

The Infrastructure of Trust

Aligning your communications strategy to your stakeholders –
and turning concern into partnership.



What we've heard:

Relationships built on trust become
partnerships, and partnerships
become solutions

–Mayor

For what do you raise your mast?





Why I raise my mast



Core Communications Team



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Transform concern into partnership

01

Engage

Listen for the hidden “needs” masked by the struggle

02

Infrastructure of Trust Framework

Listen, map, translate, pace, sustain

03

Two Case Studies

2 distinct stakeholder groups

04

Exercise

Map your stakeholders & one SMART goal



Strategic Action Planning for Ports

- Strategic plans and action plans
- Stakeholder engagement
- Communications tools
- Serving ports (and industry adjacent)

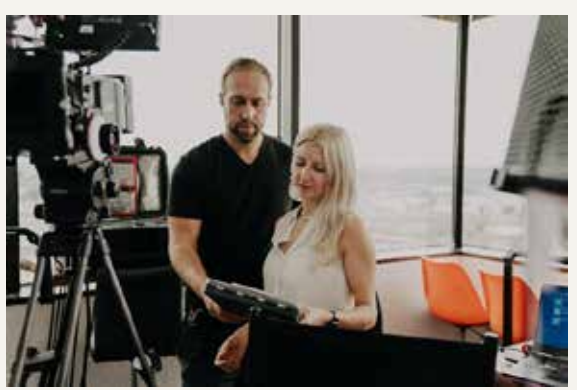


Our Approach

Engage, listen, strategize & take action.



Responsive, communicative & reliable



Hands-on Workshops

- Customized workshops
- Engage stakeholders
- Set goals
- Facilitate alignment
- Establish a trajectory and a path forward
- Green Corridors
- Roundtables
- Professional development trainings



Trust isn't a soft outcome. It's infrastructure.

Build it deliberately, with the right materials and with maintenance in mind.

Stakeholder Groups



01
Internal



02
Community



03
Political



04
Regulatory



05
Industry Partners



06
Associations

How and what you communicate with each stakeholder group builds or erodes trust.

YOU

TRUST

Fragile.

**YOUR
STAKEHOLDER**

You can't talk a bridge into existence. You have to plan, build, inspect, and maintain it.



Unmet needs create a roadblock

01

An Information Gap

They can't evaluate or digest what you're telling them.

02

An Uncertain Outcome

They can't predict how this impacts them.

03

Personal Stakes

Their air, their property, their livelihood, their family.

Each one is a need – and a need is something you can meet.

Five-Part Trust-Building Framework

01

Listen

Engage: early,
often, always.

02

Map

Who holds what
stake: identify their
authority.

03

Translate

Identify the
requests, concerns,
and hidden unmet
needs.

04

Pace

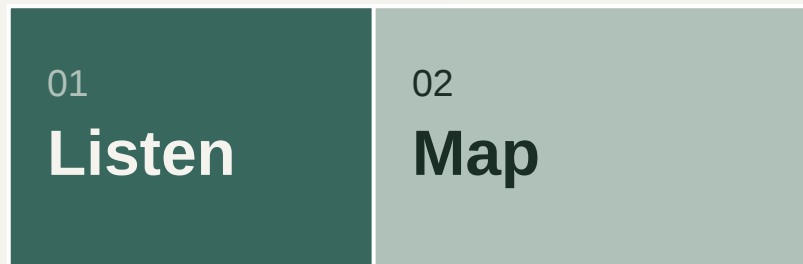
A cadence they
can rely on.

05

Sustain

Continue to show
up with authenticity
and deliver on the
needs.

Each phase responds to a need.



