



12 JANUARY 2023

PORT OF ARLINGTON

Strategic Business Plan Kickoff Meeting

The Port of Arlington is updating their Strategic Business Plan, the purpose of which is to provide guidance, goals and capital plans for the Port of Arlington. The Port is responsible for supporting the creation, retention, expansion, and business development for the citizens of Gilliam County. The Kickoff Meeting will include an overview of what a strategic business plan is, review past missions and goals of the Port and will end with a Strength, Weakness, Opportunities and Threat Analysis to assist with plan development. Participation is open to all Port Partners and community members!

The Strategic Business Plan is being facilitated and written by Fair Winds Consulting, LLC.

Strategic Business Plan Kickoff Meeting

Strength, Weakness, Opportunities and Threats Analysis

12 January 2023 at
5PM

Location: Downtairs
Conference Room of
the Gronquist
Building
1650 Railroad Ave,
Arlington, OR

Participation is open
to all

PORT OF ARLINGTON

100 Port Island Road
Arlington, OR 97812
541-454-2868

www.portofarlington.com

January 12, 2023, at 5PM

AGENDA FOR KICK OFF MEETING AND SWOT ANALYSIS
January 12, 2023

1. Introductions
2. Port Strategic Business Plan Overview
 - a. Purpose and scope
3. Port Mission and Goals
 - a. Current Mission of Port
 - b. Current Goals of Port (split up by prior SBP goals)
 - i. Marina
 - ii. RV Park
 - iii. Peninsula property west of grain elevator
 - iv. Peninsula
 - v. Industrial land downtown
 - vi. Willow Creek Industrial Land
 - vii. Arlington Airport and Arlington Mesa Industrial Park
4. Public Outreach Strategy
 - a. Review Public Outreach Plan
 - b. Review stakeholders
 - c. Approval to proceed
5. Strength, Weaknesses, Opportunities and Threat Analysis
 - a. Overview of SWOT purpose and process
 - b. Conduct SWOT (approximately one hour)
6. Upcoming
 - a. Work session one in February
7. Questions
8. Adjourn

Port of Arlington Strategic Business Plan Update
Progress Report for: December 2022

Port of Arlington,

Fair Winds Consulting is on schedule with the Port of Arlington Strategic Business Plan, and all tasks outlined in the proposal timeline for December have been completed.

Fair Winds began work on the Port of Arlington Strategic Business Plan on December 14, 2022. The goals for this month were to prepare for writing the plan and conduct background research, including reviewing relevant documents, writing a public outreach plan and writing the agenda for the Kick Off Meeting and Strength, Weakness, Opportunities Threats (SWOT) analysis. Fair Winds is planning on conducting this Kick Off Meeting and SWOT analysis at the regularly scheduled Port meeting on Thursday, January 12. The Port Director has requested relevant documents to include in the January agenda packet for the scheduled meeting. Fair Winds will provide a one-page overview of the Strategic Business Plan, including current missions and goals of the Port, and a one-page description of the SWOT analysis, including relevant questions for each category.

Work completed:

- Draft Survey Questions
- Draft Interview Questions
- Draft Public Outreach Plan
- Draft Agenda for Kick Off and SWOT Analysis Meeting
- Draft outline of Strategic Business Plan based on Ports 2010: A new strategic business plan for Oregon's Statewide Port System

Roadblocks:

This month there were no roadblocks to progress.

Requests for the Port:

- Review and approve Public Outreach Plan

Next month's tasks:

- Hold Kick off Meeting and SWOT Analysis on 12JAN23
- Initial Site Visits
- Summarize SWOT analysis and send to Port Staff and Board
- Draft Policy Context and Connection with Business Oregon
- Conduct Industry Stakeholder Interviews
- Administer Community Survey
- Draft initial trend and market opportunities analysis
- Draft Agenda for February Port Commission/Staff Work Session
- Submit Progress Report on 31JAN23

Attachments:

- Draft Strategic Business Plan
- Public Outreach Plan
- Draft Kick Off Meeting and SWOT Agenda

Strategic Business Plan template:

