



# PORT OF VANCOUVER USA STRATEGIC PLAN 2021 YEAR IN REVIEW

MARCH 08, 2022

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.*

- Created and delivered first-ever virtual Port Report in partnership with ILWU-Local 4.
- Attended approximately four neighborhood association meetings each month (virtually) and gave port presentations to a variety of civic groups and neighborhood associations.
- Provided limited number of tours (due to pandemic) to groups, including Leadership Clark County.
- Staffed port table at Booville event to share information about the port with approximately 1,500 participants.

**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 resulting in multiple published articles in print, television, social media and radio.
- Distributed port newsletters including Solstice, Tenant Bulletin and Point of View to key stakeholders. Distributed Community Report twice a year to 93,000 property owners in the port district.
- Created active social media engagement across multiple platforms promoting port programs and activities. In 2021, the number of port social followers on LinkedIn increased by 26.6% and on Instagram by 33.9%, although slightly decreased on Facebook and Twitter.
- Supported Climate Action Plan development efforts through neighborhood postcard mailing, creation of webpage, media relations and social media campaign. Produced some materials and web information in Spanish.

- Created forty environmental-focused social media posts on Instagram, Facebook, LinkedIn and Twitter.
- Ran six port TV commercials on Comcast in the Vancouver area. Ran spots on the Washington Public Affairs Network (TVW) in Olympia targeted towards legislators and elected officials.

**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.*

- Hosted the Taiwanese Chamber of Commerce visit and tour to discuss port operations.
- Successfully assisted Community Fund recipient “Partners in Careers” in achieving the construction of two Grattix Boxes through the Vancouver iTech Preparatory program. Also assisted Clark College in conducting International Day.
- 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 IBRP 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. Partnered with the ports of Ridgefield and Camas-Washougal to advocate on legislative issues critical to the three ports.
- Conducted virtual meetings and tours with elected officials and staff, including a visit by Governor Jay Inslee and Lieutenant Governor Denny Heck.

## **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 80% completion.
  - Structural Renovation complete.
  - Site & Infrastructure complete.
- Inventoried all surplus furniture and assets in Terminal 1 building.
- Conducted auction of approximately 2,000 surplus individual items or item groupings, in preparation for the deconstruction of Terminal 1 building.
- Coordinated with non-profit organizations (Share, Habitat for Humanity, and Friends of the Carpenter) to provide surplus items to help underserved individuals in Clark County.
- Conducted bid process to engage contractor to conduct the deconstruction of the Terminal 1 building. Began abatement process.
- Provided complex, overall project coordination at the waterfront for multiple construction projects including the Vancouver Landing Structural Renovation, Vancouver Landing Site & Infrastructure, Terminal 1 Red Lion deconstruction, AC Marriot Hotel, and the connection of the Renaissance Trail.

**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 Terminal 1 building.
- Collaborated with the Rotary Club of Vancouver to incorporate its 100<sup>th</sup> 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, B, 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.
- Began work on the Columbia River Renaissance Trail Connection project, the result of a \$485,000 Regional Transportation Commission grant awarded in 2020.

# 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. Port staff presented the program to statewide economic development partners as a best practice.

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

- Completed the 20 Year Employment Land Strategy that includes short/mid/long-term positioning strategies. Results and recommendations will be shared with the Board of Commissioners in early 2022.

**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.

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

- Port staff and CEO actively served in key roles with 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 an 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. Convened freight stakeholders and other ports to provide critical feedback on the IBRP.

**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 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.
- Coordinated with Washington State Freight Mobility Strategic Investment Board (FMSIB) representatives to raise visibility of key infrastructure projects necessary for future growth and competitiveness.

**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:** *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 regular, in-person check-in meetings when possible.
- Promoted Washington State University-Vancouver, Clark College, Workforce Southwest Washington, and K12 workforce opportunities and programs with tenants and partners through various channels.

**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.*

- Partnered with the U.S. Merchant Marine Academy Marine Industry to sponsor an intern at the Port of Vancouver to gain exposure to all commercial and operational



aspects of the port. Provided internship opportunity in economic development for a local high school student.

- Continued to provide feedback to higher education and vocational partners on degree focus areas that are currently and anticipated to be in high demand.
- Presented to Clark College International Business Students on workforce opportunities in the maritime industry.
- Advanced waterfront initiative discussion with WSUV.

