

Meeting Outcomes

- Review tools and tracking forms
- Understand how the Port approaches the budget, cost recovery, and rate methodology
- Learn about the airport master plan process and timeline overview

Committee Members Present:

Jonathan Evans
Dennis Madden
John Spencer
Steve Black
Shawn High
Andrea Parker
Scott Hess
Samantha Horner
Dave St. Clair

Committee Members Absent:

Bolt Minister

Port of Camas-Washougal Staff:

Trang Lam, Executive Director
Marlo Maroon, Deputy Director
Krista Cagle, Finance Director
Nichole Chambers, Contract Manager
Larry Keister, Commissioner
Cassi Marshall, Commissioner

Guest Speakers (remote):

Samantha Peterson, Century West
David Miller, Century West

Community Members:

Cathy Grady
Jim Landgraf
Neil Cahoon

Facilitator:

Elizabeth Kennedy-Wong, Kennedy-Wong Consulting

Meeting Notes

I. Welcome and Meeting Overview

The facilitator opened the meeting by asking the committee to share what they hoped to learn from the budget presentation. Committee members identified the following:

- What are the Port budget goals?
- What are Port revenue sources?
- How does the Port prioritize expenditure?
- How does Port define outcomes? Performance Metrics, Return on Investment (ROI)
- What grants does the Port pursue, and how are they identified?
- What are the implications of receiving FAA/Federal funding?

II. Updates & Question Tracking

Committee members received a copy of the form used to track their questions and comments. The form includes the Port responses. This form will be updated after each meeting and shared with the committee when they receive the agenda for the next meeting.

Committee members were provided with the policy documents below. These documents also live on the Port website, [here](#).

- Operating Budget Policy
- Revenue Policy
- Cash Reserves Policy
- Operating Rates Policy

[Airport Budget 101](#)

III. Budget 101

The committee received a presentation from the Port Director of Finance titled “Budget 101”.

Budget 101 Learnings reported by the committee included:

- Annual budget planning is tied to the current strategic plan goals.
- Understanding the Port is a Special Purpose District. A Special Purpose District is a quasi-government agency whose mission is to use funding and revenue to achieve long-term community impact.
- The committee suggested that the Port needs a business plan for Grove Airport to drive priorities for the budget, and agreed that hangar rate setting is a complex issue.

Committee Questions & Port Answers:

1. How is the budget developed?

The Port relies on historical trend analysis, market research, demand analysis, and fixed revenues and expenses to develop the annual budget.

2. How is revenue from the Tax Levy used?

The tax levy is used to pay down debt (borrowed to fund large capital projects) and fund capital improvement projects.

3. What are the Port's budget goals?

The Port's budget priorities are aligned with the implementation of the Port's Strategic Plan.

Port Commissioners are required to create a balanced budget and a long-term revenue plan that will have a positive impact on our community.

4. Where do the Port's Revenues come from?

The Port has two revenue sources, including:

- Operations (Airport, Marina, Industrial Park)
- Tax Levy - a fee assessed to residents of Camas and Washougal, including unincorporated Clark County areas within the zip codes 98607 and 98671, living within the Port District boundary.

5. What is the priority for expenditures?

The Port's priority is always to maintain our assets, maximize community benefit, and achieve cost recovery.

6. How does the Port determine how to prioritize grants and other funding opportunities?

Whether and how to pursue unique funding opportunities is dependent on how well the funds align with Port priorities, staff capacity to pursue the funds, and the complexity of the requirements attached to the grant.

7. How sustainable is the Port's budget?

The Port's budget can currently cover identified and planned operating costs. Operational revenues cover operational expenses. "Operational" is all marina, airport, industrial park, and general administrative revenues and expenses. Tax levy dollars are used to fund capital projects and pay down debt. The Port's cash reserves policy states that the Port will maintain sufficient cash reserves to pay 6 months of operating expenditures. The Port's current cash reserve balance is \$8,600,000.

8. Does the Port have a grant writer?

The Port does not have a dedicated grant writer. Our Project Manager leads grant pursuits, with assistance from the executive team.

9. How does the Port prioritize expenditure, Commission, and ROI?

The commission provides policy guidance to prioritize capital expenditure; operating expenditures are determined by staff annually. This prioritization is aligned with the Port's Strategic Plan and budget. Capital projects may also be prioritized based on grant or appropriations opportunities.

IV. Airport Master Plan Overview

The Executive Director explained that the Airport Master Plan will be a core element of developing The Port's Airport Business Plan. The contract for the planning work was awarded to Century West by the Port Commission on April 15, 2026. The Master Plan process takes 18-24 months and will support the Port's strategic goal of organizational resilience by identifying infrastructure needs (e.g., aging infrastructure and added capacity needs) and helping to weigh priorities across the Port's operating areas.

The airport is working toward achieving FAA standards, with the business plan distinguishing between aviation-related and non-aviation-related land use.

Samantha Peterson and David Miller are the Century West Project Managers. Master Plan elements include:

- Existing Conditions Assessments
- Define Current & Future Design Aircraft
- Facility Requirements Assessment
- Airport Development Alternatives Evaluation
- Airports GIS (AGIS) - Obstruction Survey
- Airport Layout Plan (ALP) drawing set
- Airport 20-year Capital Improvement

A typical Master Plan is updated every 10-20 years, as needed.

Committee Questions & Port Answers:

1. How does the future of federal funding look?

The Airport Master Plan is funded through the Infrastructure Investment & Jobs Act Funding, which is administered by the FAA. This funding is just for planning.

The Master Plan will develop a 20-year capital improvement plan and a funding framework, which will outline potential future FAA funding. As we get into this work, we will share additional information with this committee regarding commitments associated with capital projects funded by the FAA. Federal funds were essential for moving forward with the Airport Master Plan.

2. How does that impact projects?

Without the funding described above, the Port would likely be unable to complete the Airport Master Plan work.

V. Wrap-up

The meeting adjourned at 2:00 p.m.

Next meeting: Thursday, June 25: 12:00 p.m.-2:00 p.m.

- Meeting summary notes will be sent and posted to the website
- Agenda will be sent for the next meeting one week ahead
- Lunch will continue to be provided for committee members