1. Port History and Mission: A brief Introduction statement summarizing when the port was established and for what purposes (i.e., what prompted the formation of the port?) a statement of the port's current mission and why, how the mission changed from the port's original purpose and definition of terms used in the mission statement (such as family-wage jobs, financial return, create and retain jobs, quality of life, economic diversification, community development, economic development).
2. Port's Overall Goals: Brief overview of the port's overall goals for specific areas, which should include:
 - a. Marine property and facilities
 - b. Industrial property
 - c. Commercial property
 - d. Recreational property and facilities
 - e. Aviation property
 - f. Management and commission structure
 - g. Financial
 - h. Environmental
 - i. Other factors important to the strategic plan
3. Overview of the Strategic Plans development process: coordination and involvement of local entities and the community, land use coordination efforts with local entities and DLCD, process steps or phases, and adoption process should be summarized
4. Port Overview and Description
 - a. Port Resources: What net revenue does the port derive from operations, both before and after depreciation is accounted for?
 - i. What tax or other ongoing non-operational revenues (timber receipts, OSMB maintenance grants, Federal Aviation Administration funds, etc.) does the port receive?
 - ii. Are port properties included in an Urban Renewal District generating monies for specified port projects?
 - iii. How many months of cash reserves does the port currently have, utilizing the latest budget and audit?
 - iv. What is the annual average of grant dollars the port has received during the past five years and what have they been used for?
 - b. Port Policies and Procedures:
 - i. What is the management structure and what is the division of authority between management and the commission?
 - ii. All policies and procedures should support the port mission statement.
 - iii. Do These policies encourage/require training of port commissioners and management staff?
 - iv. Does the port have established governances and what do they say about the division of authority, commission conflict of interest, a requirement that the commission follow proper procedures and a clear definition of fiduciary responsibility and conflict of interest?

- v. Include governance as an appendix to the plan. In this template “governances” refers to any internal oversight, administrative, bylaws or policies that relate to the relationship between Port Commissioners and management, as well as the roles and responsibilities of each.
- c. Commission: Who is on the board, how long have they been on the board, and what are their backgrounds?
 - i. Briefly restate what the governances require of commissioners and what their roles and responsibilities are.
 - ii. Have commissioners undergone the required OBDD training? (Note: OBDD will be establishing the training program requirement as part of the implementation of the Statewide Port strategic plan).
- d. Staff/Professional Development: Identify organization structure, key staff, how long they have been with the port and what their professional background and expertise includes.
 - i. Describe the Port’s policy on profession development – both for staff and commission and identify professional development goals for key staff and the commission to the extent possible.
- e. Financial and Market Conditions: Who are the port and the community’s competitors? (Other ports, other facilities, other communities, or regions?)
 - i. Do port activities and facilities compete with private operations in the region?
 - ii. What existing markets are served by the port and the community’s facilities (Examples: recreational fishing in Southern Oregon; local manufacturers looking to expand: small footloose manufacturers looking to relocated from high-cost locations; retirees from California etc.)
 - iii. Are these markets identified on OBDD’s key industries map, or are they identified as regional important industries by agreement between the Port and OBDD?
 - iv. What are the Port’s resources (operational surpluses, staff capacity) and assets (industrial land, buildings, other facilities
 - v. What is the trend in the Ports financial condition and capacity?
 - vi. Include total port assets, port equity, debt, etc.
- 5. Defining the Problem and Opportunities: The intent is to tie the port’s development efforts to the economic needs and opportunities of the communities they serve.
 - a. District Demographic Profile (Income, Poverty, Education etc.) most of this information can be obtained from the Oregon Employment Division’s Regional Profiles and from the underlying US Census Data.
 - b. District Economic Profile(workforce, unemployment, key industries): Most of this information can be obtained from Oregon Employment Divisions Regional profiles.
 - c. Trends for Regional, State, and National (if applicable) Key industries. Which industries are growing, which are mature (flat) and which are declining?
 - d. Community Role: Identify economic development issues not in the port’s direct control but for which the port has been a stakeholder or a partner. These can be private interest or other, local agency interests.

