



PORT OF HOOD RIVER
COMMISSION WORKSHOP – STRATEGIC BUSINESS PLAN

Tuesday, May 19, 2026, at 4:00 PM

Port Conference Room

1000 E. Port Marina Drive, Hood River

View the live stream at: <https://www.youtube.com/@portofhoodriver2178/streams>

AGENDA

1. **Call to Order – 4:00 PM**
2. **Strategic Business Plan Discussion**
3. **Adjourn**

If you have a disability that requires any special materials, services, or assistance, please contact us at (541) 386-1645 so we may arrange for appropriate accommodations.

*The chair reserves the opportunity to change the order of the items if unforeseen circumstances arise. The Commission welcomes public comment on issues not on the agenda during the public comment period. With the exception of factual questions, the Commission does not immediately discuss issues raised during public comment. The Commission will either refer concerns raised during public comment to the Executive Director for a response or will request that the issue be placed on a future meeting agenda. People distributing copies of materials as part of their testimony should bring **10 copies**. Written comment on issues of concern may be submitted to the Port Office at any time.*

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Commission Memo

Prepared by: Kevin Greenwood, Executive Director
Date: May 19, 2026
Re: Strategic Business Plan Work Session



BACKGROUND:

Progress is being made on the Strategic Business plan. Points Consulting will be in attendance tonight to walk through the SWOT Analysis and a review of the Mission, Vision and Values statements. Brian Points, Carson Valley, and Dylan Kluss will be in attendance to facilitate. There will be some getting up and interacting with charts that will be placed on the wall. We have reserved one hour for this activity from 4-5pm after which the regular session will start.

REMAINING SCHEDULE TENTATIVE PUBLIC PROCESS & KEY MILESTONES

- | | |
|---|--|
| <input checked="" type="checkbox"/> April 21, 2026
SBP Kickoff / Spring Planning
Introduction | <input type="checkbox"/> August 2026 (Tentative: August 18 Commission Meeting)
Draft Goals & Strategic Direction
Discussion |
| <input checked="" type="checkbox"/> May 18–19, 2026
Stakeholder Interviews & Focus
Groups | <input type="checkbox"/> August 2026 (Tentative: August 26)
Public Open House / Community
Workshop #2 |
| <input checked="" type="checkbox"/> May 19, 2026
Commission SWOT & Visioning
Workshop | <input type="checkbox"/> September 2026 (Tentative: September 15)
Release of Draft Strategic Business
Plan |
| <input type="checkbox"/> June 2026 (Tentative: June 1–15)
Community Survey Launch | <input type="checkbox"/> September 2026 (Tentative: September 22)
Commission Review of Draft SBP |
| <input type="checkbox"/> June 2026 (Tentative: June 18)
Public Open House / Community
Workshop #1 | <input type="checkbox"/> October 2026 (Tent: October 20)
Final Strategic Business Plan Adoption |
| <input type="checkbox"/> July 2026 (Tentative: July 21 Commission Meeting)
Needs Assessment & Economic
Analysis Review | |

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Strategic Business Plan Packet Materials – May 19, 2026

SWOT Analysis Work Session

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a strategic planning tool which helps businesses, organizations, and other entities understand their unique competitive advantages within the marketplace. Strengths are assets or complimentary items that contribute to the Port's success. Weaknesses are liabilities or disadvantages that the Port currently faces. Opportunities result from strengths and weaknesses to expand assets or address identified weaknesses. Threats are influenced by an outside entity largely outside of the Port's control. Conducting a SWOT analysis is important to identify strategic positions the Port can either capitalize on or improve upon.

Thus far, the Project Team has reviewed the SWOT analysis from the 2021-2026 SBP and added or adjusted elements based on our current knowledge. We then brought our draft SWOT analysis to the Port Staff for review, and a mini work session on May 18 to include additional perspectives we may not have seen yet. To ensure an unbiased perspective, we then revised staff additions and adjustments. We now bring the SWOT to the Port Commission for further discussion and the addition of more elements in order to ensure a comprehensive view of the Port's current context.

The SWOT work session with the Port Commission will include large, physical copies of the updated SWOT analysis. The Commissioners will have approximately 30 minutes to read through each element and mark statements they agree or disagree with. The Commissioners may also add statements they see have been missed. Our team will conduct a short debrief of the activity for additional Commission feedback.

Mission, Vision, & Values

With the remaining time in the work session, the Project Team will review the Port's Mission, Vision, and Values with the Port Commission. The mission statement is intended to define the Port's core purpose – what it does, who it serves, and why it exists today. The vision statement articulates where the organization aspires to go in the future – its long-term ambitions and the impact it hopes to achieve. Values are the Port's guiding principles and beliefs that shape how it behaves and makes decisions with the mission and vision in mind. All three aspects are beneficial for overall alignment and direction, decision making, culture and motivation, and external trust. The Port's slogan/tagline can also help with strategic decision making and marketing.

During this segment, we will seek Commission input on alterations to the Mission, Vision, Values, and slogan. The Port's current statements, values, and slogan are as follows:

Mission Statement - The Port of Hood River works to promote and maintain a healthy economy and strong quality of life in the Port District and throughout the Columbia Gorge.

Vision Statement - The Port of Hood River fosters commerce and recreation while providing outstanding environmental and fiscal stewardship.

Values - Integrity, Responsiveness, Transparency, Collaboration, Stewardship, Innovation, Quality, and Diversity.

Slogan - Providing for the region's economic future.

Marina Basin Master Plan Study

The Project Team is currently working with Port Staff to designate an appropriate Scope of Work for the upcoming Marina Basin Master Plan Study. To this point, the discussion has included incorporating overlap between the SBP and the Marina Basin Study, particularly related to community engagement, site review, and connecting overarching goals. Our team will have a more detailed scope of work and cost proposal for the Marina Basin Study at the June Commission Meeting.