

Port of Hood River  
**Strategic Planning Retreat**  
February 27, 2019  
9:00 a.m. - 3:00 p.m.  
Columbia Gorge Hotel

**Attendees:** Commissioners Everitt, Meriwether, Sheppard, Shortt, and Streich. **Staff:** Michael McElwee, Exec. Dir., Fred Kowell, C.F.O., John Mann, Facilities Manager, Anne Medenbach, Property Manager; Genevieve Scholl, Communications Manager; Jana Scoggins, Finance Specialist; Daryl Stafford, Waterfront Manager; Jerry Jaques, General Counsel.

**Facilitator:** Heidi Venture, Heidi Venture Consulting, LLC

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## AGENDA

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| <b>I.</b>   | <b>Call to Order</b>   | <b>(5 Min.)</b>  | Streich     |
| <b>II.</b>  | <b>Overview &amp; Objectives</b>   | <b>(5 min.)</b>  | Facilitator |
| <b>III.</b> | <b>Background (Warm-up)</b>  | <b>(30 Min.)</b> | Staff       |
|             | <i>a. Port Roles/Responsibilities</i>  |                  |             |
|             | <i>b. 2013-2018 Strategic Plan</i>   |                  |             |
|             | <i>c. 2017 Future Planning Retreat</i>   |                  |             |
| <b>IV.</b>  | <b>Current Conditions/Future Trends</b>  | <b>(30 Min.)</b> | Commission  |
|             | <i>a. Current Economic Conditions – Presentation by Dallas Fridley, Oregon State Economist</i> |                  |             |
|             | <i>b. Discussion/Considerations</i>  |                  |             |
|             | <i>i. ORS 777 Review and other regulatory issues</i>   | <b>(30 Min.)</b> |             |
|             | <i>ii. Academic / Workforce Development</i>  |                  |             |
|             | <i>iii. Political climate – local, state, and federal</i>                                      |                  |             |
|             | <i>iv. Demographic influences and population changes</i>                                       |                  |             |
|             | <i>v. Industrial/Commercial sector conditions and trends</i>                                   |                  |             |
|             | <i>vi. Technology and Innovation – forces in the marketplace</i>                               |                  |             |
|             | <i>vii. Agriculture – state of the industry</i>  |                  |             |
| <b>V.</b>   | <b>Alternative Futures</b>   |                  |             |
|             | <i>A. Current Bridge vs Replacement Bridge Scenarios/Intersects</i>                            |                  |             |
|             | <i>- See Attached Questions.</i>   |                  |             |
| <b>VI.</b>  | <b>Summary Discussion/Next Steps</b>   | <b>(30 Min.)</b> |             |

## Alternative Futures Discussion Questions

### Existing Bridge Remains in Operation for 20+ Years

- Does the mission or objectives of the Port change over the next 20 years? If so, how?
- Which, if any, the Port's current functions or responsibilities do you see terminated or transferred to others? What new functions or responsibilities do you see added to the Port?
- What changes to Port policies do you envision? What new Port policies do you foresee?
- What changes to the size and structure of the organization are envisioned?
- How will the Port functions be funded? What changes to existing revenue sources are envisioned? What, if any, new revenue sources should be sought?
- What new strategic partnerships should be pursued?
- What steps need to be taken, and when, for the Port to successfully evolve over the next twenty years?
- What steps must the Port take in the short-term to implement this 20-year vision of the Port in the face of the uncertain future of the replacement bridge? What steps should not be taken due to the on-going work for the replacement bridge?

### Bridge is Replaced in 6-10 years

- Does the mission or objectives of the Port change over the next 20 years? If so, how?
- Which, if any, the Port's current functions or responsibilities do you see terminated or transferred to others? What new functions or responsibilities do you see added to the Port?
- What changes to Port policies do you envision? What new Port policies do you foresee?
- What changes to the size and structure of the organization are envisioned?
- How will the Port functions be funded? What changes to existing revenue sources are envisioned? What, if any, new revenue sources should be sought?
- What new strategic partnerships should be pursued?
- What steps need to be taken, and when, for the Port to successfully evolve over the next ten years? Twenty years?