



In response to

Chelan Douglas Regional
Port Authority's Request
for Proposals for Strategic
Planning Consulting Services

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Proposal Submitted On:
February 20, 2024

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COVER LETTER

February 20, 2024

Chelan Douglas Regional Port Authority
Stacie de Mestre, Director of Economic Development
One Campbell Parkway, Suite A
East Wenatchee, WA 98802

Dear Stacie de Mestre and Members of Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC (BerryDunn), I am pleased to submit this proposal in response to Chelan Douglas Regional Port Authority's (CDRPA's) Request for Proposals (RFP) for Strategic Planning Consulting Services. We have read CDRPA's request and reviewed its terms, conditions, and the contents presented therein. Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal deadline of February 20, 2024.

BerryDunn is a nationally recognized independent management and IT consulting firm, headquartered in Portland, Maine, with eight office locations nationally. **Focused on inspiring organizations to transform and innovate**, we are a stable and well-established firm that has preserved our core values and reputation for excellence throughout our 50-year history. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including numerous clients in Washington State (the State), the Pacific Northwest region, and CDRPA itself—Puerto Rico, and Canada.

Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. The human aspect of projects can often be forgotten in the maze of regulatory changes and legal requirements with which public-sector organizations must comply. BerryDunn proudly tailors each of its projects to recognize the work our clients do every day. **We care about what we do, and we care about the people impacted by our work—including those at CDRPA.**

Understanding CDRPA's needs

CDRPA is uniquely positioned to define who it is now, where it wants to go, and how it will get there. Since consolidating the functionality of the Ports of Chelan and Douglas Counties, CDRPA has become an economic development powerhouse for North Central Washington. CDRPA's efforts focus on creating living-wage jobs, stimulating private-sector capital investment, and enhancing the economic well-being of the surrounding communities.

While CDRPA has been unified functionally, the organization lacks a strategic plan to guide how it progresses as a cohesive unit. In partnership with a highly qualified strategic planning consulting team, CDRPA hopes to continue to put the Chelan and Douglas communities in the forefront of its efforts and develop a plan that reflects their input in the process. CDRPA seeks to employ robust engagement strategies to reach a broad range of stakeholders, including Regional Port Commissioners and staff; community partners; and the public. It is through this involvement that CDRPA will promote transparency, trust, and connectivity with the stakeholders it serves internally and externally.

The resulting strategic plan will serve as a living document and a guiding light for the next ten years. It will contain a ten-year vision, initiatives and objectives, performance measures, progress monitoring protocols, and an implementation plan. Further, the plan will align to CDRPA's annual budgeting process to help ensure financial resources are in place to progress strategic priorities.

Why Choose the BerryDunn team?

We would consider it a privilege to serve as CDRPA's partner on this project. We have led dozens of strategic planning processes in the local government landscape; bring expert facilitators that know how to best engage and unify diverse stakeholders and stakeholder groups; offer a strong presence in the State and the Pacific Northwest; and possess many other attributes that other proposers would be troubled to match. Below and on the following page, we further describe the value we offer CDRPA on this important effort.



Our decades of relevant strategic planning experience. BerryDunn's Local Government Practice Group is dedicated to serving the public sector—including counties, cities, and special purpose organizations—and provides a wide variety of services, informing and enhancing our ability to support our clients with strategic planning initiatives. We are skilled at facilitating, communicating, visioning, and implementation planning. Notably, our proposed project manager and lead facilitator, Michelle Kennedy, has nearly three decades of strategic planning experience and facilitated more than 70 strategic planning processes over the course of her career. Many of these strategic plans developed for local government organizations have included ports and airport authorities in their scope. This broad exposure to the strategic planning process—both with Michelle and others in our proposed project team—gives us an in-depth understanding of the importance in establishing trust and credibility with CDRPA's stakeholders and effectively engaging said stakeholders in the planning process to build buy-in for a common vision and commitment to action.



Our demonstrated commitment to serving clients in the State and the Pacific Northwest, including CDRPA itself. We take pride in our experience serving CDRPA on its Regional Sports Complex Feasibility Study project and would appreciate the opportunity to expand our relationship by way of this initiative. We have conducted dozens of projects in the Pacific Northwest, including several strategic planning projects, and employ local resources to provide firsthand insights where it will benefit CDRPA most. Our local government strategic planning clients in the region include the Cities of Tacoma and Washougal, Jefferson County, Metropolitan Parks Tacoma, and Vancouver Housing Authority, Washington, and the Cities of Beaverton, Creswell, Gresham, Springfield, Washington and the Lane County, Oregon. Further, our proposed facilitators, Michelle Kennedy and Jen Ferguson, both have served in the Pacific Northwest's public-sector landscape. Using our expansive knowledge and lessons learned from these projects and firsthand experiences, we will provide CDRPA with relevant insights, superior services, and optimal outcomes on this engagement.



Our strong facilitation approach and communication skills. We understand that reaching consensus can be difficult as individuals seek to advocate for the needs and concerns they believe in most and that represent the interests of their constituencies. Our approach is based in the Institute of Cultural Affairs' (ICA) Technology of Participation® (ToP®) facilitation methodology and designed to meet the needs of stakeholders, including elected and appointed officials, senior leadership, managers, frontline staff, and the public. Throughout the process, we will keep stakeholders informed and involved, helping to ensure CDRPA's strategic planning effort is inclusive of all perspectives and reflects a shared vision from the Chelan and Douglas communities. We also offer various innovative engagement strategies intended to generate excitement for the project, participation in the work effort, equity in information-gathering activities, success in thoroughly assessing the current environment, and understanding in how to bring the newly unified organization to new heights.