**Close the
information gap**



**Steady the uncertain
outcome**



**Honors
personal stakes**

Five-Part Framework

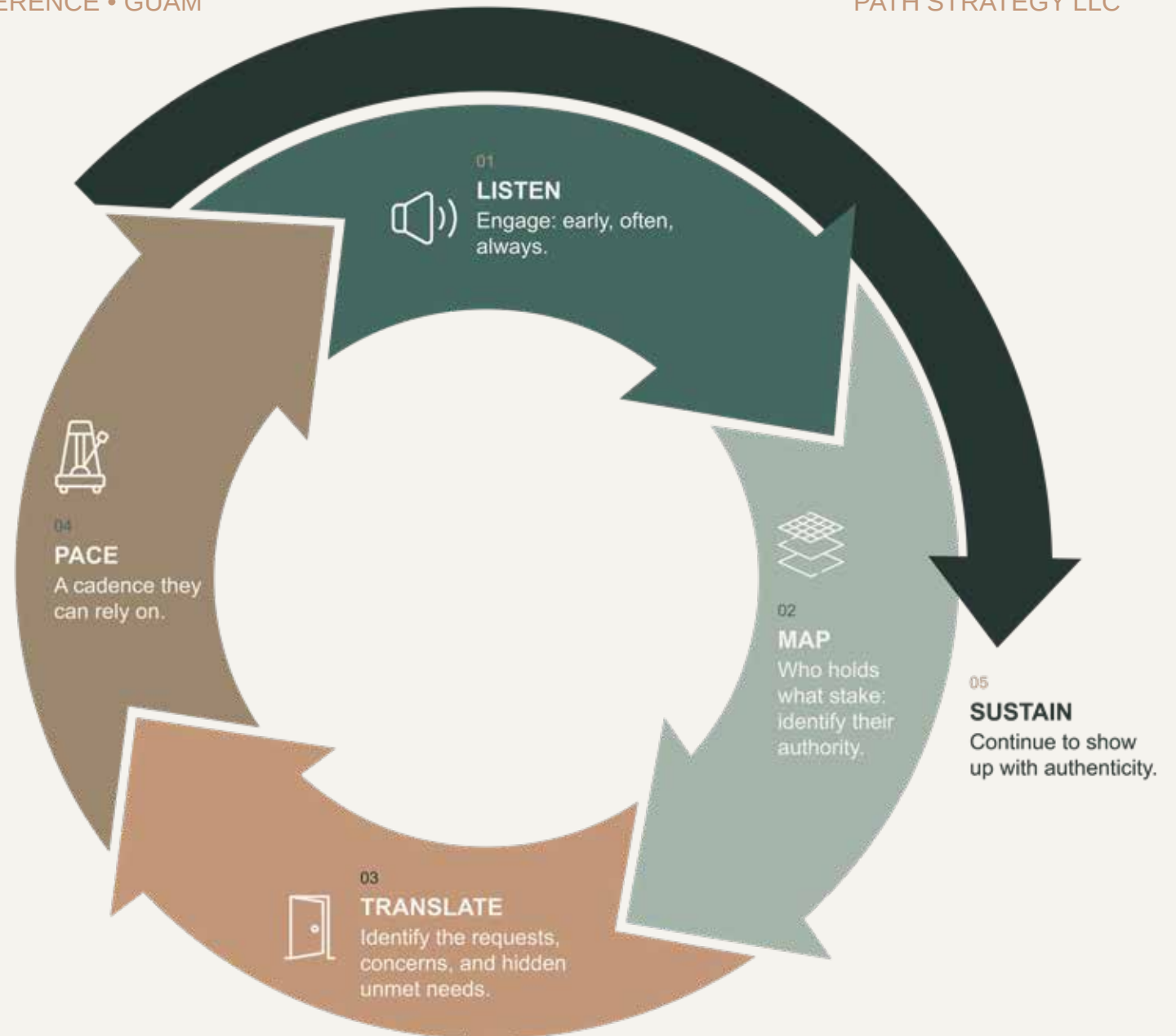
01 Listen

02 Map

03 Translate

04 Pace

05 Sustain





Port of Corpus Christi

Rolling out a standardized
environmental management
system (EMS) report.





Port: "We need consistency across tenant reports"

THEIR INITIAL QUESTION

**"What will this cost me,
and what does it put at risk?"**

Standardizing annual
environmental reporting meant
asking stevedores to change
how they worked.

- *ISO 14001 certified Port*
- *Tariff 200 requirements (2 options)*
- *Problem= inconsistency across reports & unclear expectations*

Our Approach

- Created 2 key tools:
- 1. Fact Sheet
 - 2. Initiative Overview

- Strategic Outreach
- 1. Full Group
 - 2. 1:1 interviews

Hands on Workshops



Goal:

Standardized report template

Port Sheet

Stevedore & Freight Handler EMS Best Practices & Tariff 200 Compliance Fact Sheet

Enhancing EMS Compliance Through Targeted Training & Tool Development

Key Elements of Tariff 200 EMS Requirements

Under Port of Corpus Christi's Tariff 200, stevedores and freight handlers must:

- 1. Submit an EMS Manual to the Port upon initial application
- 2. Implement and maintain an EMS aligned with ISO 14001
- 3. Participate in EMS-related training, internal audits, and performance assessments
- 4. Submit an EMS Annual Report each year

What is an Environmental Management System (EMS)?

An EMS is a set of management processes and procedures that allow an organization to analyze, control, and improve the environmental consequences of its activities.

EMS Documentation

- Organizational chart, roles, and responsibilities
- Procedures for regulatory compliance, document control, training, emergency preparedness, annual audits, corrective actions & management reviews

Annual Reporting

- Summary report documenting environmental improvements, non-conformances and corrective actions, internal/external audits, and future initiatives

Performance Evaluation

- Annual environmental performance evaluation using the Performance Scorecard
- Required minimum score: 80%

Compliance Options

- Documentation of EMS including annual internal audit and report submission to the Port
- External certification to ISO 14001:2015 standard as an alternative to annual reporting

What is ISO 14001?

ISO 14001 is the international standard for Environmental Management Systems (EMS). It helps organizations:

- 1. Establish an environmental policy
- 2. Identify and manage their environmental impacts to ensure legal and regulatory compliance
- 3. Continually improve environmental performance
- 4. Manage environmental responsibilities in a systematic manner that contributes to environmental sustainability

What is an Environmental Aspect?

An environmental aspect is any element of your operations that can interact with the environment, such as fuel use, emissions, noise, and waste.



Emissions to air
(e.g., from engines, HVAC systems, equipment)



Discharges to water
(e.g., runoff, wastewater)



Waste generation
(e.g., hazardous or non-hazardous waste)



Use of natural resources
(e.g., water, electricity, fuel)



Noise or light pollution



Land use or habitat disruption

Initiative Overview

Stevedore & Freight Handler EMS Standardization Initiative Overview

Enhancing EMS Compliance Through Targeted Training & Tool Development

Timeline

- 1. Launched Initiative
- 2. Session 1: EMS & Initiative Overview
- 3. Session 2: Annual Report Template & Standardized Documentation
- 4. Session 3: Annual Report Training Utilizing the New Template
- 5. Session 4: Final Submission Initiative Review

Project Features

- Risk Survey
- Identify and assess current annual report best management practices (BMPs)
- EMS Management and Assessment
- Co-develop relevant EHS, BMPs, and scoring criteria
- Clearly link environmental impacts and critical reporting elements
- Standardize annual reporting
- Provide on-EMS report support
- Feedback-driven tool development
- Develop a Report Template
- Simplify annual reporting
- Improve alignment with Port Tariff 200 compliance requirements

Frequently Asked Questions (FAQs)

- How will this affect my current reporting process? The new tools align with requirements, ensuring easier guidance to simplify annual reporting.
- What if I cannot attend a session? Materials and additional support will be provided to ensure all stevedores have access to resources.
- What is an environmental aspect? An environmental aspect is any element of your operations that can interact with the environment, such as fuel use, emissions, noise, and waste.
- What is ISO 14001? ISO 14001 is the international standard for Environmental Management Systems (EMS).

Initiative Overview

The Port of Corpus Christi is committed to providing its stevedores and freight handlers with support to simplify the required data annual reports provided under Tariff 200 meeting compliance more accessible and consistent. The Port is launching an initiative to standardize, streamline, and simplify the process to ensure annual reports are in alignment with the Port's existing regulations.

Standardized Compliance Tools

This initiative includes the development of a standardized EMS Annual Report Template (Template), and an Environmental Key Performance Indicator Scorecard (Scorecard). The Template and Scorecard will be developed to include a set of standard EMS Key Performance Indicators (KPIs) and Best Management Practices (BMPs) aligned with ISO 14001 standards.

The transition to the new standardized reporting process will be guided by a series of sessions supporting stevedores and freight handlers through the transition, who will develop and utilize the report template as the foundation for future annual reporting. Stevedore participants will be encouraged to provide feedback and comments to ensure that the criteria, tools, and template are developed with their needs and end users in mind.

Key Elements of Tariff 200 EMS Requirements

Stevedores and freight handlers must:

- 1. Implement and maintain an EMS aligned with ISO 14001
- 2. Participate in EMS-related training, internal audits, and performance assessments
- 3. Submit an EMS Annual Report each year by the end of December

Two Ways to Comply

- 1. Submission of EMS, including annual internal audits, submit annual reports to the Port, and maintain good standing on the scorecard.
- 2. OR
- 3. Obtain external certification to ISO 14001:2015 standard as an alternative to annual reporting.