- e. Analysis: How do the port's districts' income, poverty and educational levels compare to the state and the nation? How are the demographics of the district changing? What's happening with the region's workforce and what are the job trends for the region? What's happening with the region's workforce and what are the job trends for the region? What's happening with the region's key industries (manufacturing, tourism, natural resources, services, etc.) which are growing, which are declining, and how does that contrast with the state and national trends?
6. Policy Context: Include a threshold statement, such as indicating that the strategic plan has been prepared with funding from OBDD and based on this template, as well as indicating that the plan is consistent with local and regional (if applicable) planning policies and goals. Other items to include:
- a. Port is committed to following its governances and this strategic plan. The port will update its capital facilities plan at least once every 10 years, with a 5-year "midpoint review" to identify any changes in circumstances, goals and objectives, costs or policies that may affect the implementation of the CFP.
 - b. Indicate sitting commissioners have undergone board training and have agreed on procedures for handling conflict of interest issues and have agreed to follow best practices and fiduciary responsibility as defined above.
 - c. The plan should have flexibility to allow for unanticipated business opportunities that contribute to the port's economic development or revenue enhancement goals.
 - d. Planning and Environmental Policy Compliance Issues: Discuss the port's environmental values, practices and policies, and what the port's role is in addressing local and regional environmental issues. Address the statewide planning goals relevant to ports (5,9,12, 16-19) and specifically address:
 - i. Statewide Planning Goal 9 – Economic Development: How has and is the port addressing Goal 9 (ownership of industrial or commercial lands or buildings; pursuing opportunities to purchase and develop industrial and commercial lands)? Are their properties available that would enhance the Port's ability to meet its economic development and revenue goals? Does the Port have adequate resource to do so?
 - ii. Statewide Planning Goal 12 – Transportation: how has and is the port addressing Goal 12? What transportation facilities (marinas, docks, airports etc.) does the port own and operate? Are the ports transportation projects and needs included in local regional transportation plans? What transportation access infrastructure improvements, outside of port ownership, are needed to maintain or improve access into/out of the port?
 - iii. Statewide Planning Goal 17 – Water Dependent Use: What is the applicability of Goal 17 to port waterfront lands? Does property need to be preserved for maritime cargo activity or other marine-related activities? Is their waterfront property that could or should be redeveloped to increase economic activity, support local services and provide increased revenues for the port?
 - e. Statewide Port Strategic Plan Recommendations: Address how the port's strategic plan is addressing the relevant recommendations contained in the Statewide Port Strategic Plan (or indicate which of those recommendations are not applicable)

- i. Recommendation 1
 - ii. Recommendation 2
 - iii. Recommendation 3
 - iv. Recommendation 4
 - v. Recommendation 5
 - vi. Recommendation 6
 - f. Other local and regional plans: reference other community, county and regional economic plans and describe how they relate to the port's plan? If other plans reference key industries or opportunities how does the Port Plan address them?
 - g. Political Context and analysis: Characterize the working relationship of the port with the county, local cities, and special districts. What interest or advocacy groups are involved with local issues and how can they be engaged or consulted? Are demographic changes driving changes in local and regional public perceptions and attitudes?
7. Situational Analysis: In context of district demographic/economic profile.
- a. SWOT: identify strengths, weaknesses, opportunities, and threats
 - b. Critical Issues: What issue or issues does the port face that if left unaddressed would result in a serious erosion of the port's facilities, revenues or capacity (EXAMPLE- baldhead of dock underneath Gold Beach Cannery Building is failing. Port is moving to diversify but if the old dock fails it could lose a key asset).
 - c. Demand Analysis: What type of demand is growing in the local and regional economy (housing, retail etc.) based on key industry trends? What type of demand is decreasing? How do the port's assets match up with demand and opportunity?
 - d. District Needs: Given demand, economic needs and the port's assets, capacity and resources, what kinds of projects and strategies can the port most effectively pursue to address the economic needs of its district and its residents?
 - e. Port direct impact on jobs: make best effort to include available information on current jobs at the port, including port tenants (both private and public) It is understood that information may be considered proprietary and not be available.
 - f. Risk analysis: what are the biggest risks facing the port in pursuing strategies to achieve its economic development and revenue goals, including political risk?
8. Goals and Objectives:
- a. Property Goals (Marine, aviation, industrial, commercial recreational etc.) background and status, strategic objectives, action plan
 - b. Management Goals: policies and procedures, staffing, staff and board development, emergency management procedures and protocols
 - c. Financial Goals: property acquisition, debt management, depreciation, reserves.
 - d. Environmental goals; background and status objections, action plan
 - e. Marketing goals, background and status, objectives, action plan
9. Facilities and Business Plan
- a. Five (or six) Year capital program: The first 5-6 years of the longer-term capital facilities plan. Based on property goals and objectives, priorities identified in the strategic plan and CFP, reviewed annually as part of budget process.