Our highly skilled project team. All our project team members exclusively serve local government clients and the majority have prior experience working in local government organizations prior to joining BerryDunn. Having served dozens of local governments across the country, our team has a deep understanding of local government organizations, including special purpose organizations like CDRPA, and the priorities that guide them. As

such, we are pleased to offer expert strategic planning facilitators and subject matter experts in economic development and port authority operations to support what makes CDRPA unique and effectively drive strategic progress. We also have more than 335 consulting resources with broad expertise that we can draw upon as needed to support the effort. To name a few, our broader team includes experts in parks and recreation, public safety, health and well-being, and more, supporting our ability to help CDRPA improve, transform, and innovate, as well as achieve its desired future state as a unified organization.



Our proven yet flexible approach. Throughout our long history of providing strategic planning consulting services, we have developed, refined, and adopted proven tools and technologies to support our efforts. CDRPA will benefit from the structure and flexibility we bring as a result, as we have carefully crafted a work plan that blends what has proven to work with what CDRPA desires in its strategic planning effort. In all our efforts, we place an emphasis on developing strategic plans that are actionable and well supported by our

clients' stakeholders. This involves proactively drawing lineage between the resulting strategic plan with other plans in the organization, as well as CDRPA's budgeting process, and thoughtfully planning for the eventual implementation. It is our goal to position CDRPA well for goal execution and achievement and help CDRPA develop performance measures that visibly indicate progress made throughout the plan's lifespan.

As a principal in and the leader of BerryDunn's Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.

Sincerely,

A handwritten signature in blue ink, appearing to be 'Seth Hedstrom', with a long horizontal flourish extending to the right.

Seth Hedstrom, PMP®, LSSGB, Principal
2211 Congress Street, Portland, ME 04102-1955
t/f: 207-541-2212 | e: shedstrom@berrydunn.com

SCORING CRITERIA 1

Firm's Background, Qualifications, General Experience

Summary of qualifications

BerryDunn is a nationally recognized independent management and organizational development IT consulting firm focused on inspiring organizations to transform and innovate. As a Limited Liability Company formed in 1974 with 65 principals, 34 owners, and eight office locations, **we have experienced sustained growth throughout our 50-year history.**

We employ more than 875 staff members—including more than 335 in our Consulting Services Team. From extensive project experience for more than **625 state, local, quasi-governmental, and special purpose organizations**, our team brings valuable perspectives to every engagement. Additionally, our team has prior experience serving the public sector, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents CDRPA serves.

Our firm provides a full range of professional services—including organizational development, technology planning, business process improvement, cost of service and financial analysis, community services planning, and more—supporting our ability to complete tasks outlined by CDRPA. With organizational development as a core tenant of our work, we are pleased to offer the following services to benefit CDRPA:

- ➔ Strategic planning
- ➔ Community/stakeholder engagement
- ➔ Leadership development
- ➔ Executive coaching
- ➔ Organizational change management
- ➔ Organizational assessment
- ➔ Business process improvement
- ➔ Performance measurement

Below, we illustrate the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in solving some of their biggest challenges and addressing opportunities to improve and plan.



Enterprise Digital Transformation



Enterprise Organizational Development



Community Development and Utility Operations



Parks, Recreation, Libraries



Technology Management



Health and Community Services



Justice and Public Safety

Embracing Diversity, Equity, and Inclusion (DEI)

BerryDunn has advanced community, diversity, and empathy in a workplace where people are respected, and heard.

We carry these principles and values into our work with clients, helping ensure that traditionally marginalized communities are heard, validated, and engaged as a standard part of our project approach. We use tools, practices, and methodologies to help ensure that our initiatives have widespread reach and work for all people, regardless of race, ethnicity, age, sexual orientation, gender identity or expression, religion, or disability. We also consider the distinct cultural nuances for each community in our approach to this work to help ensure that we meet our clients where they are in the DEI space. Further, our firm has a CEO Council on Diversity, Equity, Inclusion, Belonging, and Access (DEIBA Council) that makes meaningful progress toward a more equitable workplace.

Our Dedicated Enterprise Organizational Development Practice

Driven by highly specialized organizational development leaders, and supported by more than 335 additional firm resources, BerryDunn's **Enterprise Organizational Development Practice** offers both an intimate project experience and a national perspective to support our clients' desire to transform and innovate. We recognize how important it is that CDRPA establishes partnership with a firm that understands that work of this level of impact requires a guided hand and a tailored approach to meet them where they are and lead them to where they want to go.

Work of this nature touches all aspects of an organization, including CDRPA's elected officials, senior leadership, management, staff, stakeholders, community members, and visitors. As such, this initiative requires a layered approach that offers the attention, guidance, and follow-through that will support positive, sustainable, and long-term change.

Our efforts are centered on sound partnership with our clients. We guide projects at various stages and take the time to properly gauge availability and resources to help ensure our clients receive consistent, reliable, and quality service. We support a variety of organizational development initiatives, providing services that include information gathering, engagement, visioning, priority development, goal setting, plan development, and implementation planning. CDRPA will find that our strengths directly complement its needs and will help ensure the success of this strategic planning effort.

Relevant experience

Commitment to the State and the Pacific Northwest

With BerryDunn, CDRPA will be served by a firm and project team members who have **demonstrated their commitment to the State and the Pacific Northwest region** through similar and other types of consulting engagements. Notably, BerryDunn's Parks, Recreation, Libraries Practice is currently partnering with CDRPA on its Regional Sports Complex Feasibility Study project. We also have several team members who reside regionally who can provide a local presence as needed.



Below and on the following page, we share our local government clients in the Pacific Northwest for CDRPA's further review and consideration.

