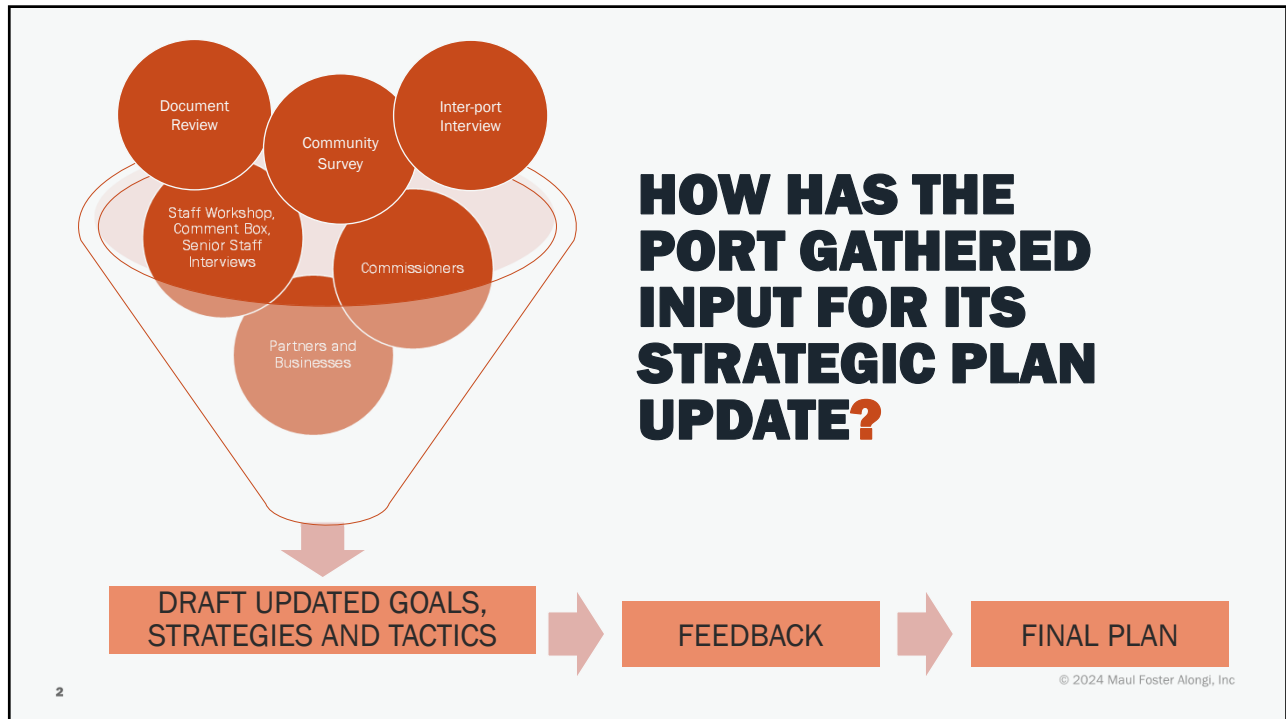




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WHAT DID WE LEARN FROM THE DOCUMENT REVIEW?

- Generally good policies in place, however, would recommend a review using the WPPA 'Policy and Practice Checklist' (Chmelik).
- Should the existing 5-year projected maintenance need policy be revisited? Is it long enough?
- Recommend revisiting the policies regarding:
 - Fees and rates
 - Use of property taxes



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WHAT DID WE LEARN FROM THE STAFF WORKSHOPS & COMMENT BOX?

- **Dedicated employees and leaders** who take pride in the Port and their work.
- Continue supporting **staff development** through collaboration, communication, tools.
- **Improve internal and external communication**, transparency, and proactive planning.
- **Opportunities** exist in job growth, tourism, and asset maintenance and modernization.
- Threats include **limited expansion space** (facilities and land) and **economic uncertainty**.
- Focus on **aging infrastructure**, **environmental sustainability**, managing public misinformation.



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WHAT DID WE LEARN FROM THE INTER-PORT INTERVIEW?

- The single biggest challenge is **rising construction costs and increased regulations** (i.e., stormwater regs)
- **Tax use is generally restricted to capital projects** but not codified and is considered during budget deliberations
- **Commission-staff relationship is good**; have an unwritten rule that if a Commissioner approaches senior staff, senior staff is obligated to **let ED know and confer** on a response if appropriate
- Only use **key performance indicators** (KPIs) when the analysis is relevant during a project consideration
- Include the **strategic objective** in every Commission action request
- Communications relies heavily on **social media**



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WHAT DID WE LEARN FROM EXTERNAL STAKEHOLDERS & FOCUS GROUPS?