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

- Conducted specific outreach to disadvantaged business owners (DBE) about port contracting opportunities, including advertising in publications targeted to minority-owned businesses.
- Increased membership in the port's electronic procurement vendor registration system by 7% in 2021, for a total number of 2,960 contractors and consultants. Of those, 11% have a diversity business certification.
- Implemented an apprenticeship program for port public works projects that sets goals for use of apprenticeships and provides monetary incentives for each apprentice hour used.
- Port staff continued to serve on the Executive Committee for the Southwest Washington Contractor's Association (SWCA). The port served as a sponsor for the SWCA Executive Summit, with a focus on introducing students into the trades. Students were invited to attend the summit free of charge.

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

- Hired three labor apprentices for the port trade apprentice program for the summer/fall season.

# 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.*

- Completed 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 port operations and proposed actions or programs that could reduce port GHG emissions.
  - Conducted extensive public engagement activities (much of it in Spanish and English), 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.
  - Conducted workshops and presentations with the Board of Commissioners to discuss the draft CAP and received feedback and direction on CAP finalization. On July 13, 2021, the Board authorized the CEO to develop and implement the CAP based on the information presented to the Board.

- Budgeted for 2022 climate initiatives, such as:
  - Inventory of electrical infrastructure and capacity at port facilities to serve as a baseline to create a clean energy pathway to carbon neutrality.
  - Electric vehicles.
  - Engineering evaluation of 2022 HVAC replacement projects for alternatives analysis of current natural gas-powered systems.
  - Berth 17 shore power and solar design and permitting.
  - On-call climate technical support to assist with implementation of the CAP.
- Ongoing sustainability program for air quality and climate initiatives through the port's sustainability program, such as:
  - Lighting upgrades to LED.
  - Renewable energy certificate purchase to offset carbon associated with our purchased electricity.
  - The purchase of an all-electric Gator ATV and two all-electric service vans for use by the facilities crews.
- Collaborated with agencies on climate issues:
  - Participated on the City of Vancouver's Climate Action Plan Community Roundtable; continued to have regular meetings with their climate and policy staff to coordinate climate efforts.
  - Participated on the Interstate Bridge Replacement Project's Climate Technical Work Group.
  - 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.

**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.
- Completed Terminal 2 biofiltration stormwater treatment facility media replacement to continue to provide effective stormwater treatment. The final phase includes adding stormwater diversion channels, mulch, plants, and temporary irrigation.
- Participated in tenant trials of a new dust suppression system for 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 2020 sustainability goals. 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 (EMS) 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.
  - Continued 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.
  - Placed new, larger awareness signs at the well-head protection area to provide an alert when entering the zone.
  - Produced a fact sheet on the port’s EMS and associated wellhead protection area to serve as a resource on the port’s webpage to employees, tenants, customers, contractors, and others who may do work or operate in this area.
  - Completed staff training and tenant education on the port’s EMS.
  - Decommissioned five groundwater monitoring wells in the wellhead protection area deemed no longer necessary to reduce potential pathways for contamination to reach groundwater.

**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 and winter Solstice newsletters dedicated to providing environmental updates and information.
- Created seven 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 40 environmental-focused social media posts on Instagram, Facebook, and Twitter.

- Produced environmental content for 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, Columbia Land Trust's Sandhill Crane information, 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.*

- Entered into a partnership agreement with the Army Corps of Engineers, the National Marine Fisheries Service, and other Columbia River Ports to develop a wake stranding agreement. The ports, in cooperation with the other federal agency, will undertake a multiple phased study to gather better data to understand the issue of juvenile fish wake stranding in the Columbia River.
- 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.
- Worked with the Department of Ecology and NuStar to ensure the inclusion of environmental justice criteria in NuStar clean-up proposal.
- First port in Washington State to incorporate draft Ecology rules for Environmental Justice into a Model Toxics Control Act (MTCA) cleanup project.
- Worked with the Department of Ecology leadership, including the Attorney General's office, to complete a voluntary pilot project with the Department of Ecology to incorporate Fruit Valley Neighborhood environmental justice evaluation into selection of the final cleanup remedy for the Swan and Cadet cleanup sites. Team presented at annual WPPA Environmental Conference.
- 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 confirmed 46 successful

hatches, doubling what was counted in 2020. This was a record number of successful hatches for the site.

- 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 worked 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. This project was funded through the port's Community Fund program.
- Met with and provided port tours to new regulatory agency staff at Washington State Department of Fish and Wildlife (WDFW) and the US Army Corps of Engineers (USACE) to facilitate a better understanding of port operations and assistance with regulatory permit reviews.
- Hosted early project pre-application meetings with all regulatory agencies applicable to a project's permitting, allowing agencies to provide early input and hear other agency comments.