Training Tools

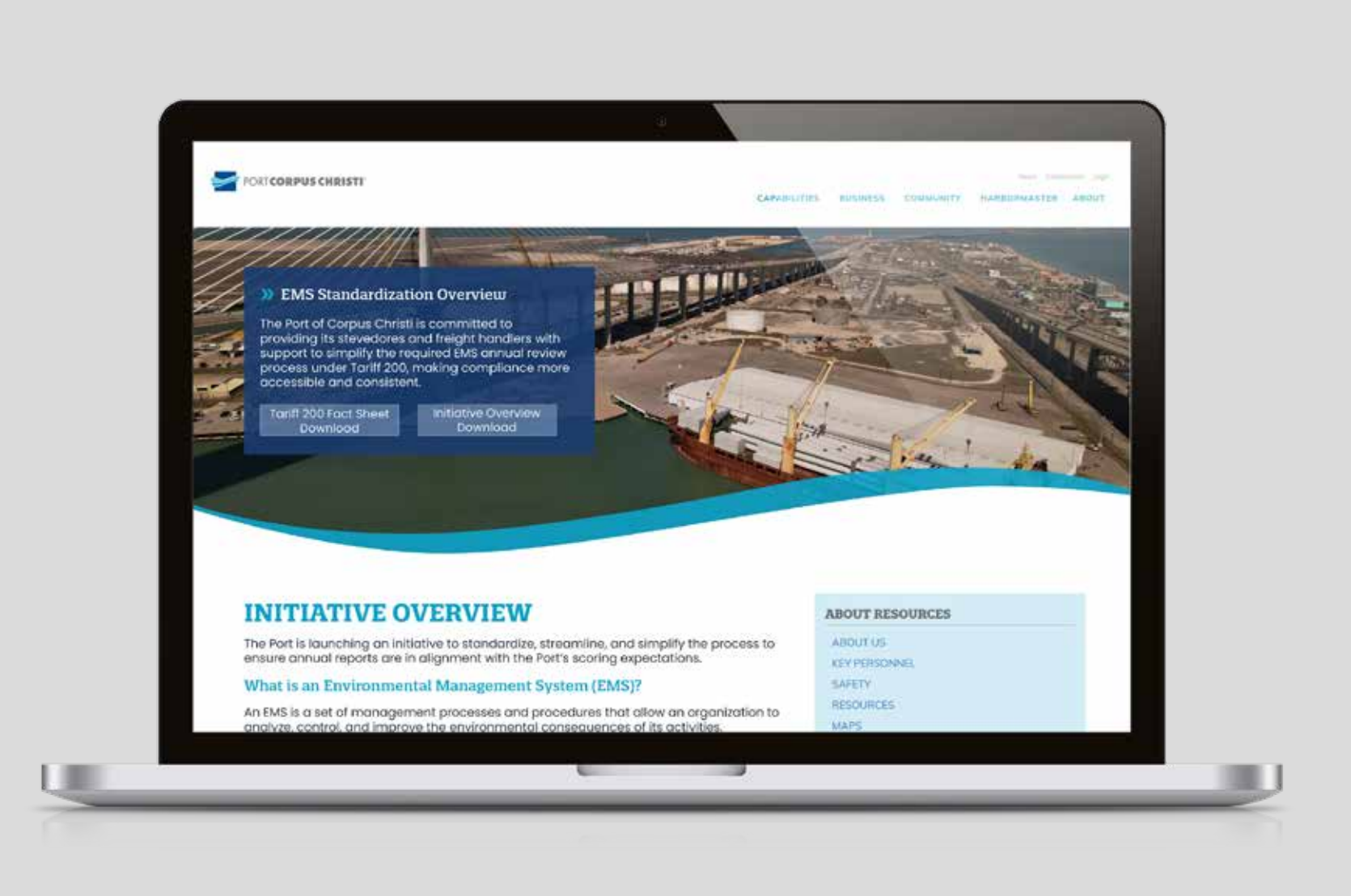
- A standardized annual EMS report template
- A self-reported assessment (Scoring tool)

Scoring tool

1

2

3



Active Engagement

Strategic Outreach

1. Full group 10+ organizations
2. 1:1 interviews

Hands on Workshops



From uncertainty and tension to eager appreciation

01

Listen

A series of touchpoints (group planning sessions, 1:1 interviews, in-person workshops).

02

Map

Determined how much weight the tenant feedback carried, validated concerns, and co-developed a solution

03

Translate

Addressed concern and fear of change. Affirmed the goal of the initiative (Tariff 200 & a report).

04

Pace

Fact Sheet and Initiative overview offered clarity. The planned sessions offered a hand-holding experience through the transition and a predictable template

Hands-on Workshop to set SMART Objectives



From burden to blueprint

BEFORE

Anxious and Resistant

- Braced for more hours and more admin
- Unclear expectations, quiet resentment & fear
- Compliance framed in the port's terms
- Reports submitted to check a box

AFTER

Easier, Clearer, Supported

- Tenants call it simpler than the old way
- Standardized template, clear expectations
- Tenants telling their own success story, showcasing best practices beyond compliance
- Reports now contain SMART Objectives & goals

Phase two is SMART goal development.

New SOP: Digital Report Form





Port of Stockton

Turning organized opposition into
the port's strongest partners



AB617 Community

Situated adjacent to a designated disadvantaged community.

Highly engaged and active community (EJ groups & concerned citizens)



Figure 1. Map showing the boundaries of the Stockton AB 617 community. Source: SJV APCD.

Overcoming the “us vs. them” mentality

WHY IT RAN HOT

**Air, health, family.
For many residents,
it felt like life or death.**

Pushback arrived as passionate testimonies at board meetings or inappropriate spaces.

When there is no right venue, every venue becomes the venue.