- b. Economic and business plan: indicated how many jobs the Strategic business plan is expected to realize over its planning timeline, as well as identifying how the plan will work to retain existing jobs at the port and the port tenants.
 - c. Management plan: based on management goals and objectives, updated annually as part of budget process. Includes professional development and board development goals.
 - d. Financial Plan: Based on financial goals and objectives, updated annually as part of budget process. As part of this plan, the port should evaluate the financial impacts of charging below-market rates for marinas, boat ramps, buildings and other infrastructure and whether it can financially support operations and maintenance of these facilities, in conjunction with other infrastructure and port operations, as well as eventually upgrading reconstructing or replacing these facilities.
 - e. Environmental plan: based on environmental goals and objectives, updated annually
 - f. Marketing Plan: based on marketing goals and objectives, updated annually.
10. Attachments and exhibits

December 30, 2022

Port of Arlington
100 Port Island Road/PO Box 279
Arlington, OR 97812
Phone: 541-454-2868

Dear Port of Arlington,

Attached is the **Public Outreach Plan** for the Port of Arlington Strategic Business Plan. The public outreach plan includes strategies for Port Commission and Staff work sessions, external stakeholder interviews, public surveys, regional and legislative partner engagement, public notices, electronic media and public meetings.

This plan is designed to be specifically tailored to the needs of the Port and can be further customized if desired. Please let me know if you have additional requests for public outreach, would like sections removed, or have specific recommendations about who to contact.

Once the plan is reviewed and approved, I will begin public outreach efforts. I have included a pdf version and a word document version of the outreach plan for comment.

Sincerely,

Cori Mikkalo
Fair Winds Consulting, LLC

Public Outreach Plan for Port of Arlington Strategic Business Plan

The Port of Arlington Strategic Business Plan requires robust public outreach. The goals of public outreach and engagement are to raise awareness of the Strategic Business Plan update, educate the public and other organizations about the Port, provide stakeholders with an opportunity to contribute to the strategic business plan, and provide a process that meets the port guidelines.

The public outreach plan will consist of:

1. Port Commission and Staff Work Sessions
2. External Stakeholder Interviews
3. Public Surveys
4. Regional and Legislative Partner Engagement
5. Public Notices
6. Electronic Media
7. Public Meetings

PORT COMMISSION AND STAFF WORK SESSIONS

The Port Commission and Staff Work Sessions will provide the bulk of the information required for drafting the Port of Arlington Strategic Business Plan. All meetings include the Port Commission and Staff, and Fair Winds can extend the invitation to any stakeholders or other partners that the Port would like included. The plan for these internal meetings will be:

1. Kick off meeting and Strength, Weakness, Opportunities, Threats (SWOT) Analysis Workshop on January 12 at the regularly scheduled Board Meeting.
2. Port Work Session 1 in February (Review and updated goals and mission. Develop an objectives statement. Present trend analysis and initial market opportunities analysis. Initial identification of potential port projects)
3. Port Work Session 2 (May or June, depending on Commissioner schedule)(Review facilities assessment, financial plan, market analysis and annual review process)
4. Final Strategic Business Plan Presentation to Port Commission and Staff

STAKEHOLDER INTERVIEWS

Stakeholder interviews will be conducted of the Port and its Partners, including current tenants of the port, business partners of the port, elected officials and government administrative officials.

The interviews will be conducted in two formats, the first choice being in-person/phone call interviews. The second option will be a paper survey consisting of the interview questions below. The port has provided a robust list of stakeholders for public outreach, containing 119 people. In person/phone interviews will be conducted for a small number of stakeholders, between 10 and 20. The majority of remaining stakeholders will be contacted through email and asked to fill out the hard copy questions.

The format of the interview will be informal conversations to understand individual and organizational perspectives. At the beginning of the interview stakeholders will be provided a

brief introduction, including general background information about the Strategic Business Plan update. Following the introduction, discussion topics will be guided by the 12 questions/topics outlined below, including any additional questions the Port would like answered. Candid responses will be encouraged, and comments will not be attributed to specific individuals to provide a level of anonymity. Some of the questions are in-depth, and may require follow up interviews or providing the stakeholder with a copy of the questions ahead of time, depending on interviewee preference.