Washington		Oregon	
Chelan Douglas Regional Port Authority	City of Washougal	City of Beaverton	Lane County
City of Auburn	City of Woodinville	City of Creswell	Lincoln County Library District
City of Buckley	Clark County	City of Eugene	Marion County
City of Issaquah	Jefferson County	City of Grants Pass	Morrow County
	Klickitat County	City of Gresham	

Washington		Oregon	
City of Kennewick	Lewis County	City of Hillsboro	Tualatin Hills Park and Recreation District
City of Kirkland	Metropolitan Parks Tacoma	City of Lake Oswego	Washington County
City of Mercer Island	Peninsula Metropolitan Park District	City of Salem	Willamalane Parks and Recreation District
City of Pasco	Spokane Public Schools	City of Sandy	Yamhill County
City of Puyallup	Vancouver Housing Authority	City of Springfield	
City of Richland		City of Wilsonville	
City of Shoreline		Clackamas County	
City of Snoqualmie			
City of Spokane Valley			
City of Vancouver			

Strategic Planning

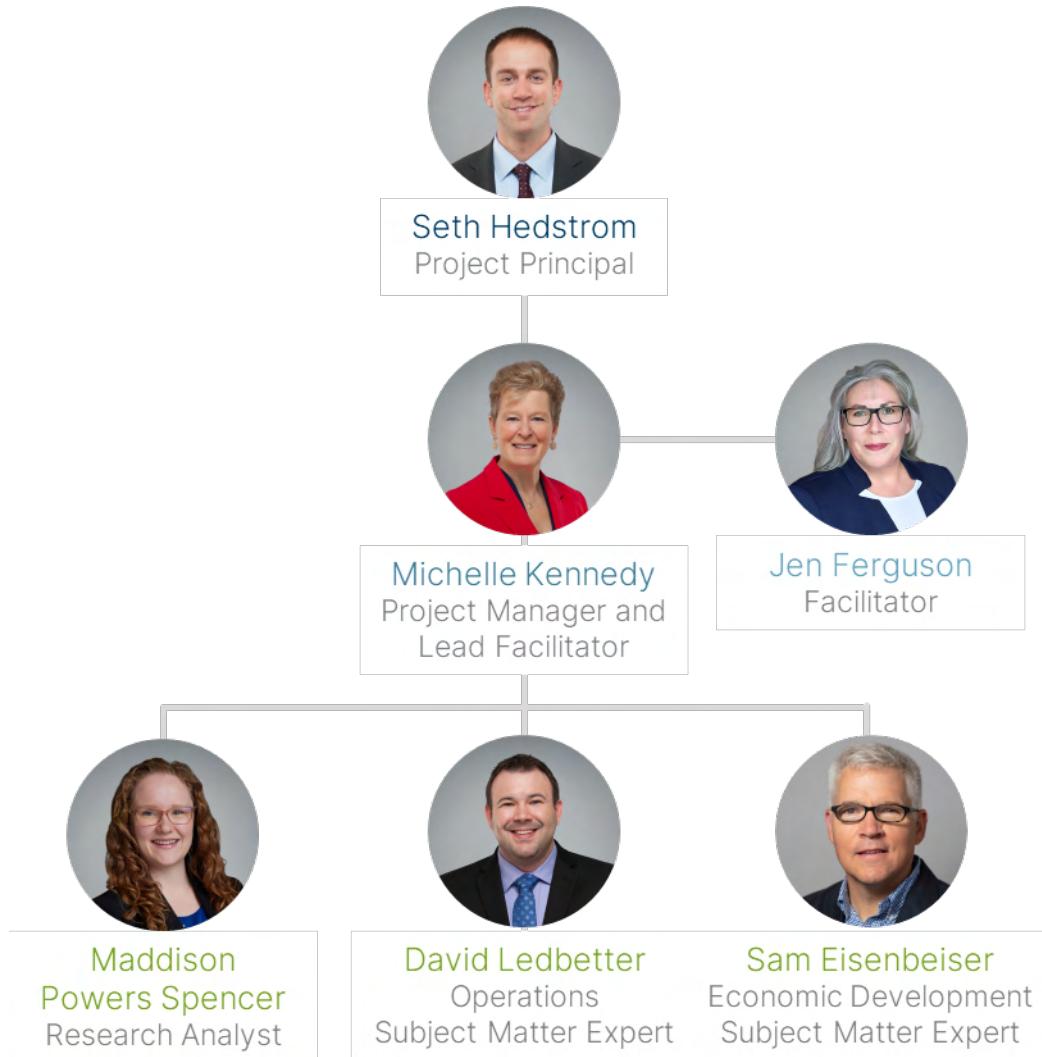
Below, we provide a representative list of clients for whom our project team members have provided comparable strategic planning services. An asterisk indicates that we have been selected to conduct the work; however, work has not yet begun. **We are proud to state that strategic planning is a core service of our firm and work we do every day.**

