published a Water Quality Report and provided to water system users.

GOAL: STRENGTHEN COMMUNITY CONNECTIONS BY ACTIVELY ENGAGING WITH OUR ENVIRONMENTAL STAKEHOLDERS.

PURPOSE: To build partnerships, support regional initiatives and share port expertise.

STRATEGY: *Develop an outreach program to discuss environmental stewardship at the port.*

- Conducted bi-lingual engagement for the Climate Action Plan (see above)
- Created and distributed the summer Solstice newsletter dedicated to providing environmental updates and information.
- Created four blogs on various port environmental topics, such as *Field Work with Phil*, Environmental Management System, Climate Action Plan information and Parcel 3 Berm updates.
- Generated 36 environmental-focused social media posts on Instagram, Facebook, and Twitter.
- Produced environmental content for seven newsletters distributed by the port (including community newsletter, tenant newsletter, and Terminal 1 newsletter).

- Shared and forwarded social media posts from partners and stakeholders such as Columbia Springs Earth Day event, Lower Columbia River Estuary Partnership's Sandhill Crane information as well as volunteer opportunities, and the #VancouverMoves Survey.
- Participated in informational meetings with Friends of Vancouver Lake

STRATEGY: *Work with partners to create ecological benefit and improved operating and permitting efficiencies.*

- Successfully worked with the City of Vancouver and the Department of Ecology to update the City's Shoreline Master Program in support of port operations and development to streamline permitting processes.
- Updated the port's Critical Areas Maintenance Permit with cooperation from the City of Vancouver. The permit allows for certain types of maintenance work within designated Critical Areas on a programmatic level without the need to individually permit maintenance actions each time they occur.
- Collaborated with NuStar and Kinder Morgan on completion of soil, groundwater and sediment sampling as part of the first phase of the Remedial Investigation work. Results will help define areas of interest for any future follow-up investigations.
- Continued working with Friends of the Ridgefield National Wildlife Refuge volunteers to encourage Purple Martin success in Southwest Washington, where they are rare. In 2021 the port put out a total of 32 nesting gourds. At the conclusion of the nesting season, refuge volunteers will count and band successful hatches.
- The Parcel 3 Berm project completed final plantings and well/irrigation system work. The 12-foot tall, approximately 3,500-foot-long earthen berm was built by the port to support the efforts of Columbia River Alliance for Nurturing the Environment (CRANE) and Columbia Land Trust to preserve neighboring property known as Crane's Landing as a vital feeding, foraging and resting site for sandhill cranes and other migratory species.
- Port environmental and external affairs staff partnered with Partners in Careers (PIC) as project mentors for iTech Academy students to educate students about stormwater and provide skill development through building Grattix stormwater treatment devices installed around the Washington State University Vancouver campus. The project was funded through the port's Community Fund which supports projects that meet the port's mission of economic development, workforce training and tourism.

STRATEGY: *Establish regular communications with tribal entities.*

- Collaborated with tribal representatives from the Confederated Tribes of Grand Ronde, Confederated Tribes of Warm Springs, and the Cowlitz Indian Tribe to develop an interpretive panel and historical timeline for Vancouver Landing.
- Engaged with Yakama Nation staff to discuss environmental clean-up efforts at NuStar, Kinder Morgan and Berth 17 locations.
- Conducted annual meeting with Cowlitz Indian Tribe members and staff to share information on projects and priorities.

STRATEGY: *Seek ways to improve the stewardship of our industry and region by sharing knowledge and technology.*

- Provided LEED technical resources and POV experience to support Port of Edmonds in development of its new administration building.
- Participated and collaborated with Washington Public Ports Association (WPPA) on environmental topics including climate, stormwater, cleanups, legislation and more. Currently port environmental staff is serving in the role of Co-chair of the WPPA Technical committee.
- Routinely shared information on stormwater innovation and technology to advance stormwater quality, both inside and outside the port. Through this outreach, students in Hawaii participating in the City of Honolulu Water Quality Division's SWPPP Internship built and installed a Grattix stormwater treatment box at Waipahu High School to filter stormwater and provide ongoing learning opportunities and professional development.
- Participated in I-5 Bridge Replacement Program's Partner Agency Climate Listening Session to collaborate with other agencies and project staff on climate considerations for the project.

MARINE/INDUSTRIAL BUSINESS GOALS

GOAL: PURSUE OPPORTUNITIES THAT UTILIZE THE PORT'S PROPERTY AND INFRASTRUCTURE INVESTMENTS TO CREATE JOBS AND SUPPORT THE ECONOMY.

PURPOSE: To capitalize on infrastructure investments and capacity of the port's marine terminals to support jobs and economic growth.