Port of Stockton: Green Marine Roadmap



CERTIFIED 8 YEARS IN A ROW

SINCE 2018



TARGETS KEY

ENVIRONMENTAL ISSUES

RELATED TO AIR, WATER, SOIL QUALITY, WASTE, SPILL PREVENTION
COMMUNITY RELATIONS, ENVIRONMENTAL LEADERSHIP, ETC

Approach

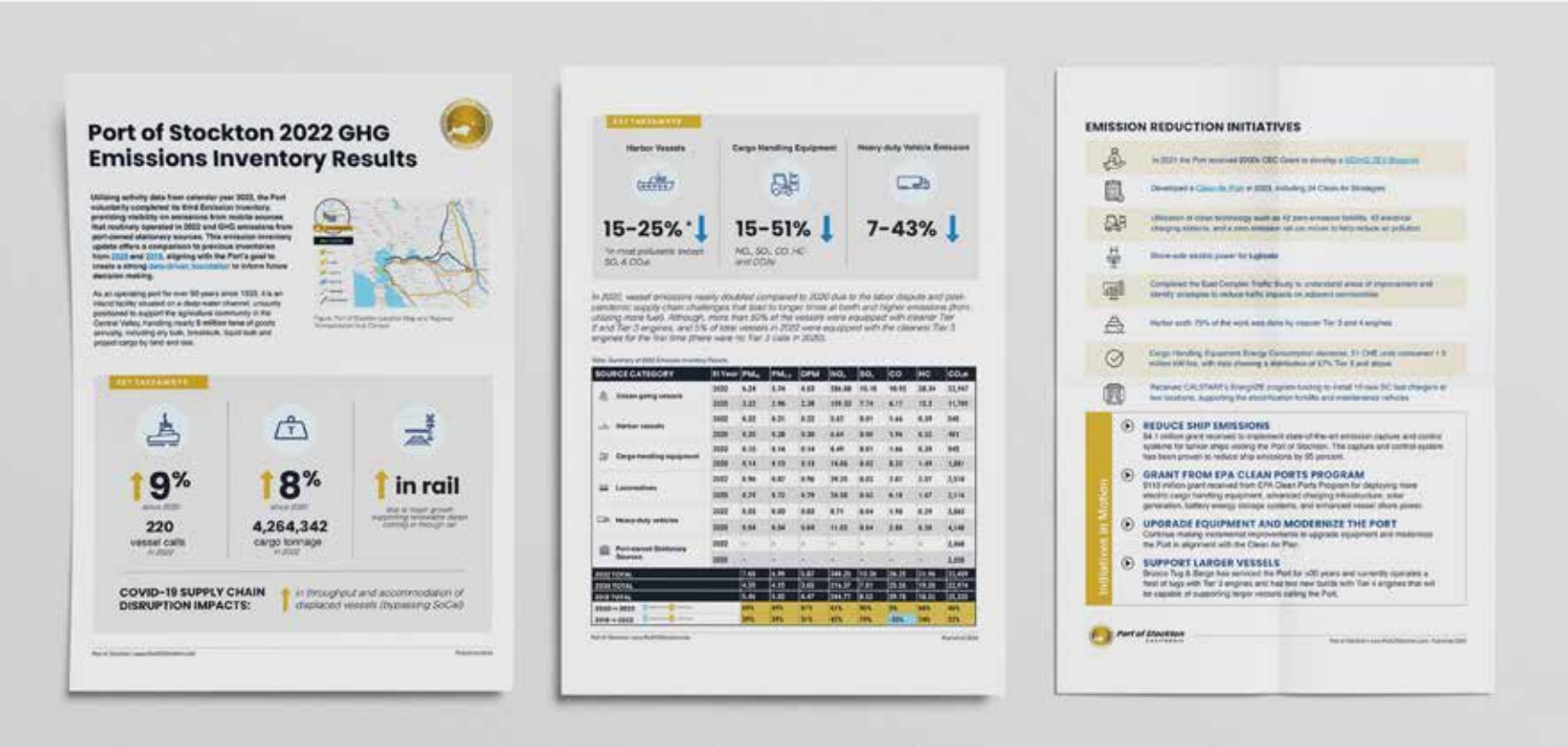
Completed 2018, 2020, 2022
GHG emissions inventories

Challenge

The reports are too dense
for stakeholders to digest

Solution

Created a concise
summary of key takeaways



Our Approach

Created the Port Outreach Committee

Focused on:

1. Listening
2. Sharing updates & info
3. SME Spotlights

Challenge



Community wanted more

Port of Stockton Updates



Port of Stockton
CALIFORNIA

- Boggs Tract Community Center Donation
- Washington Elementary
 - Teacher wish lists
 - Support for the holidays
 - Soccer goals
 - Ongoing clothing drive



find out exactly what the what the boundaries is



13 / 14 | - 37% + | [Icon] [Icon]

KEY TAKEAWAYS

↑ **9%**

(since 2020)

220
vessel calls
in 2022

↑ **8%**

(since 2020)

4,264,342
cargo tonnage
in 2022

↑ **in rail**

(due to major growth
supporting renewable diesel
coming in through rail)

COVID-19 SUPPLY CHAIN DISRUPTION IMPACTS:

↑ in throughput and accommodation of
displaced vessels (bypassing SoCal)

SELECT SOURCE CATEGORY POLLUTANT REDUCTIONS BETWEEN 2020 AND 2022*

Harbor
Vessels

15-25%

In most pollutants except
SOx & CO₂

Cargo Handling
Equipment

15-51%

NO_x, SO_x, CO, HC & CO₂

Heavy-Duty
Vehicles

7-43%

*Refer to "Table ES-2: 2022 and 2020 Emissions By Source Category" in the 2022 EI report.

Our Approach

More Targeted Comms Tools!