- ➔ City of Beaverton, Oregon
- ➔ City of Capitola, California
- ➔ City of Colorado Springs, Colorado*
- ➔ City of Cooper City, Florida
- ➔ City of Creswell, Oregon
- ➔ City of Edgewater, Colorado
- ➔ City of Ennis, Texas
- ➔ City of Foley, Alabama
- ➔ City of Gresham, Oregon
- ➔ City of Groveland, Florida
- ➔ City of Lauderhill, Florida
- ➔ City of Margate, Florida*
- ➔ City of Menifee, California
- ➔ City of Milton, Georgia
- ➔ City of New Braunfels, Texas
- ➔ City of Peoria, Illinois
- ➔ City of Redlands, California
- ➔ City of Springfield, Oregon
- ➔ City of St. Charles, Illinois
- ➔ City of Tacoma, Washington
- ➔ City of Washougal, Washington
- ➔ City of Waukesha, Wisconsin
- ➔ City of Wausau, Wisconsin
- ➔ City of Westminster, Colorado
- ➔ DuPage County, Illinois
- ➔ Jefferson County, Washington
- ➔ Lake County, Illinois
- ➔ Lancaster County, Nebraska
- ➔ Lane County, Oregon
- ➔ Marquette County, Michigan
- ➔ Metro Parks Tacoma, Washington
- ➔ Orange County, North Carolina
- ➔ Oregon Department of Environmental Quality
- ➔ Oregon Department of Human Services
- ➔ Oregon Harbor of Hope
- ➔ San Mateo County, California
- ➔ Santa Clara County, California
- ➔ St. Johns County, Florida
- ➔ Tompkins County, New York
- ➔ Town of Holliston, Massachusetts
- ➔ Tualatin Hills Parks and Recreation District, Oregon
- ➔ Vancouver Housing Authority, Washington
- ➔ Washington County, Minnesota
- ➔ Weld County, Colorado

Project team

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of CDRPA. **These project team members will remain committed, available, and assigned to perform CDRPA's requested work effort.** BerryDunn's internal team brings a breadth and depth of experience and qualifications. As such, we will not be utilizing any subconsultants for CDRPA's project. Figure 1 describes the organizational structure of our project team.

Figure 1: Project Team Organizational Structure



On the following pages, we describe our proposed project team members' roles and responsibilities, as well as share one-page resumes to emphasize their relevant qualifications for CDRPA's further review and consideration.



Seth Hedstrom,
PMP®, LSSGB

Seth is a principal and leads BerryDunn’s Local Government Practice Group. He has more than 14 years of experience assisting public-sector clients. His experience includes technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems. Seth often serves in a leadership role on strategic planning projects and manages and oversees project progress and issue escalation and resolution with executive project sponsors.

RELEVANT EXPERIENCE

Strategic Planning: Seth has served as a project principal on dozens of BerryDunn’s strategic planning projects across the country. He has overseen the project management, community engagement, strategic planning, and implementation phases of the strategic planning life cycle for a variety of organizations of different sizes, scopes, and complexities.

Project Management: Seth has served in leadership on most of BerryDunn’s local government strategic planning projects. He also has managed system selection and IT strategic planning projects for some of BerryDunn’s largest local government clients. He helps ensure projects are conducted in a high-quality manner, as well as stay on time and on budget.

Operational and Organizational Assessments: Seth has been involved in numerous operational and organizational assessment projects, which involve current environment analysis, future state planning, and the development of an implementation plan for incremental improvements over a multiyear planning horizon to align with client resources.

Business Process Improvement: Seth has provided business process improvement services for many BerryDunn clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

As **project principal**, Seth will:

- ➔ Maintain overall responsibility for the services provided to CDRPA
- ➔ Help ensure the commitment of our firm and appropriate resource allocation
- ➔ Review and approve all deliverables in accordance with our quality assurance processes

EDUCATION AND CERTIFICATIONS

BS, Business Management, Babson College

Project Management Professional® (PMP®), Project Management Institute®

Lean Six Sigma Green Belt Certified

Diversity and Inclusion Certificate, Cornell University

MEMBERSHIPS

Associate Member, Government Finance Officers Association

REPRESENTATIVE CLIENTS

City of Edgewater, CO

City of Ennis, TX

City of Menifee, CA

City of New Braunfels, TX

City of Redlands, CA

City of Richland, WA

City of St. Charles, IL

City of Washougal, WA

City of Waukesha, WI

City of Wausau, WI

City of Westminster, CO

DuPage County, IL

Jefferson County, WA

Lake County, IL

Lancaster County, NE

Lane County, OR

Marquette County, MI

Weld County, CO



Michelle Kennedy,
Prosci® CCP,
ODCC

Michelle is a manager in our Local Government Practice Group. She brings three decades of consulting experience in organizational assessment, stakeholder engagement, strategic and business planning, leadership development and executive coaching, OCM, program evaluation, business process improvement, and performance measurement. Prior to consulting, Michelle served for 13 years as a senior-level executive in government and higher education.

RELEVANT EXPERIENCE

Strategic Planning: Michelle has developed strategic plans for more than 70 public sector organizations. She actively involves and engages the community, as well as the organization, to gain views for the vision, mission, and goals and helps to prioritize initiatives to yield achievable and measurable outcomes. Most of Michelle’s strategic planning clients have retained her to provide updates.

Organizational Assessments: Michelle is an expert in conducting assessments related to organizational structure and culture, the methods and tools related to the delivery of organizational programs and services, and the culture of the organization. Her reviews also include assessing leadership structures, roles, and styles; methods of knowledge and skill preservation; and succession strategies and plans.

Change Management: Michelle recognizes the importance of change management in all the projects she is involved in. She is well-versed in conducting change readiness assessments, involving key stakeholders in the decision-making process to promote buy-in and build consensus, and actively monitoring project progress to help ensure that resistance is addressed early-on.