- The Port is a **trusted and valued partner**, professional and effective.
- Desire to **better work together** with the Port for local and regional benefit.
- **Lack of awareness** about the Port's activities among the community.
- Unique strength in its **ability to acquire and develop land**.
- More **tourism/regional attraction opportunities** through ongoing economic development along the waterfront and more commercial uses at the marina.
- Growth is viewed as an **opportunity to increase tax revenue** and take on new capital projects.
- Connector and **relationship builder between Camas and Washougal**. Strong emphasis on leveraging partnerships for economic development.
- Desired connections are physical, too – assets, properties, etc.



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WHAT DID WE LEARN FROM EXTERNAL STAKEHOLDERS & FOCUS GROUPS?

- The Port should play a role in the **GP property**; its re-development would be a boon for the local area and region.
- There are opportunities to improve the existing **Grove Field facilities**, better use the airport as an asset, and use it as a connector to other, similar regional airports.
- Desire for more **customer focus**, with a “how do we figure this out” approach.
- Focus on holistic growth management when considering evolution of the airport and marina.
- The Port should partner with schools to support the **local and regional job pipeline**.
- The Port’s location, assets, and natural surroundings support an identity as the “**Gateway to the Gorge.**”
- Have an **active role in comprehensive planning** with Clark County, cities of Camas and Washougal.



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WHAT DID WE LEARN FROM THE COMMUNITY SURVEY?

- Maintain and upgrade airport, marina, and industrial park—focus on outdated buildings, parking, and worn facilities.
- Key needs at Grove Field include developing an airport layout plan to help improve the overall facility.
- Focus on underutilized waterfront and marina properties for commercial, residential, and recreational use.
- At Grove Field, expand hangar space, enhance runways, and add amenities and events.
- Improve transparency and responsiveness about Port activities and potential disruptions.
- Expand events and recreational activities overall to better serve community, attract visitors.
- Focus on environmental cleanup and sustainability around climate change, though **opinions vary on priorities**.
- Promote growth through development and partnerships that align with local objectives.
- Consider cost-saving measures and tax reductions to support affordability for local users and tenants.

8

WHAT DID WE LEARN FROM COMMISSIONERS ABOUT STRENGTHS & WEAKNESSES?

Strengths

- Staff are a major asset to the Port and community
- The Port has had a unique history of good public and private partnerships.
- Social and political capital is strong (communications can always be improved)
- Solid relationship between staff and Commission
- Financial health is good, although the Port has additional financial demands

Weaknesses

- Need additional staff and increased technology tools
- Need plans for Grove Field

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WHAT DID WE LEARN FROM COMMISSIONERS ABOUT OPPORTUNITIES & THREATS?

Opportunities

- Georgia Pacific property
- Regional property development
- Public sector leadership in economic development
- Use of Grove Field for regional emergency response

Threats

- Increasing costs – labor and materials for new building construction
- Increasing regulations
- Shortage of developable lands
- Future of federal government
- Possible recession – interest rates
- Climate change
- Use of Grove Field for regional emergency response



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WHAT DID WE LEARN FROM COMMISSION & SENIOR STAFF INTERVIEWS (INTERNAL)?

- **Port's Identity and Mission** – Articulate and **seek internal alignment** on the Port's self-identify and role through refreshing the mission statement, as well as institute approaches to **institutionalize the refreshed mission and Strategic Plan** in day-to-day decisions
- **Conduct a Funding Capacity Analysis** – Assess the Port's mid- and long-term financial capacity to undertake **new challenges and opportunities** with new and **expanded funding sources** including an IDD, borrowings, grants, etc.
- **Capital and Asset Maintenance Projection** – Complete a **20-year asset maintenance financial forecast** for significant Port facilities and institutionalize a formulaic determination of required asset maintenance costs as part of the deliberations on new investments



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WHAT DID WE LEARN FROM COMMISSION & SENIOR STAFF INTERVIEWS (INTERNAL)?