**STRATEGY:** *Establish regular communications with tribal entities.*

- Coordinated tribal consultation and input regarding an interpretive panel and boardwalk timeline for the Vancouver Landing project. Directly met and coordinated with Confederated Tribes of Grand Ronde, Warm Springs, Cowlitz, and Chinook Tribes. Incorporated comments and images from all tribes.
- 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 experience to the Port of Edmonds in the development of its new administration building.
- Participated and collaborated with the Washington Public Ports Association (WPPA) on environmental topics including climate, stormwater, cleanups, legislation and more. Port environmental staff served in the role of co-chair of the WPPA Technical Committee.
- 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.
- Participated in I-5 Bridge Replacement Program's Partner Agency Climate Listening Session and served on the IBR Climate Technical Work Group.



# 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 a total of 20,876 metric tons of wind energy components in 2021 from Vestas, General Electric, Siemens, and Goldwind, including:
  - 12 vessel calls
  - 212 tower sections
  - 427 individual blades
- Maintained position 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.*

- Implemented repairs to Berths 2 and 3 to maximize use and increase cargo volumes and revenues.
- Issued Statement of Interest to solicit proposals regarding potential business opportunities at Berth 7.
- Successfully completed solicitation process and selected new bulk materials operator for Berth 7.
- Initiated the Berth 17 Rehabilitation Project to allow the port to pursue additional berthing opportunities.
- Completed signal crossing improvements at Terminal 2 to facilitate the safe and efficient movement of vehicles through the United Grain Corporation (UGC) area.

- Actively and successfully marketed port property to major tenant (Western Partitions 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 Blocks A, B and C.
- Worked with BOZ – Lincoln Properties Group to successfully secure a major tenant for the waterfront that will keep a major employer in Vancouver as well as provide an opportunity for future job growth.
- 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 with the port for future growth.
- Executed lease with Trobella for office space expansion 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.*

- Port staff member maintained membership in International Right of Way Association and provided expertise in channel navigation issues on behalf of Washington ports.
- Port staff member served as Southwest Washington Contractors Association (SWCA) board member to educate SWCA about the maritime industry and navigational issues, and the port's role in supporting the regional economy.
- 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. Received positive feedback as well as created follow-up action plan to address needs.
- Conducted tenant outreach to determine the potential need for an on-site COVID-19 vaccination site.

- Held a drive-through holiday tenant event in December to greet tenants, discuss business needs, and emphasize the port’s continued support of tenants’ success and business health.

**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.
- Successfully applied for and received 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 one of the strongest revenue years in port’s history.

**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 (statewide) with WPPA 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.
- Selected a consultant through a competitive process to advise the port on the implementation of tax increment financing. Met with the State Treasurer’s Office to discuss next steps; prepared a high-level overview for presentation to the Board of Commissioners.
- 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 fully online 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.
- Initiated remote check disbursement implementation to increase security, reduce port costs, and streamline the process by which vendors and contractors are paid. This is expected to bring about cost savings to the port of approximately \$180,000 over a five-year period.
- 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 (100% complete).
- Completed the digitization of over 860 documents and plans into the port's Records Center, supporting the port's sustainability goals and allowing for more efficient retrieval.
- Researched and developed a recommendation for Records Management software, to be implemented in 2022.

**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, Sigma DG, Vancouver Warehouse, United Road, Commodities Plus, Food Express, Metro Metals, Printforia, Rocket Delivery, Wickum Weld, Columbian, VanPort, Fab Products and Boise Cascade.
- Implemented unit pricing to allow Operations to contract for multiple or reoccurring small works projects without having to go out to bid each time, saving time and money, especially for unanticipated projects. Currently using this to schedule fire sprinkler head inspections.
- Created on-call contracts for building envelope consultants who are experts in roofing systems.
- Completed the implementation of the vehicles and equipment replacement planning tool which is used for current and future budgeting:
  - Water truck replacement received.
  - Electric service vans purchased (2), arriving in August 2022.
  - Electric Gator ATV replacement received.
- 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 100% complete.
  - Kinder Morgan water tanks painting 100% complete.
  - NuStar Large A-Frame south roof 100% complete.
  - Boise Cascade gutters 100% complete.
  - FXI truck dock gutters 100% complete.



# 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 2021, the committee:
  - Developed the committee’s purpose and goals.
  - Developed recommended DEI language for incorporation into the port’s corporate values.
  - Initiated an employee training plan for 2022.
  - Developed metrics for tracking and action.
  - Incorporated official POV language to incorporate pronouns into e-mail signatures.

- Updated port’s website and contract documents to include the process for addressing complaints of discrimination, in alignment with Title XI requirements.

**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.

**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:
  - Hosted five vaccination clinics at the port in 2021, with 351 doses given.
  - 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.