PUBLICATIONS AND PRESENTATIONS

Presentation at the Oregon Recreation and Parks Association (ORPA) Annual Conference, 2019: *Rivers of Change Oceans of Opportunity: Planning Your Strategy During Turbulent Times*

Presentation at “Results Washington” Lean Transformation Conference, 2018: *Transforming the Municipal Development Review Process Using Lean Practices*

Presentation at the American Public Human Services Association (APHSA) Annual Conference, 2015: *Developing Future Health and Human Services Leaders*

REPRESENTATIVE CLIENTS

City of Beaverton, OR
City of Gresham, OR
City of Menifee, CA
City of Redlands, CA
City of San José, CA
City of Santa Monica, CA
City of Springfield, OR

City of Tacoma, WA
City of Washougal, WA
DuPage County, IL
Jefferson County, WA
Lane County, OR
Metro Parks Tacoma
San Mateo County, CA
Vancouver Housing Authority, WA

As the **project manager and lead facilitator**, Michelle will:

- ➔ Serve as CDRPA’s primary point of contact
- ➔ Lead our work and perform day-to-day project management
- ➔ Lead the analysis and development of project deliverables
- ➔ Lead and design the strategic planning process
- ➔ Facilitate engagement, planning sessions, and implementation efforts
- ➔ Present the final strategic plan to CDRPA leadership

EDUCATION AND CERTIFICATIONS

BA, Journalism/Mass Communication, Iowa State University

Certified: Hogan Leadership Assessment System®, Myers Briggs Type Indicator®, Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®)

Organization Development Certified Consultant (ODCC)



Jen Ferguson,
MPA

As the **facilitator**, Jen will:

- ➔ Work with Michelle to design the strategic planning process
- ➔ Participate in meetings with CDRPA leadership
- ➔ Facilitate interviews, focus groups, and strategic planning sessions
- ➔ Contribute to deliverable development

EDUCATION AND CERTIFICATIONS

MPA, University of Washington

BS, Business Management, Stritch University

Senior Executive Institute, University of Virginia

MEMBERSHIPS AND AFFILIATIONS

Government Finance Officers Association (GFOA)

International City/County Management Association (ICMA)

Jen Ferguson is a senior consultant in our Local Government Practice Group. She has over 25 years of public-sector experience and significant expertise in strategic and financial planning. Jen has led, planned, and coordinated fiscal affairs for cities across Washington and Minnesota, holding influential leadership positions such as city administrator, director of finance, and executive director for an Economic Development Authority. Supplementing her background in public-sector administration, Jen is well versed in, organizational development, performance management, operations and process improvement, economic and business development, and enterprise resource planning implementations.

RELEVANT EXPERIENCE

Local Government: Extensive, hands-on experience in the public sector has given Jen in-depth knowledge of city operations, including employee, grant, facility, and time management. She has a demonstrated history of directing resources to help ensure optimal service delivery and support the economic vitality of local business. Additionally, she has taken part in numerous planning initiatives, supporting her ability to successfully conduct strategic planning and provide firsthand insights as needed.

Organizational Development: Jen specializes in development and planning at both the departmental and city level, guiding operations to achieve long-range strategic goals. She has facilitated and consulted on economic development programs, including both business retention and recruitment programs in Stanwood, Washington. Jen has additional leadership experience in human resources programs, including personnel, resource, and performance management.

Financial Management and Planning: Jen's experience leading fiscal affairs includes budget development and administration, long-term financial planning, accounting, audit, payroll, investment managements, debt management, and billing and collections. As director of business development and finance for the City of Waconia, Minnesota, Jen prepared and maintained a 20-year financial management plan, with an integrated 10-year capital improvement plan to support long-term objectives.

Information Technology and Systems Management: Throughout various roles, Jen worked to integrate technology to optimize organizational processes. She led the implementation of a city-wide enterprise software project and continually developed information services providing e-government services delivery. Her experience includes overseeing information services departments and advising organizations on ERP software implementation.

REPRESENTATIVE CLIENTS

City of Foley, AL

City of Waukesha, WI

St. Johns County, FL



Maddison Powers
Spencer, MPA,
Prosci® CCP,
CAPM®

As the **research analyst**, Maddison will:

- ➔ Document engagement and strategic planning outcomes
- ➔ Help assess CDRPA's current environment
- ➔ Analyze existing data and documentation
- ➔ Research regional and industry best practices and standards

EDUCATION AND CERTIFICATIONS

MPA, Local Government, University of North Carolina at Chapel Hill, School of Government

BS, Political Science, Northern Arizona University

Prosci® Certified Change Practitioner (CCP)

Certified Associated in Project Management (CAPM), Project Management Institute®

Maddison is a consultant in our Local Government Practice Group. She has firsthand experience serving in the public sector and is familiar with the unique aspects of government operations. Notably, she has been involved in various governmental initiatives, including those related to diversity, equity, and inclusion (DEI); sustainability; and process and project analysis and management. Maddison focuses on assisting public-sector clients with strategic planning by supporting research, current environment assessments, data collection, and facilitating community engagement and outreach.

RELEVANT EXPERIENCE

Research and Analysis: Maddison is well versed in conducting research and analysis. Notably, she has leveraged survey tools, conducted data analysis, facilitated focus groups, and researched issues of importance to develop recommendations and share findings with organization leadership. As such, her approach is centered on using sound evidence and data to drive decision-making and organizational and operational improvement.

Local Government: Maddison served as a senior fellow within the International City/County Management Association (ICMA) where she managed recruitment, hiring, and the interview process for two assistant city managers. She also led a leadership development initiative to develop more women leaders in the organization, and she managed an annexation study where she interacted with various stakeholder groups to better understand the implications of service delivery.

Project Management and Support: Maddison is well-organized and detail-oriented, supporting her in her ability to effectively manage projects and provide support to her colleagues and the clients she serves. She is well versed in documenting outcomes, researching and analyzing documents and data, and managing various priorities to promote success and productivity. In addition, she has experience with scheduling, reporting, and seeking opportunities for business process improvement.

