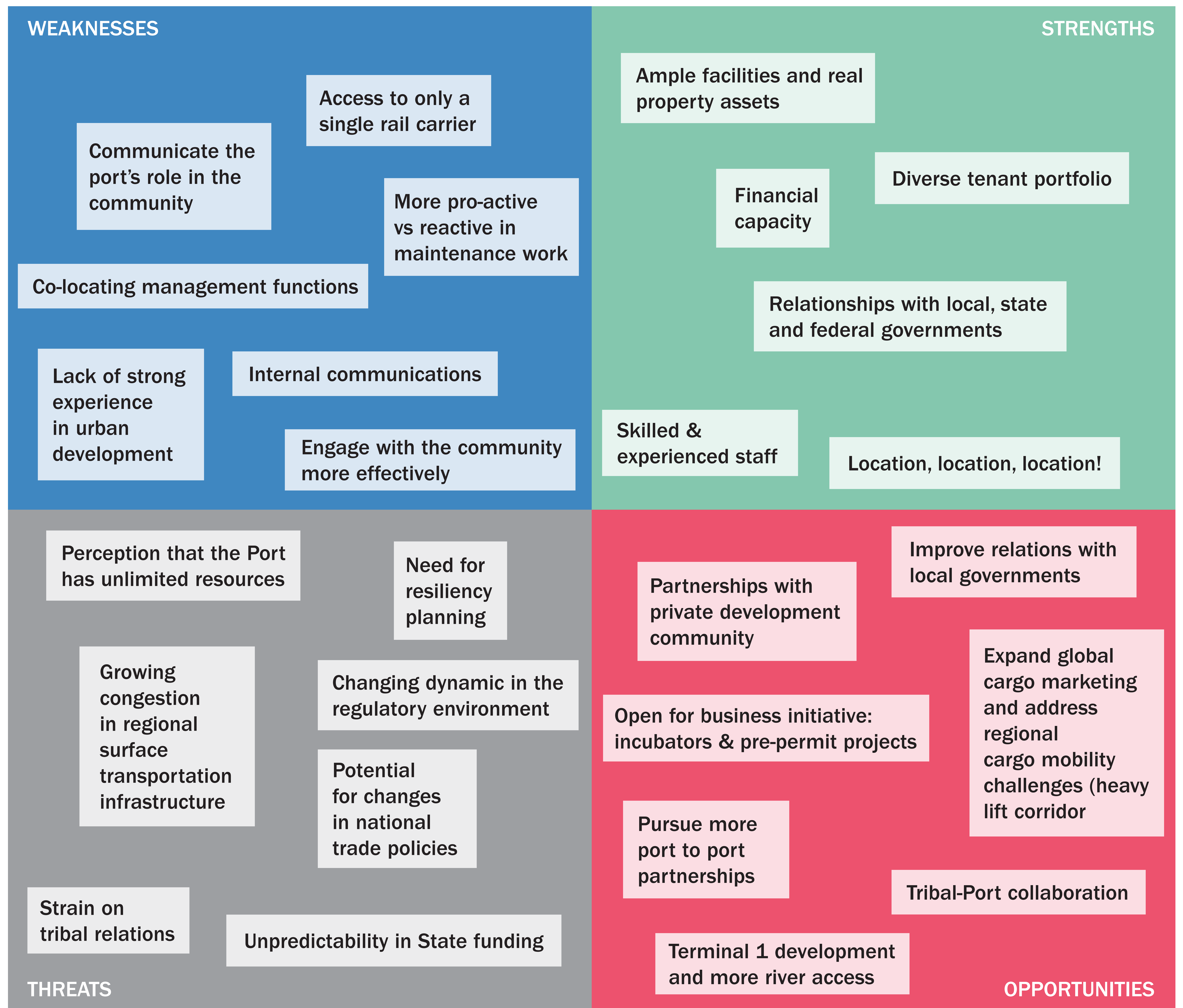
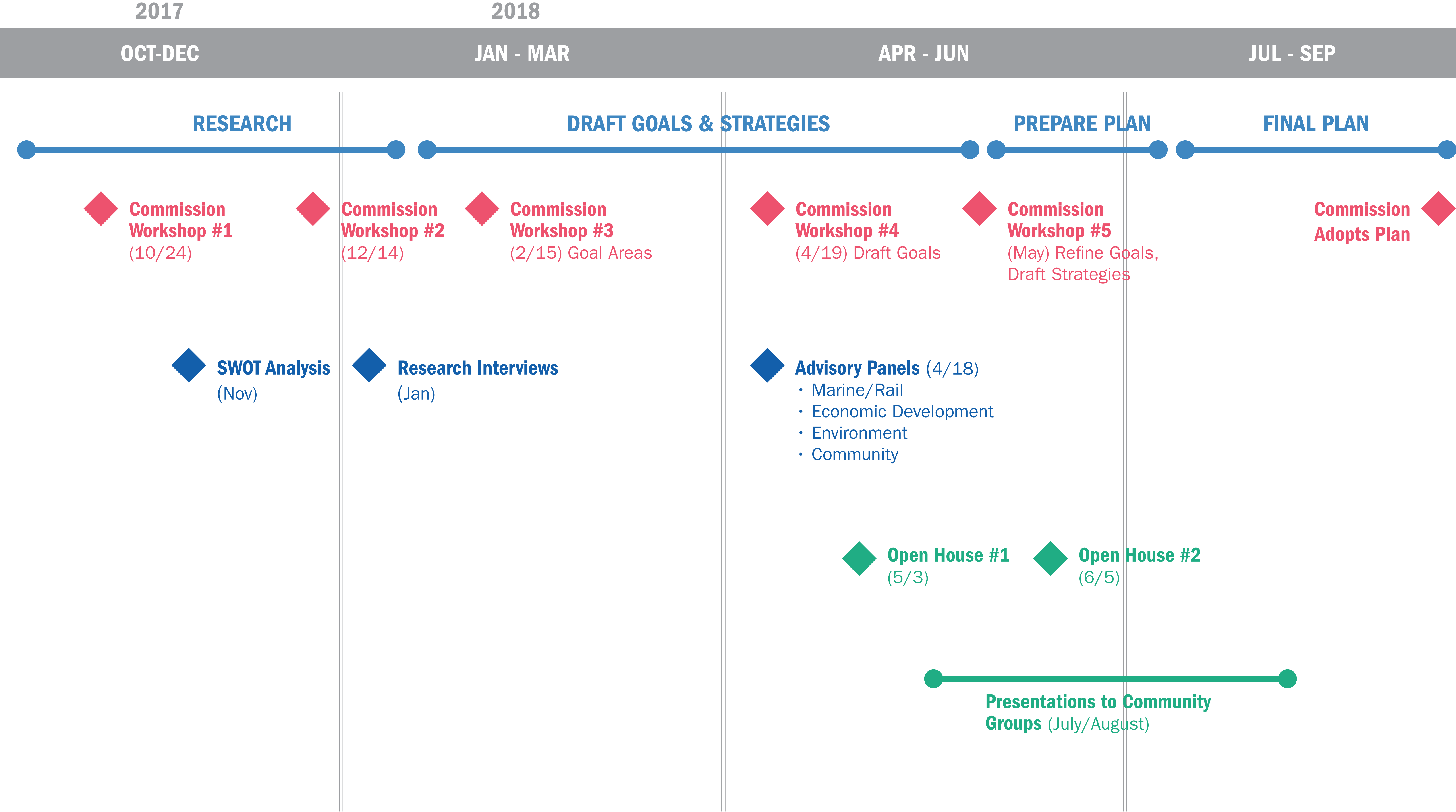