1. General assessment of the Port and its relationships with its partners. (What is your business relationship with the Port like? How do you see the business relationship between the Port and its other partners?)
2. Primary and Secondary Market Areas (What is your businesses primary and secondary market areas? What do you see as the overall primary and secondary market areas for the Port in general?)
3. Port of Arlington's greatest assets (What do you see as the Port of Arlington's greatest assets?)
4. Port of Arlington's greatest weaknesses (What do you see as the Port of Arlington's greatest weaknesses?)
5. Most needed developments, improvements, actions, and incentives (What areas of the Port do you see need the most action and improvement? What incentives do you think would encourage business at the Port? What types of development do you want to see encouraged?)
6. Partnering to retain jobs and grow businesses: (What are your biggest barriers to job retention and business growth? How could the Port help you overcome those barriers?)
7. Primary industries marketing focus (What industries do you think the port should focus on for marketing and engagement?)
8. New opportunities for the port and local area (What new opportunities do you see or would like to see for the Port? What new opportunities do you see, or would you like to see in Gilliam County?)
9. Initiatives the port should pursue (What initiatives do you think the Port should pursue? Training, engagement, community development?)
10. Concerns related to the future (What are your biggest concerns for your business in the future? What are your biggest concerns for the Port? What are your biggest concerns for Gilliam County and the community?)
11. Quality of life amenities (What are the quality-of-life amenities like for your business, families, and employees? What quality of life amenities or improvements are needed in your community or Gilliam County?)
12. Current polices or conditions that should continue (What policies or conditions that the Port has do you like? Why are they good?)

Fair Winds has an initial priority stakeholder list obtained from the contact list provided by the Port. This is an initial assessment of stakeholders that need in-person/phone contact. All other stakeholders on the list provided by the port will be sent an email with the interview questions. If

the Port would like different stakeholders focused on, or additional ones added, the priority list will be updated.

1. Gilliam County Commissioner: Leah Watkins
2. Mid-Columbia Producers: Jill Harrison or Daniel Hall
3. Tidewater Barge Lines: Contact needs to be determined
4. City Council Arlington, OR
 - a. Fair Winds will be at the January 11 City Council Meeting and will ask the City Council if anyone would like to be interviewed, or emailed the questions.
5. City Council Condon, OR
 - a. Fair Winds will contact the City of Condon Administrator and ask them to email the survey to Condon City Council members. A follow-up call to the mayor, or council member recommended by the Recorder will be made.
6. Mayor of Lonerock: Shannon Hill
7. Insitu: Maya Sullivan
8. Oregon Frontier Chamber of Commerce: K'Lynn Lane
9. Waste Management: Leah Shannon
10. Union Pacific Railroad: Kevin Fernald or Cristina Acosta
11. Avangrid Renewables: Brian Walsh
12. Pioneer Community Development Corporation: Rob Turrie
13. Farmer Representative: Louis Rucker

PUBLIC SURVEYS

The local community can be an asset, but the community may not know what the port does or is responsible for. Below is a list of survey questions to be administered to the public to assist with gauging public knowledge and interest in the Port of Arlington. Surveys will be administered using Survey Monkey Digital Surveys, in paper, and in person. Efforts will be made to reach as many community members as possible, including Arlington, Condon and Lonerock.

The questions are leading, as they are intended to provide information about the Port as well as determine what the public is aware of. Questions may be removed or added to the survey at the request of the Port.

1. Did you know that the Port of Arlington is charged with promoting economic development and job growth throughout Gilliam County, not just Arlington?
 - a. Yes
 - b. No
2. Do you use any of the following Port Amenities, for work or play? (Check all that apply)
 - a. Arlington Marina Boat Mooring
 - b. Arlington Marina fuel dock and boat launch
 - c. Arlington Marina RV Park
 - d. Arlington Mesa
 - e. Shuttler Station
 - f. No