REPRESENTATIVE CLIENTS

Boulder County, CO
City of Capitola, CA
City of Ennis, TX
City of Frisco, TX
City of Lauderhill, FL
City of Menifee, CA
City of New Braunfels, TX
City of Peoria, IL
City of Richland, WA
City of St. Charles, IL
City of Washougal, WA

City of Waukesha, WI
City of Wausau, WI
DuPage County, IL
Jefferson County, WA
Lake County, IL
Lancaster County, NE
Marquette County, MI
Orange County, NC
Washington County, MN
Weld County, CO



David Ledbetter,
PMP®, Prosci®
CCP

As the **operations subject matter expert**, David will:

- ➔ Help assess CDRPA's operations
- ➔ Help develop relevant industry recommendations
- ➔ Contribute insights and lessons learned as needed throughout the work effort

EDUCATION AND CERTIFICATIONS

BBA, Finance, Eastern Washington University

Prosci® Certified Change Practitioner

Project Management Professional® (PMP®), Project Management Institute®

David is a senior manager in our Local Government Practice Group with extensive experience serving port authorities and firsthand local government familiarity in Washington State. He also brings more than 10 years of experience in systems planning, selection, and implementation engagements with local government clients. David is an expert in change management and project management and brings clients valuable insights to help ensure their nuanced needs are met and their desired future states are realized.

RELEVANT EXPERIENCE

Port Operations: Prior to joining BerryDunn several years ago, David served as a project manager for Tyler Technologies' New World. In this role, he frequently provided services to special purpose organizations, whose focuses included economic development, transportation, public works, environment, and marine operations, among others. The functionality of these clients and others provides David with an in-depth familiarity and understanding of CDRPA's business processes and organizational priorities. He will apply insights from this experience when and where it will most benefit CDRPA on this project.

Washington State Local Government: As finance administrator for Whitman County, Washington, David served as liaison for the County auditor to implement a new ERP software suite, prepare financial reports, and lead change management initiatives. He coordinated resources and collaborated with the legislative body to compile the \$60M annual budget, and developed policies and procedures to improve internal controls and GAAP compliance and to create process improvements. Further, he frequently interacted local port authorities and became familiar with their operations.

REPRESENTATIVE CLIENTS

BerryDunn:

- City of Alameda, CA
- City of Fountain Valley, CA
- City of Long Beach, CA
- City of Mercer Island, WA
- City of Richland, WA
- City of Santa Fe, NM
- City of Shoreline, WA
- City of Spokane Valley, WA
- Coconino County, AZ
- Klickitat County, WA
- Morrow County, OR
- Pitkin County, CO
- Washington County, OR
- Yamhill County, OR

New World:

- Benton-Franklin Health District, WA
- Calleguas Municipal Water District, CA
- Central Basin Water District, CA
- City of Cypress, CA
- City of Elko, NV
- City of Pasco, WA
- City of Pico Rivera, CA
- City of Reno, NV
- City of Ridgecrest, CA
- Consumnes Community Services District, CA
- Sacramento Metropolitan Air Quality Management District, CA
- San Joaquin Council of Governments, CA
- South Tahoe Public Utilities District, CA
- Wahkiakum County, WA



Samuel K.
Eisenbeiser, AICP

As the **economic development subject matter expert**, Sam will:

- ➔ Help ensure alignment is created between strategic analysis and plan objectives and the economic development priorities of CDRPA
- ➔ Provide relevant insights related to economic development for CDRPA and the counties it serves
- ➔ Advise on economic development strategies and how they relate to and will drive growth for CDRPA's individual functional areas

EDUCATION, CERTIFICATIONS, MEMBERSHIPS, AND AFFILIATIONS

Master of Community Planning,
University of Rhode Island

Bachelor of Science, Management,
U.S. Coast Guard Academy

American Institute of Certified
Planners

American Planning Association

Connecticut Economic Development
Association

International Council of Shopping
Centers

Samuel is a senior consultant in BerryDunn's Local Government Practice Group. An AICP-certified planner with over 20 years of experience, he is a strong believer in the power of community planning to build strong local economies and vibrant places. He specializes in economic development, market analysis, and project management, with expertise in advanced public engagement techniques and decision-support tools. Both highly analytical and creative, he is skilled at helping divergent stakeholder groups find common ground and explaining technical concepts to diverse audiences.

RELEVANT EXPERIENCE

Economic Development Strategy: Samuel is accomplished in analyzing data and trends related to socioeconomics, labor and industry, and real estate supply and demand. He has experience as a family-owned business manager and eight years in economic development specialist positions, including economic development specialist and coordinator for the Towns of Groton and North Stonington, Connecticut, respectively. In those roles, he facilitated local business retention and expansion across Connecticut. This included site finding, administering tax abatement and grant programs, technical assistance, and industry support. By conducting industry analyses and formulating targeted strategies, he fostered growth within key sectors of his communities, even throughout the COVID-19 pandemic.

Transportation and Land Use Planning Expertise: Samuel has a strong understanding of the complexities of land use and transit planning, with a focus on promoting walkable, neighborhood-based development. As principal planner at FHI Studio in Hartford, Connecticut, he managed various land use and transportation planning projects, including corridor studies, downtown circulation plans, and multi-modal transportation studies. His work aligned with new urbanist and smart growth principles, promoting sustainable, mixed-use development as an alternative to sprawl. He also conducted demographic and economic analysis in support of regional bus rapid transit (BRT) service expansion and prepared environmental assessments, including land use and transportation impact analyses.

Comprehensive Planning: Samuel is a skilled manager of planning studies, market analyses, community outreach efforts, and land use and development plans. Prior to joining BerryDunn, he served as a senior planner with 4ward Planning LLC, contributing to comprehensive planning efforts—including transit-oriented development and downtown revitalization projects. He conducted economic, market, and fiscal impact analyses and forecasted the impacts of conceptual development programs by utilizing build-out analysis methodologies.