STRATEGY: *Emphasize and increase marketing efforts to pursue innovative business opportunities and renewable, clean energy projects.*

- Received 82 wind tower sections and 70 turbine blades to date
 - 54 Vestas blades currently en route to the port. Through the end of 2021, the port has scheduled the projected arrival of 130 tower sections from Siemens and six vessels from GE with 540 total blades on board.
- Received 7200 metric tons of wind energy
- Maintained preeminence as largest wind energy gateway on west coast

STRATEGY: *Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets and achieve revenue goals.*

- Issued Statement of Interest to solicit proposals regarding potential business opportunities at Berth 7.
- Actively and successfully marketed port property to major tenant (Western Inc.), ensuring a seamless transition and no loss in lease revenue to the port.
- Successfully negotiated a lease agreement with BOZ – Lincoln Properties Group for the development of Terminal 1 Lots.
- Increased the outreach to minority and disadvantaged businesses for port contracting opportunities. Successfully attracted an MBE business for Renaissance Trail construction project.
- Successfully completed the United States Coast Guard audit for terminal and marine security, providing assurance to potential marine customers.

- Coordinated with External Affairs in conducting direct-mail marketing to targeted, potential customers.
- Resumed in-person business visits in alignment with state and federal guidelines and customer COVID policies.

GOAL: ENSURE THE PORT'S CARGO PORTFOLIO IS DIVERSIFIED BY LEVERAGING RESOURCES TO RESPOND TO CUSTOMER NEEDS AND MARKET DEMANDS.

PURPOSE: To provide a diverse cargo portfolio that ensures financial resiliency and maintains business continuity for customers.

STRATEGY: *Extend contracts with existing customers and tenants.*

- Re-located port staff to provide expansion opportunity for tenant Trobella, ensuring its ability to enter into a renewed lease for future growth.
- Executed lease with Trobella on the office space and extended the warehouse lease for an additional 5 years.

STRATEGY: *Conduct Study of port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.*

- Utilized the identified route for high and heavy cargo to successfully and safely transport wind energy components from the port to final destinations.

GOAL: CONTINUE TO PLAY A KEY ROLE IN MAINTAINING NAVIGABILITY OF THE COLUMBIA RIVER SYSTEM, INCLUDING BERTHING SYSTEMS, ANCHORAGE, TURNING BASINS AND THE SHIPPING CHANNEL.

PURPOSE: To ensure long-term accessibility to a navigable waterway that supports the size and depth of cargo ships, barge traffic and leisure cruises within the port's market sectors.

STRATEGY: *Work with industry associations, policy makers and elected officials at the local, state and federal levels to continue supporting the critical role of navigation for international trade and the regional economy.*

- Maintained membership in International Right of Way Association and provided expertise as certified Real Estate Broker.
- Port staff member served as Southwest Washington Contractors Association Board President.
- CEO served on Board of Directors for American Association of Port Authorities, representing the North Pacific Ports.

GOAL: SUPPORT GROWTH AND ECONOMIC OPPORTUNITIES FOR EXISTING TENANTS AND STRENGTHEN OUTREACH.

PURPOSE: To continually strengthen the business partnership and communication with port tenants to support their growth and contribution to jobs and prosperity for our region.

STRATEGY: *Act as a resource and regularly reach out to existing tenants to assess business, workforce and facility needs and to provide support for opportunities.*

- Conducted tenant survey in April 2021 to determine satisfaction with port communications, facility maintenance, business development, and cyber-security. Created follow-up action plan to address needs.
- Conducted tenant outreach to determine the potential need for an on-site COVID-19 vaccination site.

STRATEGY: *Establish quarterly tenant events with informational speakers and a platform for networking*

- Held Spring Tenant event in April 2021, with 32 participants. Presentations from C-TRAN on transit options at the port; update from the Port and the City of Vancouver on their respective Climate Action Plans; update from Clark Public Utilities; update on the I-5 Bridge Replacement Program.

STRATEGY: *Provide regular communications with current tenants and points of contact with port staff.*

- Created monthly summary report to track communications with port tenants and ensure follow-up to maintenance requests, business development, and workforce needs.
- Applied for a FEMA Port Security Grant to provide cyber-security training and updates to port tenants.

FINANCIAL GOALS

GOAL: STRENGTHEN THE PORT'S FINANCIAL SUSTAINABILITY.

PURPOSE: To ensure long-term fiscal stability that provides the ability to provide economic benefit to the community and the region.

STRATEGY: Pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.

- Successfully brought in business opportunities that resulted in strong revenue for the first half of 2021.

GOAL: DEVELOP AND COMMUNICATE A LONG-TERM STRATEGY FOR THE USE OF PROPERTY TAXES AND DEBT FINANCING POLICIES AND TOOLS.

PURPOSE: To understand the use of property taxes and other financial solutions in the port's long-term financial strategy.

STRATEGY: Develop a strategy to address debt financing options, including general obligation bonds, revenue bonds and other financing tools.

- Took a lead role with WPPA and state-wide to advance and pass legislation that allows for tax increment financing. Collaborated with local agencies to coordinate the use of this tool for maximum benefits to all jurisdictions.
- Developed a long-term forecasting tool for the use of capital budgeting, bond issuance, and tax increment financing.

GOAL: DEVELOP A ROLLING 20-YEAR COMPREHENSIVE, SCHEDULED MAINTENANCE PLAN TO MAXIMIZE OPERATIONAL CAPACITY, EFFICIENCY AND LIFE EXPECTANCY OF PORT ASSETS.