3. If you had a question about the Port what would you do?
 - a. Go to the Port Office
 - b. Look online
 - c. Ask a friend/coworker/neighbor
 - d. Nothing
4. Do you use any of the following parks?
 - a. Earl Snell Park (Arlington)
 - b. Condon City Park (Condon)
 - c. Cottonwood Canyon State Park
 - d. No
5. What amenities do you wish the Port had or had more of?
Open answer
6. Have you ever considered starting a business in Gilliam County?
 - a. Yes
 - b. No
7. If you have considered starting a business, what would it be?
Open answer
8. Where do you get your information about events going on in the Community?
 - a. Social Media (Facebook, Instagram, etc..)
 - b. Posters at local businesses and billboards
 - c. Word of mouth
 - d. I have difficulty locating information about community events
 - e. Other _____
9. Which community do you belong to?
 - a. Arlington
 - b. Condon
 - c. Lonerock
 - d. Other

REGIONAL AND LEGISLATIVE PARTNER ENGAGEMENT

The Port of Arlington has several regional partners. These partners will be contacted and informed that the Port of Arlington is updating their Strategic Business Plan. They will be given a brief summary of the Port and the project, then asked if their offices have any recommendations, resources or best practices for Ports. They can also be sent the stakeholder survey. If the Port desires, invitations can be extended for them to join the Commissioner/Staff work sessions.

The Small Business Development Center, Columbia Gorge Community College. Contact is Gregory Price, 541-506-6120, gprice@cgcc.edu

US Army Core of Engineers. Contacts are Amy Redmond, 503-808-4406, Amy.C.Redmond@usace.army.mil and Terry Gray, 503-808-4651, Terry.L.Gray@usace.army.mil

United States Coast Guard Sector Columbia River: Contact is Jim Merten, 619-865-2122, James.T.Merten2@uscg.mil

Business Oregon: Regional Development Officer. Contact is Ryan DeGrofft, 971-701-0113, Ryan.degrofft@biz.oregon.gov

Pacific Northwest Waterways Association (PNWA): Contacts are Heather Stebbings, 503-234-8556, heather.stebbing@pnwa.net and Dena Horton, 503-234-8553, dena.horton@pnwa.net

Oregon Public Ports Association (OPPA): Ray Bucheger, 202-236-5101, Ray@federalrelations.com and Mark Landauer, 503-371-8667, Mark@mjlconsulting.com

State Airport: Contact is Betty Stansbury, 503-378-4880, Betty.Stansbury@odav.oregon.gov

Rural Development Initiatives, Inc: Contact is Cayla Catino, 971-343-2713, ccatino@rdiinc.org

The Port of Arlington has two Legislators, Senator Bill Hansell and Representative Greg Smith. The Legislators will be contacted and informed that the Port of Arlington is updating their Strategic Business Plan. They will be given a summary of the Port and the project, then asked if their offices have any recommendations, resources or best practices for Ports. If the Port desires, invitations can be extended for them to join Commissioner/Staff work sessions.

Senator Bill Hansell, 503-986-1729, Sen.BillHansell@oregonlegislature.gov

Representative Greg Smith, 503-986-1457, 541-676-5154, rep.gregsmith@oregonlegislature.gov

PUBLIC NOTICES

Informational posters about the Port Strategic Plan update will be posted in public areas in Arlington, Condon and Lonerock. These posters will include a brief statement about the Port of Arlington, a brief statement about the strategic business plan update, and any information about upcoming planning sessions that the Port would like to extend the invitation to the public to attend. All posters will be reviewed by the Port prior to being posted in public locations.

ELECTRONIC MEDIA

Media Strategies will include posting a link to the public survey, public notice posters and information about the Port Strategic Business Plan to the Port Website and Port Facebook Page. Fair Winds does not require administrative access to these websites but will instead provide the documents and statements for the Port, who can then decide if they would like to post the information.

PUBLIC MEETINGS

Fair Winds Consulting can extend the invitation to attend any work sessions, meetings, or presentations to members of the community if the Port requests. Fair Winds is also willing to attend and either present or help present the Strategic Business Plan to City Councils, Planning Commissions, the Chamber of Commerce or the Public. Fair Winds is not planning on attending and presenting at these meetings unless requested; however attendance at the request of the Port will not incur an additional cost.

January 3, 2023

Port of Arlington
100 Port Island Road/PO Box 279
Arlington, OR 97812
Phone: 541-454-2868

Dear Port of Arlington,

Attached are the **additional agenda packet items** for the Strategic Business Plan Kickoff and SWOT Analysis that will take place on January 12, 2023. The documents are a description of the Strategic Business Plan with a focus on past mission and goals, and a document describing the SWOT process including questions to facilitate thought and a blank SWOT matrix.