Newsletter: Dock Dispatch

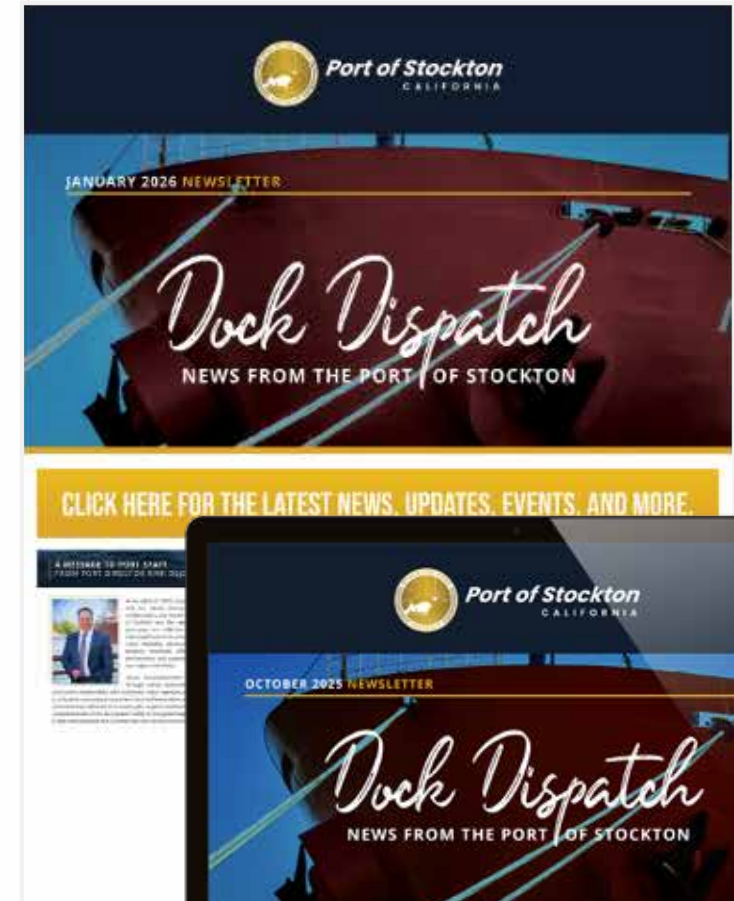
July 2026

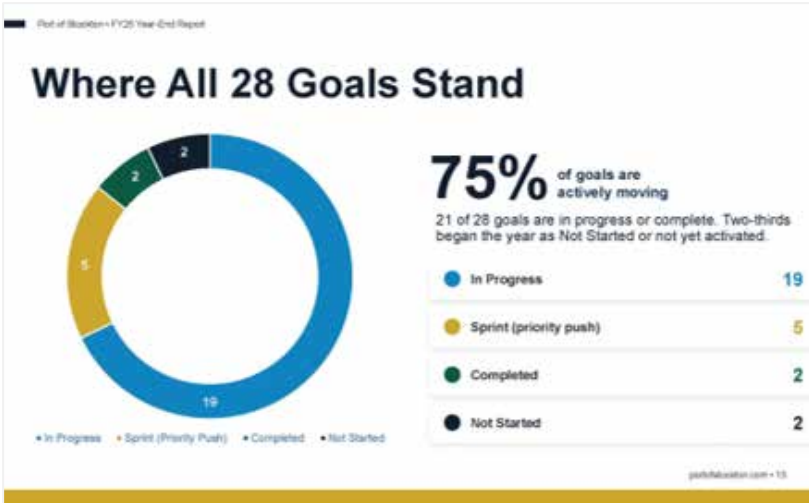


April 2026



January 2026





1:1 Tours

— The Port of Stockton Owl Program —

BARN OWL

Since 2006, the Port of Stockton has used barn owls to protect its levees and keep pests under control naturally without any traps or pesticides.

Soft Touch
Barn owls are born with sharp talons, but they can get used to them if they're not used to them.

Wonky Ears
Owls can hear better than we can, so they can catch a mouse in total darkness just by listening.

Dish Face
Owl faces are shaped like a satellite dish, so they can hear 180° & see 180°.

Don't Give a Hoot
Barn owls are nocturnal, so they don't hoot during the day.

Mighty Mouse Machine
Barn owls eat up to 1,000 mice every night, over 1,000 per year!

Ghost Wings
Owl wings are so silent that you can't hear them when they fly.

20
Nest Boxes
at the Port of Stockton

4-6
Eggs Laid
per box each spring

2,360
Baby Owls
hatched through program

6
Live Cameras
streaming day & night

WATCH LIVE!

Scan the QR code to watch our owls live and learn more about the Port of Stockton Owl Program.

Port of Stockton
CALIFORNIA

GREENHOUSE GAS EMISSIONS

Emissions from Port activity are grouped into three scopes based on who owns the source. Here is what each scope means and what it looks like at Port of Stockton.

1
SCOPE

DIRECT EMISSIONS
Port-Owned Sources

Scope 1 emissions come directly from sources the Port owns and operates. The Port is in full control of these sources.

- Port owned forklifts
- Port vehicles
- Port owned cranes
- Building furnaces

2
SCOPE

INDIRECT EMISSIONS
Owned Demand

Scope 2 emissions happen at a power plant when the Port purchases electricity for its own buildings and operations. The Port does not produce these emissions directly, but its energy use drives them.

- Electricity for Port buildings
- Port office power use

3
SCOPE

INDIRECT EMISSIONS
Unowned Sources

Scope 3 emissions come from sources outside the Port that operate at the Port (because of port activity). The Port does not control these sources, but they are part of its broader footprint.

- Tram equipment
- Tenant electricity
- Overseeing vessels
- Harbor tugboats
- Locomotives

Learn more about the Port of Stockton's Air Emissions by scanning the QR Code.



Published Economic Impact: "By the Numbers"

11,489

Jobs

Supported by
Port Activity

\$80

Million

State and
Local Taxes

\$1.8

Billion

Of total impacts
plus related
impacts supported
in the region

\$657

Million

Total personal
income/local
consumption

The Challenge



The community wanted more

The Solution



Created tangible tools and pathways to partnerships



A cadence, not a campaign

01

Listen

The Port Outreach Committee: a right place and time to voice concerns. It began as pure listening. Then it evolved.

03

Translate

Port Staff, SMEs, consultants and agencies offered face time. (air district, water board, key tenants)
Tours of operations and zero-emission equipment was a pivotal turning point.

04

Pace

A standing monthly cadence: virtual accessible meetings, (with translation and sign language included). And in person private tours and direct access to staff to get questions answered.

05

Sustain

It kept evolving. “Too many consultants,” the community said. So it went staff-run: listening, then action.

The port built something transformative

Listening was the foundation. The tools and program infrastructure made it tangible.

A digital jobs board

A \$1,000 rent credit incentive to hire and retain local talent.

A 501(c)(3)

A financial mechanism, an employee association – fundraising and scholarships, giveback made permanent.

1:1 Port Tours

Humanizing the port through eye contact, in-person discussions and literally walking people through the operations to offer transparency.