# SWOT ANALYSIS



# PROJECT TIMELINE



# RESEARCH FINDINGS

## RESEARCH INTERVIEWS

- Economic Development
- Education
- Industrial and Commercial Tenants
- Federal and Local Elected Officials
- Environmental
- Labor
- Workforce
- Marine Tenants and Partners
- Tribes
- Neighborhoods

## FINDINGS

**Opportunity to set a new course**

**Increase public engagement and improve communications**

**The Port plays a key role in promoting family wage and industrial jobs**

**The Port is widely recognized as an effective, well-run organization**

**Support the core business of marine cargo and industrial jobs**

**Leverage Port resources and patient capital to position challenging properties for redevelopment**

**Embrace the Columbia River and Waterfront as an essential element of the culture, economy, and identity of the region**

**Support programmatic economic development**



# PROPOSED PLAN STRUCTURE

	Component	Function	Life	Developed by:	Approved by:	Comments
STRATEGIC PLAN	Mission Statement	Mission describes WHY the Port exists (and typically who it serves).	10 to 20 Years	Collaboration of Commission & Staff	Commission	Mission is not the Brand, it defines the Brand. Brand is reflected in Logos and Slogans.
	Vision	Describes the FUTURE if the Port is successful.	10 to 20 Years	Collaboration of Commission & Staff	Commission	Vision statements can be either be about the Port or the community it serves.
	Values	Values define HOW we will undertake our work.	10 to 20 Years	Collaboration of Commission & Staff	Commission	Strong and accepted values can mean less rules! They are more powerful than rules! They reflect the character of the Port.
	Goals	Goals are WHAT we want to achieve within initiatives. They are destinations and should be measurable.	3 to 5 Years	Collaboration of Commission & Staff	Commission	<ul style="list-style-type: none"> <li>• It's a destination! Its more than an effort!</li> <li>• Describe it so when we get there we know it!</li> <li>• Progress evaluated every year with the budget process.</li> </ul>
ACTION PLAN	Strategies	Strategies are the ROUTES taken to reach a goal. There may be more than one strategy to reach a goal.	0 to 3 Years	Staff	Staff, but reviewed with Commission	<ul style="list-style-type: none"> <li>• Captured in an Action or Implementation Plan.</li> <li>• Evaluated for effectiveness at least every year with the budget process.</li> </ul>
	Tactics	Tactics are MANEUVERS designed to advance a strategy.	0 to 1 Year	Staff	Staff	<ul style="list-style-type: none"> <li>• Captured in an Action or Implementation Plan.</li> <li>• Evaluated for effectiveness frequently.</li> </ul>