These documents will provide a frame of reference for the Port Commissioners, and may be reviewed prior to the meeting, or referenced during. Fair Winds goals for the Kickoff and SWOT Analysis meeting are to review the past mission and goals of the Port, receive approval of the Public Outreach Strategy including recommendations for personal outreach, and conduct a SWOT analysis. These tasks will facilitate initial work on the Strategic Business Plan and allow for a more efficient work session in February, where updates to the mission and goals will be discussed among other items.

The Kickoff Meeting and SWOT analysis will take up to two hours, depending on the level of participation and discussion.

Fair Winds documents to include in the Agenda Packet:

December Month End Report
Public Outreach Plan
Strategic Business Plan Mission and Goals Overview
SWOT Process and Facilitation Overview

Thank you, and please let me know if you have any questions or requested updates.

Sincerely,

Cori Mikkalo
Fair Winds Consulting, LLC

Strategic Business Plan Mission and Goals Overview

Purpose of a Strategic Business Plan

Developed to provide guidepost, goals, and capital plans for the future of the Port of Arlington. It will serve as a vision and guidance document for port master planning and capital facilities planning. Additionally, to meet the state requirement that any port formed under ORS 777 must complete a strategic business plan to be eligible for project funding. It must include Port History and Mission, Port's overall goals, overview of the strategic plan development process, port overview and description, community information, policy context, situational analysis, goals and objectives, and may include a five or six year capital program, economic and business plan, management plan, financial plan, environmental plan and marketing plan.

OVERVIEW OF PAST MISSION AND GOALS

Below are the mission of the Port and goals of the Port based on the 2013 Strategic Business Plan. These goals may be updated, removed, or remain the same for the 2023 Strategic Business Plan.

Mission of the Port According to 2013 Business Plan:

The purpose of the Port of Arlington is to be the vehicle for job creation and business development for the citizens of Gilliam County. The Port will develop, support, and attract projects that ensure the sustainability and economic stability of the county into the future.

Mission of the Port according to the website:

The purpose of the Port of Arlington is to support the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy and quality of life in Gilliam County. The Port will provide facilities an attract projects that ensure the prosperity and livability of the county into the future.

Goals from the 2013 SBP by Area.

Marina:

1. Attract citizens, tourists, and itinerant boaters to Arlington where they purchase local goods and services.
2. Provide Public Access to the Columbia River
3. Increase revenues by adding water and electric hookups on a fee basis for boats.
4. Replace the gangways, add utility hook ups to the docks and installing a fuel dock with the Marine Board.
5. Develop a master plan for the marina beginning in 2013.

RV PARK

1. Provide accommodations for tourists, improve livability in downtown Arlington and help attract customers to local retailers.
2. Assist with providing adequate income for maintenance of the general Port Peninsula area.

PENINSULA PROPERTY WEST OF GRAN ELEVATOR

1. Develop a master plan for the use of the 3 acres of land at the west end of the peninsula with its inspiring views of the Columbia River Gorge.

PENINSULA:

1. Keep the Port owned side of the peninsula from deteriorating due to erosion.

Strategic Business Plan Mission and Goals Overview

INDUSTRIAL LAND DOWNTOWN:

1. Develop a master plan for the 1.2-acre undeveloped site on Shane Drive, at the entrance of China Creek Golf Course and provide a downtown site for commercial purposes.

Willow Creek Industrial Land:

1. Creation of a barge dock.
2. Development of the 64 acre site for a quarry for the 4 to 6 million tons of basalt.
3. Find a market for the basalt and tenant for the quarry site.
4. Develop a master plan for the Willow Creek site.

ARLINGTON AIRPORT and ARLINGTON MESA INDUSTRIAL PARK

1. Develop a comprehensive plan for the airport development and Mesa Industrial Park in conjunction with the City for the 775 acres of Port and City industrial and airport land.
2. Complete water and sewer extensions for the airport and industrial site.
3. Get industrial site certification for the property
4. Update power capacity to accommodate industrial needs.

Goals and objectives from the 2013 SBP divided by category.