K-12 connection

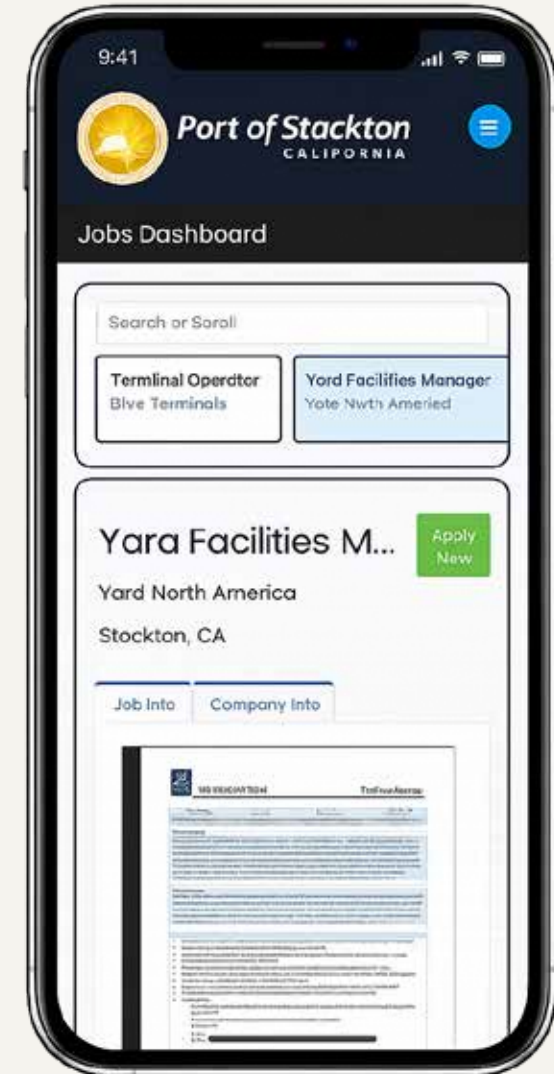
Owl boxes, coloring books, free 8th grade graduation. Teacher wish lists, school supplies, holiday food drives meeting specific needs.

When people can see where the investment landed, they stop asking whether you mean it.

They asked for *opportunity*. The port built it.

A direct career pathway that was more accessible.

- An award-winning project
- Tenants say it out-recruits Indeed and the big platforms
- **\$1,000 rent credit when a tenant hires locally**



From concerned opponents to informed advocates

BEFORE

Guarded and Reactive

- The port shows up only in a crisis
- Assumptions fill the information vacuum
- Opposition arrives at hearings by surprise
- The port is a fence, not a set of people