SCORING CRITERIA 2

Project Approach and Methodology

Project management

As part of every project, we provide our clients with an established project management methodology based on best practices to help ensure our work is completed on time and within scope and budget. Our team applies proven project management processes, tools, and techniques using principles in the Project Management Institute®’s A Guide to the Project Management Body of Knowledge® (PMBOK® Guide). We apply standard processes across the project management life cycle and scale them to fit our clients’ specific needs. Of note to CDRPA, our proposed project principal, Seth Hedstrom is a certified Project Management Professional® (PMP®) and has served in a project leadership role on dozens of engagements. His role involves overseeing project progress and helping to ensure a high quality consulting experience is delivered to the clients the firm serves. With that said, **CDRPA can trust that we have the qualifications and expertise necessary to lead this strategic planning effort efficiently, effectively, and successfully.**

Guiding methodologies

Overview

Planning takes on many forms, and if done well, can effectively drive progress and enhance quality of life for communities at large. With BerryDunn, CDRPA will be served by a firm that not only understands the intricacies of the plan types described below but also their interrelationships and interdependencies.

planning type	Economic Development	Comprehensive	Strategic
purpose	Creates a vision and roadmap to proactively guide growth and development through actionable policies and strategies	Captures the vision and recommends a roadmap for the physical development of a community through future land use	Assesses where an enterprise- or department-wide organization is now, sets a vision for where it wants to go, and defines how it will get there
focus(es)	Population fluctuations Job creation and retention Market stability Partnership and investment Workforce attraction and attraction	Land use and zoning Population growth Housing Transportation/Mobility Economic development Environmental stewardship	Organizational direction Resource alignment Collective impact and stewardship in decision-making, policies, plans, programs, and policies
lifespan	3 – 5 years	10 – 20 years	3 – 5 years

Having led dozens of planning projects with varying focuses, we bring a proven yet customizable process for developing each plan type. We are experts in information gathering, stakeholder engagement, visioning, policy and program development, fiscal responsibility, trust building, and actionable plan development. The breadth and depth of our skills lend well to our ability to capture the true wants and needs of our clients and their communities and partners and chart the right path to achieve their visions for the future. Our support extends beyond the plan development process, as clients often retain BerryDunn to guide the plan implementation process.

As CDRPA's trusted advisor, we will accompany the organization at every step of its planning journey and help ensure strategic planning success and optimal economic development outcomes for its partner communities.

Inclusive Participation

Invites and sustains engagement of all members of a group

Teamwork and Collaboration

Gets tasks done in the most effective, efficient, and economical way possible

Individual/Group Creativity

Brings out the best of each person's rationale and intuitive capabilities

Action and Ownership

Positions the group to act on decisions owned and supported by the group

Reflection and Learning

Confirms individual/group resolve and helps ensure appreciation of the value and importance of collective action

Achieving Consensus and Moving Groups to Action

We will design and conduct a well-facilitated strategic planning process that uses data and personal knowledge to assess CDRPA's environment. Our project team will use the ICA ToP® facilitation methodology to help ensure strategic planning sessions are highly collaborative and inclusive of all stakeholders. The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown to the left.

Encouraging Crossing Boundaries and Strengthening Interdependencies

Strategies are themes for action, and successful strategies will often cross organizational and community boundaries and appeal to several environmental factors. We will help stakeholders recognize these interrelationships and critical interdependencies, identifying how they align with overall strategic goals.

Applying Effective Tools

Another key to success is aligning financial resources of the organization with strategic priorities. When groups have difficulty agreeing on priorities or selecting just a few to focus on, we use a cost-benefit scoring sheet that helps the group score the impacts, risks, level of difficulty, and effort for each strategy or objective to determine the ones to prioritize. We can customize this tool for use with CDRPA if the group is having difficulty achieving consensus.

Developing Clear and Compelling Plans That Articulate a Business Case

We will write strategic goals, initiatives, and actions in a common language to evoke a clear picture of success to serve as a useful tool for CDRPA's decision-making. Our project team has facilitated clear, compelling strategic plans for 70 public-sector entities and system-level plans involving multiple levels of government, jurisdictions, and agencies. Our clients use these plans to drive budget decisions, execute strategies, and publish the results to communicate with stakeholders and the public.

Focusing on DEI

BerryDunn's approach focuses on and reflects our firm's commit to DEI. We recognize how important it is that we assemble a project team that understands what CDRPA needs to do to conduct a sound strategic planning

process. We will work with CDRPA—as well as DEI resources—to help ensure its work effort is conducted through an equity lens and effectively reaches traditional marginalized communities.

With CDRPA serving as a backbone organization for both Chelan and Douglas Counties, we will engage current partners to facilitate an authentic, inclusive, and accessible planning process. We have found great success in this collaborative approach to assembling the ideal team. As an example, after being selected to lead the City of Wausau, Wisconsin in the development of their strategic plan, the City connected us with a local member of the Hmong community to provide valuable perspective and considerations in the process.

Together, we will exhibit care and respect for others, allowing individuals to speak for themselves and teach us through their own authentic experiences; build trust with CDRPA’s diverse stakeholders and establish mutual buy-in in this process; and learn as much from you all as you will learn from us, as we all chart the best path toward the organization’s future. We look forward to coming together to make CDRPA’s stakeholders feel heard, respected, and partnered with in this strategic planning process.

Effectively Engaging the Public

We will utilize several strategies to effectively engage and collect data and information from the public, including developing communications, conducting interviews and focus groups, and creating an interactive project landing and engagement website via Social Pinpoint.

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed throughout strategic planning projects, such as forums, mapping, an ideas wall, and surveys. It is also important to note that Social Pinpoint is mobile friendly and has Google Translate interface, helping us reach a broader range of the Chelan and Douglas communities.