PROPERTY:

1. Work with the county and city to make Arlington Mesa Industrial Park land available and ready for development.
2. Request for the Arlington Airport to be included in the National Plan of Integrated Airport Systems (NPIAS).
3. Encourage economic development, and job-producing development through development and lease of commercial and industrial properties. Land development and construction of building for lease

Management

1. Hire and retain excellent full-time staff to accomplish economic development activities.

FINANCIAL

1. Increase revenue from operations, such as land leases, expansion of the marina and RV park and the possible sale for the grain elevator and development of the I-84 access area at the Willow Creek-Ione Junction.
2. The absence of significant operating revenue hinders the Port's economic development opportunities and greatly limits its ability to borrow or bond for funds.
3. Explore acquiring working capital by selling Port Assets.
4. Maintain a positive financial partnership with the County

ENVIRONMENTAL

1. Document Highway 30 between the Port's Willow Creek site and Interstate-84 prior to removing.
2. Continue to run the Port of Arlington Environmental Sentry Corporation to facilitate asbestos abatement cleanup of the former Condon Radar base so the land can be utilized by industry.

MARKETING:

1. Increase marketing of the port and its facilities.
2. Develop a strategic marketing plan for the Port and County

Strength, Weaknesses, Opportunities and Threat Analysis (SWOT)

A SWOT analysis is a technique that analyzes strengths, weaknesses, opportunities, and threats. It can be used to determine a company's competitive position, develop a strategic plan, and determine if current operations are sustainable. The strengths and weaknesses portions identify internal components that affect a company such as intellectual property, location, and employees. The opportunities and threats focus on external factors, such as competitors and customers, including things like cost of raw materials and consumer buying trends. It is designed to facilitate a realistic, fact-based, data-driven look at strengths and weaknesses of an organizations, initiative or within its industry.

The Port of Arlington will be conducting a SWOT at the January 12 Port meeting for the Strategic Business Plan. It will be conducted as a sticky-note exercise. All individuals in attendance will be given sticky notes and 10-30 minutes to brainstorm strengths, weaknesses, opportunities, and threats facing the Port. After the time has elapsed, all sticky notes will be organized on large pieces of paper on the wall. The notes will then be categorized into key areas as a group exercise.

Below are questions for each of the four categories and a SWOT matrix provided as a reference. The questions are designed to stimulate thought and are not all encompassing. Ideas that don't fit specific questions are welcomed, as well as ideas that are difficult to place in a specific category.

SWOT Questions

STRENGTHS (Internal to the Port)

Describe what the Port excels at and what separates it from the competition (strong brand, loyal customer base, strong balance sheet, etc.).

What are the Port's positive qualities?

What achievements has the Port made?

What helps the Port accomplish goals?

What resources does the Port have?

What are the Port's specialties?

What sets the Port of Arlington apart from others?

What is the Port doing well?

What is the Port's strongest asset?

What is the Port's competitive advantage?

What Port assets/services are performing well?

SWOT Process and Facilitation Overview

WEAKNESSES (Internal to the Port)

What stops the port from performing at its optimum level? Where does the Port need to improve to remain competitive? (lack of capital, higher than average turnover, etc.)

Internally, what makes it challenging for the Port to achieve goals?

What are areas the Port could improve?

Where and what type of resources is the Port lacking? (people, technology, money, etc.)

What doesn't the Port have that it needs to tackle long-term goals?

What are the Port's detractors?

What are the lowest performing/least profitable ventures for the Port?

OPPORTUNITIES (External to the Port)

What are favorable external factors to the Port that give a competitive advantage? (land for development, favorable taxes, zoning, etc.)

What products, services or information are popular with the Port's customers?

Are there external resources the Port can use to achieve goals?

Can the Port benefit from any current economic or market trends?

What technology will be popular in the future, what new technology can the Port use?

How do stakeholders view the Port's brand/services/contributions to the County?

Can the Port expand operations?

Are there new partners the Port could engage with?

THREATS (External to the Port)

What factors could potentially harm the Port? (tight labor supply, drought reducing crop yield, etc.)

Is market health expected to be bad or turbulent?

Are the Port's brand/services losing relevance?

Do competitors have a certain edge over the Port?

How does the Port's audience, industry or market view the organization?

What could put the Port at risk?

Are there potential new competitors on the horizon?

What regulations are changing?

What are the Port's competitors doing?

How are consumer trends changing?

SWOT Process and Facilitation Overview

<p>STRENGTHS</p>	<p>WEAKNESSES</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>