- **Jobs Audit and Organizational Structure**– Undertake a jobs audit to evaluate the current staff workload and opportunities to **balance the workload**. Explore the pros and cons of migrating to a “line of business” organizational structure vs the current “functional roles” structure.
- **Port Offices** – Develop a business plan for **expanding the Port's administrative offices** following the jobs audit and, in doing so, consider **opportunities to use leased space** to provide the resources to support the Port's internal office needs.
- **Asset Management** – Refresh the Port's policy on **selling vs leasing properties** as part of the Funding Capacity Analysis.



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WHAT DID WE LEARN FROM COMMISSION & SENIOR STAFF INTERVIEWS (EXTERNAL)?

- **GP property** - Develop the **Port's role** in the future of the Georgia Pacific property
- **Grove Field** – Complete an **Airport Layout Plan** as a non-jet airfield with IFR and acceptance of FAA funding
- **Steigerwald Industrial Park** – Complete the **Steigerwald Industrial Park Plan** to include property expansion
- **Marina Expansion Plan** - Explore the options to **expand the moorage capacity** through expanded marina facilities



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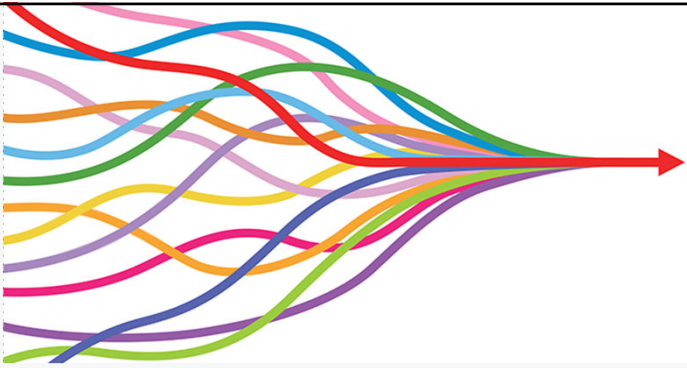
WHAT DID WE LEARN FROM COMMISSION & SENIOR STAFF INTERVIEWS (EXTERNAL)?

- **Economic Development** - Develop a focused and well-planned role for the Port in regional programmatic economic development
- **Marina and Airport Advisory Committees** - Consider establishing **marina and airport committees** to help guide the operation and management of these assets
- **Marina and Airport Fees** - Undertake a **fees analysis** to explore a formulaic approach to establishing user rates




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WHAT IS STRATEGIC PLANNING?

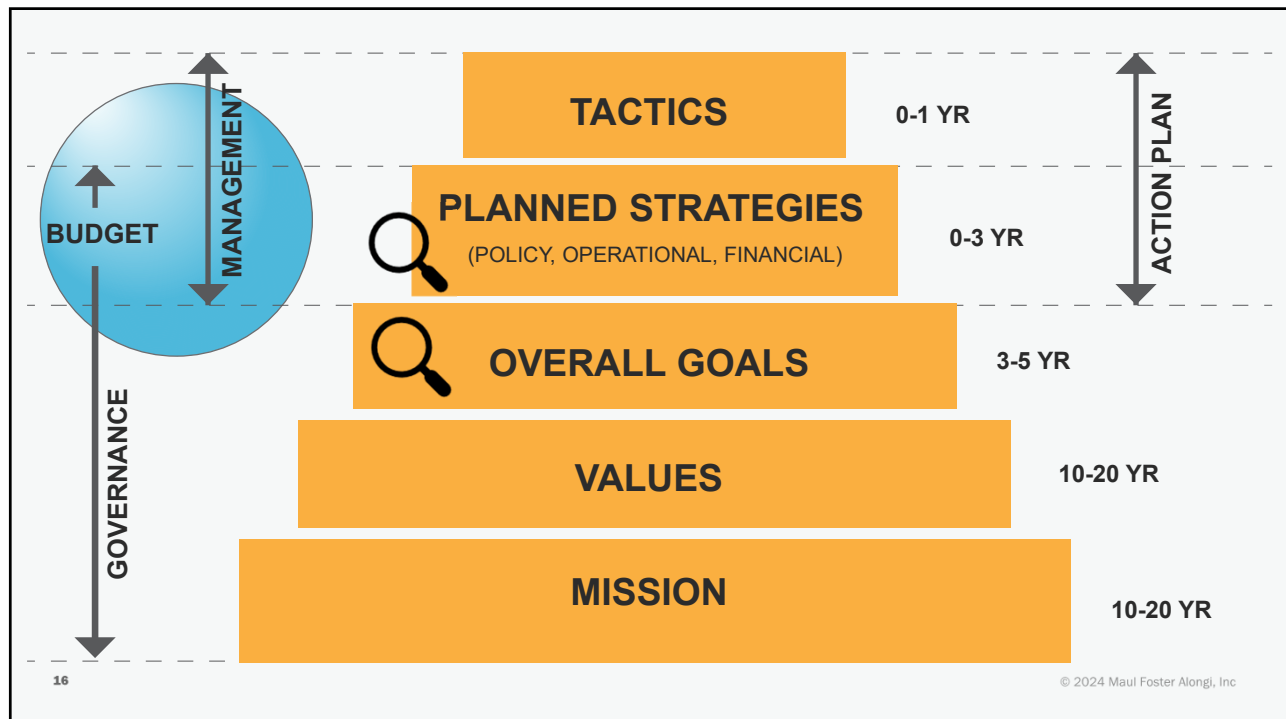
Developing alignment on multi-year priorities and effectively embracing them to link the present to the future.