AFTER

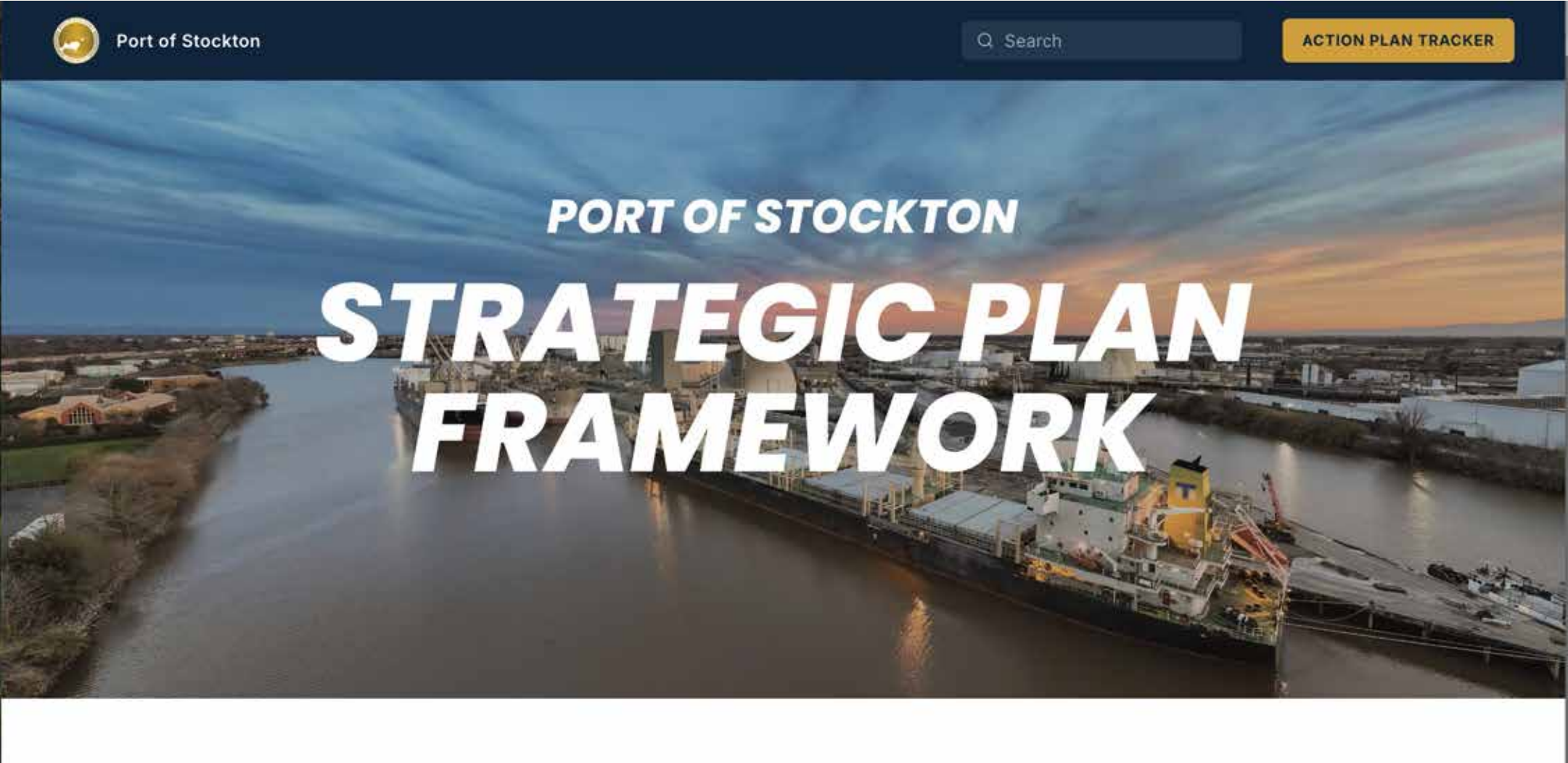
Invited-in and Proactive

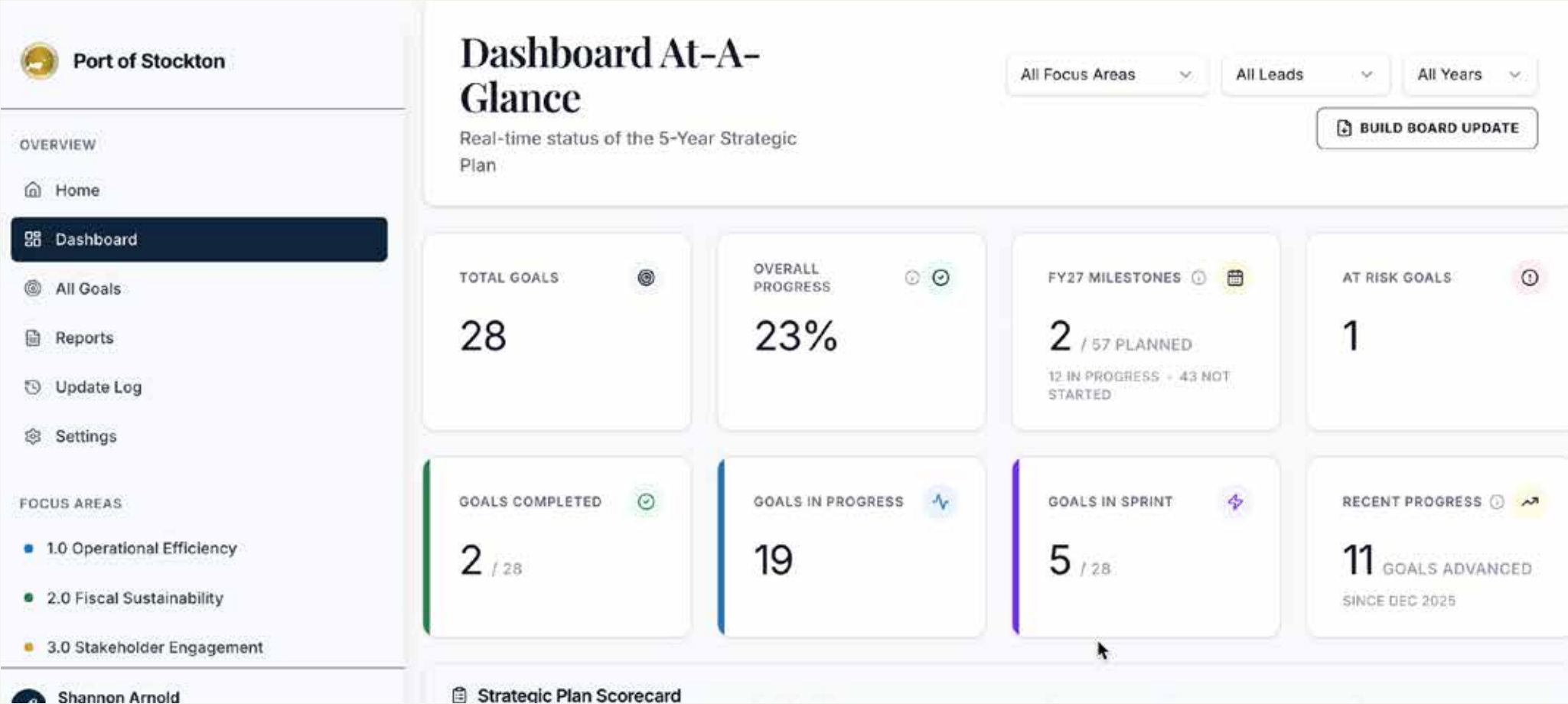
- A cadence the community can count on
- Firsthand knowledge from inside the fence
- Former opponents writing letters of support
- Jobs and programs people can point to

Some of the port's biggest opponents became its greatest supporters.

You don't paint the trim before setting the foundation.

Like physical infrastructure, trust requires maintenance and inspection.





A living scorecard, not a dusty plan

#	FOCUS AREA	GOALS & MILESTONES	DONE
1.0	Operations	9 goals • 0 of 36 milestones	11%
2.0	Fiscal Sustainability	1 goal • 1 of 7 milestones	21%
3.0	Stakeholder Engagement	9 goals • 9 of 46 milestones	30%
4.0	Infrastructure	9 goals • 0 of 36 milestones	30%

Quarterly reviews, pivots and revisions when the format isn't working.
(from word, to excel, to something more dynamic)



Build your own micro-roadmap

Two steps, two minutes. Real situations only – messy is fine.

STEP 01 • 5 MINUTES

Map Your Stakeholders

Power and interest, honestly placed.
Six groups to start from.

STEP 02 • 5 MINUTES

Set One SMART Goal

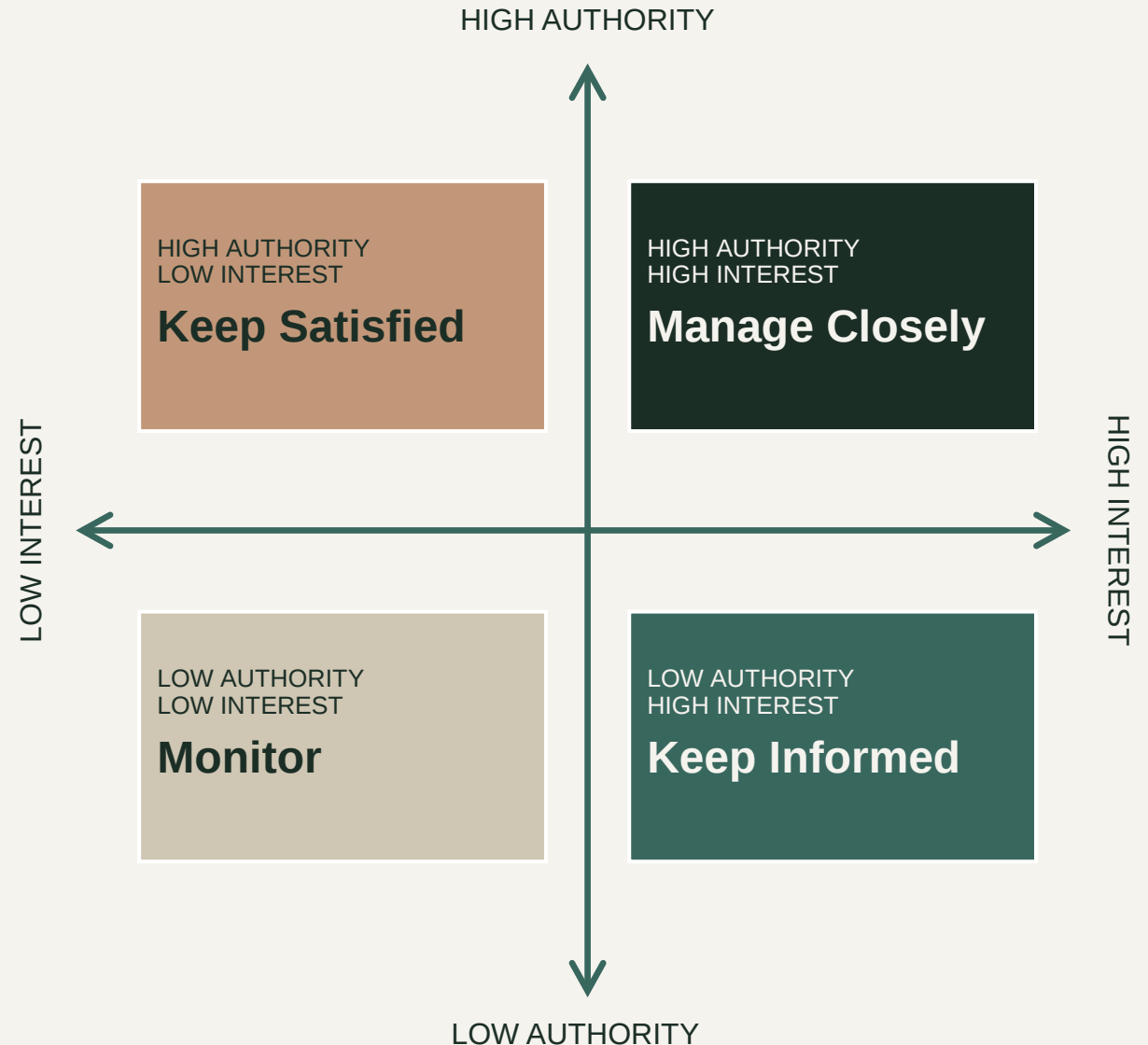
One sentence you can be held to –
then pick the comms tools that carry it.