PURPOSE: To adequately project maintenance costs to protect the value of the port's investments, minimize unexpected interruption of the performance of facilities and inform future financial analysis.

STRATEGY: *Continue to expand uses of technology to develop tools to support maintenance and management of port assets.*

- Assessed port's security camera system to ensure maximum functionality and compliance with federal security regulations.
- Transitioned the back-up of major computer systems into a "cloud" environment to ensure continuity in emergencies.
- Implemented a completely electronic bidding process for equipment purchases
- Successfully implemented electronic system for signing leases and documents to reduce paper and allow for continuity of business in a virtual environment.
- Implemented remote check disbursement process to increase security, reduce port costs, and streamline the process by which vendors and contractors are paid.
- Purchased lease accounting software to ensure compliance with state audit requirements.
- Implemented update of administration building HVAC controls to ensure for a more efficient system that can be controlled remotely (95% complete).
- Completed the digitization of over 700 documents and plans into the port's Records Center, supporting the port's sustainability goals and allowing for more efficient retrieval.

STRATEGY: *Develop and implement a proactive ten- to twenty-year repair and replacement plan for building, fleet, rail, and infrastructure assets.*

- Implemented a Building Inspection program for port-owned properties. Activities include:
 - Interviews with building occupants to discuss any items needing attention from a maintenance standpoint.
 - Identify any emerging issues that maintenance can address pro-actively and budget for accordingly.
 - Establish a baseline condition assessment of the structure and systems
 - Visit all the buildings on a three-to-five-year cycle
 - Budget more efficiently
 - Improve tenant satisfaction

- Buildings inspected to date: Trobella, Plastics NW, Boeki, Signa DG, Vancouver Warehouse, United Road, Commodities Plus, and Food Express.
- Completed the implementation of the vehicles and equipment replacement planning tool which is used for current and future budgeting:
 - Water truck replacement - Received
 - Electrician van replacement - Pending
 - Gator ATV replacement – Electric replacement on order
- Completed the implementation of the HVAC equipment replacement planning tool which is being used for current and future budgeting. Initiated the development of a fire sprinkler system replacement planning tool.
- Continued the use of the roofing/gutters/siding/painting planning tool:
 - NuStar BL2565 siding replacement - 90% complete
 - Kinder Morgan water tanks painting - 100% complete
 - NuStar Large A-Frame south roof - 100% complete
 - Gutter Projects – Scoping and development phase

ORGANIZATIONAL GOALS

GOAL: RECRUIT AND RETAIN TALENTED AND DIVERSE STAFF WHO SUPPORT EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATIONS, CONTINUOUS IMPROVEMENT AND INNOVATION OF PORT BUSINESS AND SERVICE TO THE COMMUNITY.

PURPOSE: To ensure continuity and institutional knowledge of port operations, programs, and markets in the implementation of its mission.

STRATEGY: *Develop a training and leadership program that aligns port goals and employee growth.*

- Conducted two virtual *Best Practices for Managing Remote Employees* training sessions for managers and supervisors.
- Provided employee wellness program activities, including Heart Walk and managing stress workshop.
- Through the employee education assistance program, supported two port employees (Finance & Accounting and Information & Technology) in successfully obtaining higher educational degrees in Business Accounting and Cyber-Security. These degrees will directly benefit port operations.

STRATEGY: *Actively promote employee diversity.*

- Created a Diversity, Equity and Inclusion (DEI) Committee with broad representation of port employees. In the first half of 2021, the committee’s purpose and goals were developed.
- Developed DEI language to incorporate into the port’s Corporate Values

GOAL: ENSURE ALIGNMENT OF KEY PORT PLANNING DOCUMENTS.

PURPOSE: To effectively communicate and ensure alignment of port priorities.

STRATEGY: *Align key documents to reflect new Strategic Plan.*

- Used the Strategic Plan as the guiding document for new planning documents such as the Climate Action Plan.

STRATEGY: *Annually review and update core planning documents to reflect best management practices and statutory requirements.*

- Incorporated best management practices and addressed current needs through the creation of the Diversity, Equity, and Inclusion Committee.

GOAL: ANALYZE RISKS AND DEVELOP A PLAN FOR BUSINESS CONTINUITY, RESILIENCY AND DISASTER RECOVERY.

PURPOSE: To be prepared for disruptive events and trends and be able to chart the quickest road to recovery to restore normal operations.

STRATEGY: *Finalize emergency preparedness plan and develop comprehensive training program for staff.*

- COVID-19 Response:
 - Provided frequent updates to employees regarding vaccination sites; worked in collaboration with Sea Mar to provide an opportunity for port employees to be vaccinated when eligible.
 - Connected vaccination organizations with tenants
 - Conducted comprehensive HVAC assessment to ensure that air filtering systems were safe and compliant for COVID-19.
 - Continually reviewed and updated safety protocols to align with CDC guidelines.
 - Created and implemented a flexible work arrangement policy to address hybrid remote work schedules. This supports the port's business continuity plan, space management and advances commute trip reduction goals.

- Established an equipment reimbursement policy to support a remote work environment.