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GOALS ARE ORGANIZED INTO GOAL AREAS.



CULTURE AND COMMUNITY

Fostering and leveraging an inclusive, vibrant environment where shared knowledge, diverse perspectives, and common values empower collective growth and success.



ORGANIZATIONAL RESILIENCE

Building and maintaining the ability to effectively navigate opportunities and disruptions, adapt to change, and sustain long-term success through proactive planning and continuous improvement.



ECONOMIC DEVELOPMENT

Cultivating a dynamic, inclusive, and resilient local economy that promotes sustainable growth, fuels innovation and enhances quality of life in our communities.



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CULTURE AND COMMUNITY DRAFT GOALS.

Draft Goal CC1: Foster strong community connectivity in Camas and Washougal.

Draft Strategy CC1-A: Expand public access opportunities on the waterfront, including recreation and special events.

Draft Strategy CC1-B: Actively engage partners and our community through collaboration and coordination on shared initiatives and community and human development opportunities.



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CULTURE AND COMMUNITY DRAFT GOALS.

Draft Goal CC2: Deliver strategic communication and engagement that clearly conveys the Port's mission, vision and role.

Draft Strategy CC2-A: Develop and implement a cohesive communication framework that aligns with the Port's goals and ensures consistency across all outreach and engagement efforts.

Draft Strategy CC2-B: Foster greater understanding of and support for the Port and its activities through proactive outreach and clear, unified communication efforts.



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CULTURE AND COMMUNITY DRAFT GOALS.

Draft Goal CC3: Continue developing the Port as a competitive, world-class organization with a resilient and transparent culture.

Draft Strategy CC3-A: Reassert the Port's self-identity (mission) and embed it in day-to-day decision-making.

Draft Strategy CC3-B: Strengthen organizational capacity by conducting a job audit to align roles with skills, enhancing training, fostering a culture of feedback and accountability, and promoting inclusivity.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR1: Develop long-term business and resiliency plans for the marina line of business.

Draft Strategy OR1-A: Assemble a Marina Advisory Committee consisting of marina moorage stakeholders and define its specific purpose.

Draft Strategy OR1-B: Explore industry approaches to establishing fees and rates for marinas and, if appropriate, work with the Marina Advisory Committee to establish an approach to re-setting fees and rates.

Draft Strategy OR-1C: Perform a marina-capacity options and demand study.

Draft Strategy OR-1D: Complete a plan and business development strategy for supporting commercial marine uses.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR2: Finalize a long-term approach to the development and operational future of Grove Field.

Draft Strategy OR2-A: Assemble an Airport Advisory Committee consisting of airport stakeholders and define its specific purpose.

Draft Strategy OR2-B: Explore industry approaches to establishing fees and rates for Grove Field and, if appropriate, work with the Airport Advisory Committee to establish an approach to re-setting fees and rates.

Draft Strategy OR2-C: Complete a Grove Field airport layout plan and draft business development strategy.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR3: Expand and stabilize the Port's real estate portfolio.

Draft Strategy OR3-A: Complete the Steigerwald Industrial Park Plan.

Draft Strategy OR3-B: Following the job audit, develop a business plan for an expanded or new office facility for the Port that uses lease revenues to offset the costs of construction and operation.