Map your stakeholders

Draw a grid and plot each group by authority and interest.

The map breaks down your stakeholders into targeted categories based on their needs.

Where a group lands informs the intensity and approach of your engagement strategy.



Stakeholder categories



01

Internal

Board, executive team, division directors, staff



03

Political

City council, county supervisors, state legislators, federal representation



05

Industry Partners

Tenants, stevedores, labor unions, trucking, rail partners, shippers



02

Community

Neighborhood groups, environmental justice advocates, schools, nonprofits



04

Regulatory

Air, water, lands, fish & wildlife, USACE, EPA



06

Associations

APP, AAPA, CMANC, CAPA, WEDA, CSDA

Toolbox: to connect, engage, and build trust

Relationship

Face to face, with authenticity

- Port tours
- Shadowing
- Site visits
- One-on-ones
- Plain language
- Documented accountability
- Two-way engagements

Public Record

Searchable references

- Dashboards
- Newsletters
- Press releases
- Annual reports
- Public discourse
- Fact sheets
- Website content
- Third-party validation
- 501(c)(3)

Presence

Showing up where they already are.

- Tabling at events
- Sponsorships
- Giveback programs
- Donations
- Multimedia storytelling
- Workforce pipelines

Set a SMART goal

Be clear, concise, and direct.

STEP 1

Define the problem.



What are you talking about?

The problem itself. Who is pushing back and why? How long has it been a point of contention?



Who are you talking to?

Stakeholders by name or role. Who has influence? Who is most skeptical?



How are you talking to them?

Current tactics in use. Key messages being shared right now.



Where is the conversation happening?

Channels – meetings, media, social, mailers, on-on-ones.

STRATEGIC COMMUNICATIONS WORKSHOP POWERS • SMART PORTS EXPO • MAY 11, 2026

STEP 1
Define the Problem
Be specific. Time situations only. Message is fine.

WHAT <i>are you talking about?</i> The problem itself. Who is pushing back and why? How long has it been a point of contention? 	WHO <i>are you talking to?</i> Stakeholders by name or role. Who has influence? Who is most skeptical?
HOW <i>are you talking to them?</i> Current tactics in use. Key messages being shared right now. 	WHERE <i>is the conversation happening?</i> Channels – meetings, media, social, mailers, on-on-ones.

STEP 2
Set a SMART Goal
A SMART goal is one that is Specific, Measurable, Achievable, Relevant, and Time-bound.

S Specific **M** Measurable **A** Achievable **R** Relevant **T** Time-Bound

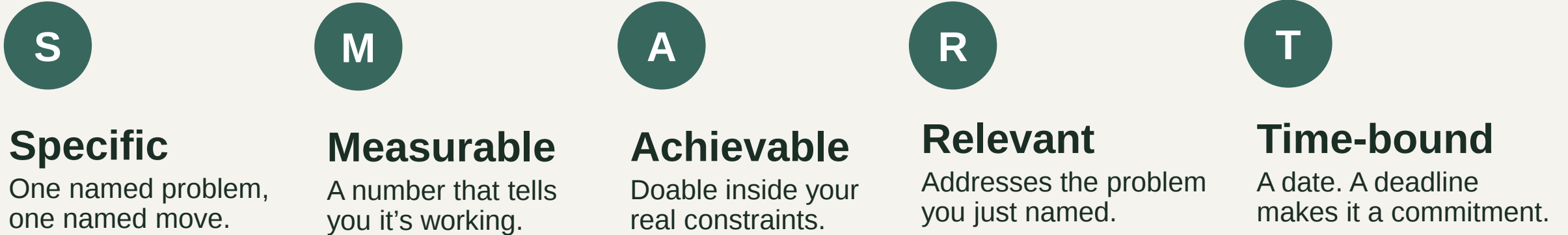
TEMPLATE
[Who] will [do what action] by [when] to achieve [what outcome].

YOUR GOAL

Path Strategy LLC • Strategies to move forward

Set a SMART goal

A SMART goal is one that is Specific, Measurable, Achievable, Relevant, and Time-bound.



SMART Framework: [WHO] will do [WHAT] by [WHEN]

Identify three moves

Your micro-roadmap to take action:

ACTION
01

IDENTIFY A KEY STAKEHOLDER GROUP IN THE MATRIX

_____ BY _____

ACTION
02

HOW DO YOU CURRENTLY COMMUNICATE WITH THEM

_____ BY _____

ACTION
03

WHAT IS THEIR MAIN CONCERN OR HIDDEN UNMET NEED?

_____ BY _____

The deadline is what turns a list into a roadmap.

This doesn't happen in 45 minutes. It does happen with persistence.

SESSION 01

STAKEHOLDER MAP

Identify who needs focused attention in the near, mid, or long term

SESSION 02

SET SMART GOALS

Based on your

SESSION 03

TAKE ACTION

A live action plan with dates, owners, and a review cadence

Substantial progress is a matter of showing up and following through.

**“I don’t trust you” is the
beginning of the conversation –
not the end of it.**

Engage early, often, authentically.



I help ports turn the kind of thinking in this session into the kind of strategy that facilitates action. Reach out anytime.

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