

# Implementation Plan

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## IV. IMPLEMENTATION PLAN

### A. BACKGROUND

The first three elements of this Master Plan involved the detailed analysis and evaluation of various factors leading to a series of findings and recommendations for each element. This Implementation Plan is intended to condense those recommendations into a step-by-step listing of tasks to assist the Port staff in progressing towards the targeted opportunities. The Master Plan is essentially a market driven “road map” for future success. This implementation program highlights the most promising routes for execution of the Master Plan. However, like a road map, the Master Plan allows for fluctuations and shifts in the marketplace and for other changing conditions. The Master Plan elements define:

- The strategic marketing direction that the Port should follow.
- The required facility infrastructure to accommodate the opportunities.
- A program to assist in the development of efficient means to access the Port.

The following section, Implementation Recommendations, presents the steps for each element. It is also important that the Port staff initiate periodic reviews to ensure that the Master Plan is being followed, or, should shifts in the marketplace or other changes occur, that the Port revise the Master Plan appropriately. Because changes in trends and other trade fluctuations in the market are likely, these implications require careful evaluation. The Port should be proactive and prepared to respond to the potential need for new terminal development.

#### A.1 Purpose

The Implementation Plan provides the simplified rationale for the phased step-by-step execution of the Recommended Master Development Plan. Although these steps are intended to occur over the course of approximately 20 years (in approximately 5-year increments), it is important to understand that variations in conditions may accelerate or decelerate the need for specific actions. Because marketing actions should consist of immediate proactive patterns, and should not cease even if certain goals are achieved, the timing for the Strategic Marketing Plan recommendations has not been specifically defined. For the Facility Plan, timing related to the five year increments is associated with each action. For the Access Plan, which focuses on off-Port access improvements, the timing of improvements depends on the sum of both Port and non-Port impacts. Precise definition of non-Port access impacts is beyond the scope of this study and beyond the control of the Port. Therefore, the timing of Access Plan implementation steps has not been defined. We recommend that the Port continue to work closely with regional transportation planning processes to encourage that Port related access improvements are recognized for their high priority and value in the regional economy.

In addition to the key implementation recommendations, the Facilities Plan includes provisions for repairs and maintenance of existing facilities, as well as new infrastructure such access ramps

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at the TOTE berths. The new structures and repair and maintenance procedures are defined in the Facilities Plan under Section F: Implementation. While these new structures, and repair and maintenance efforts are considered to be above and beyond the requirements for the new facilities expansion program, they are an essential means of providing existing and new tenants with necessary improvements over the 20-year span.

There are two other important Master Plan work scope components related to the Implementation Plan. The first involves an overview of the order-of-magnitude economic impacts of the Port of Anchorage. This component includes an assessment of the economic impact of the development recommended in the Master Plan and includes a consideration of the direct, indirect and induced economic impacts, and direct and indirect business and jobs impacts. This assessment is presented in Appendix A of this report, Economic Impact Overview.

Second, as part of the Implementation Plan, the consulting team performed a review of Port business and marketing documents. A Port tariff review was also initiated that considered the Port's tariff practices. Refer to Appendix B, Port Documents Review for this complete evaluation process.