Draft Strategy OR3-C: Develop a draft land-acquisition strategy to build and diversify the Port's real estate portfolio.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR3: Expand and stabilize the Port's real estate portfolio.

Draft Strategy OR3-D: Create a 20-year maintenance forecast to protect the integrity of the Port's physical assets.

Draft Strategy OR3-E: Undertake a funding capacity analysis to explore project funding options, including a review of the Port's sell vs. lease policy for fixed real estate assets.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR4: Evaluate the Port's operational effectiveness and community impact.

Draft Strategy OR4-A: In FY 2026 perform a policy and practice checkup against the Washington Public Ports Association checklist, including a review of the Port's property tax use policy.

Draft Strategy OR4-B: Following the adoption of the strategic plan in 2025, undertake an organizational structure review to determine if structural changes need to be made in consideration of the FY 2026 budget.



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ORGANIZATIONAL RESILIENCE DRAFT GOALS.

Draft Goal OR5: Integrate environmental and social responsibility into decision-making to enhance the Port's adaptability and competitiveness.

Draft Strategy OR5-A: Recognize natural resources as valuable community assets and manage properties to enhance environmental sustainability and economic vitality for the Port and our communities.

Draft Strategy OR5-B: Enhance the resilience of Port properties by proactively evaluating and addressing potential climate change impacts.

Draft Strategy OR5-C: Fully integrate our decarbonization plan across Port planning activities, assets, and operations.



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ECONOMIC DEVELOPMENT DRAFT GOALS.

Draft Goal ED1: Define and promote the Port's role in regional economic development.

Draft Strategy ED1-A: By Q4 2026, in consultation with partner agencies, the Port will define, develop, and adopt a strategic, measurable, and community-aligned role in delivering local and regional economic development programs.

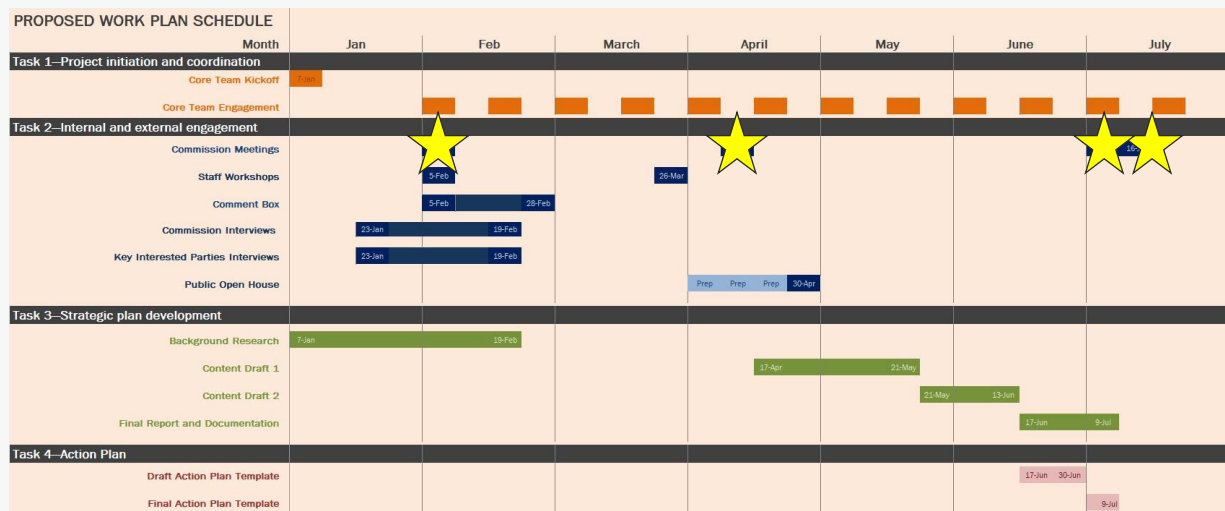
Draft Strategy ED1-B: Define the Port's role in the future of the Georgia Pacific property.



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TIMELINE



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OPEN HOUSE

Strategic Plan Update

Join us to learn more about the plan, meet Commissioners and staff, ask questions and share your feedback.



JOIN US!

-  4:30 - 6:30 pm
-  Wednesday
April 30, 2025
-  24 South 'A' Street
Washougal, WA
98671



**THE
PORT**
CAMAS-WASHOUGAL

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