With this tool, we will easily be able to set up a landing page and sub-pages for CDRPA to capture the culture of the stakeholders it serves—providing opportunities for participants to contribute to CDRPA’s mission, values, vision, and strategic priorities. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a remote environment, effective strategic planning and community engagement activities can take place.

We recently developed fully customized Social Pinpoint sites to support the following clients as well as others:

**City of Washougal, Washington
Strategic Plan Social Pinpoint Site**



**Jefferson County, Washington
Strategic Plan Social Pinpoint Site**



Work plan

Summary

BerryDunn strives to be flexible when it comes to development and execution of an effective work plan. We understand that no two projects are exactly alike and believe that **one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.**

Figure 2 presents an overview of our work plan intended to achieve CDRPA's goals and objectives for this important initiative.



We have carefully composed our proposed work plan to:

- ➔ Set the foundation for the work effort, confirming the process and project expectations, identifying key stakeholders and the methods that are best to engage them
- ➔ Develop activity appropriate communications to generate excitement for the project and promote participation in the strategic planning effort
- ➔ Consider various qualitative and quantitative data elements when assessing CDRPA's current environment
- ➔ Involve CDRPA's stakeholders in developing our understanding of the current environment and various strategic plan components
- ➔ Employ interactive, engaging, and consensus-building strategies
- ➔ Generate buy-in and consensus for the process and its outcomes
- ➔ Involve CDRPA's strategic planning committee at critical milestones and in reviewing and approving project deliverables
- ➔ Result in a strategic plan that reflects who CDRPA is and where it wants to go in a clear and aesthetically pleasing format so that it can be published and made public
- ➔ Optionally provide implementation support to help ensure CDRPA is well equipped to make strategic progress even after the development effort is complete
- ➔ Provide a balance of on- and off-site project activities to help ensure productivity and efficiency throughout the work effort
- ➔ Align with CDRPA's desired timeline, with described Phases 1 activities (BerryDunn's proposed Phases 1 and 2) beginning approximately in March/April 2024 and Phase 2 activities (BerryDunn's proposed Phase 3) beginning in approximately June 2024; optional implantation planning (BerryDunn's proposed Phase 4) would have a duration of eight to ten weeks

Details

We are pleased to present details of our proposed work plan on the following pages for CDRPA's further review and consideration. We remain flexible to CDRPA's needs and would welcome further discussion to help ensure our approach aligns with CDRPA's vision and needs for this project.



Phase 1: Project Initiation and Management

1.1 Prepare for and conduct an initial virtual project planning meeting. Upon conducting background research to gain more familiarity with CDRPA and the history of Chelan and Douglas Port Authorities prior to unifying, we will conduct initial project planning with CDRPA's strategic planning committee and chief executive officer to identify project milestones and expectations for stakeholder engagement in the strategic planning process. We will introduce key team members, clarify project goals and objectives, identify known project constraints, and refine dates and/or tasks, as appropriate. We will discuss our approach for managing communications between BerryDunn and CDRPA, as well as our approach to scope, risk, and resource management. We will also review possible formats for the Final CDRPA Strategic Plan. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

1.2 Prepare an information request sheet and compile documents and data. We will prepare an information request sheet for CDRPA's strategic planning committee to guide document and data gathering activities. The purpose of this effort is for BerryDunn to gain a preliminary understanding of the current environment and inform upcoming engagement activities. It is important to note that we will only request existing documents and data; CDRPA will not be asked to create items to fulfill the request.

Items we may request include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past and current planning and policy documents, organizational charts, staffing, and budgeting details
- Data from any previous community and stakeholder engagement efforts that are relevant to development of the strategic plan
- Previous surveys of CDRPA stakeholders and staff
- Previous economic development studies
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, the Opportunity Index, and other federal, state and local data sources

Once provided, we will review the documentation and data and later combine associated findings with engagement outcomes to help us produce an Environmental Scan and Strategic Analysis that will inform engagement activities.

1.3 Develop a Project Work Plan and Schedule. Based on the information gathered from our initial project planning meeting, document and data review activities, and those details enclosed in this proposal, we will develop the Project Work Plan and Schedule, which will outline the tasks and timelines for the strategic planning process. The Project Work Plan and Schedule will also include agreed-upon procedures between BerryDunn and CDRPA related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will facilitate a videoconference with CDRPA's strategic planning committee to review the drafts and solicit feedback. This videoconference will introduce CDRPA's strategic planning committee to our document review process and provide an opportunity for CDRPA to share input on a critical step in the process. We will incorporate CDRPA's feedback and finalize the documentation before distributing it in final form.

➔ *Deliverable 1 – Project Work Plan and Schedule*

1.4 Develop internal communications and kickoff presentations. We will collaborate with CDRPA's strategic planning committee in developing communications to connect and engage with CDRPA's internal stakeholders. We will customize these communications to align with the communication needs and preferences of individuals and groups with the intention of building awareness for the process, its intended outcomes, and opportunities for them to get involved. Communications will also be developed to keep CDRPA leadership, staff, and community members informed about the strategic planning project status. In addition to developing these communications, we will develop kickoff presentations to support an orientation held for CDRPA's strategic planning steering committee, Regional Port Commissioners, leadership, and staff. The presentations will introduce participants to the BerryDunn team, our approach and methodologies, project goals and objectives, and how we intend to involve them and others in the process and the development of the CDRPA Strategic Plan. We will review communications and the kickoff presentations with CDRPA's strategic planning committee before finalizing and distributing them.

1.5 Conduct Biweekly Project Status Meetings. Our project manager, Michelle Kennedy, will conduct virtual Biweekly Project Status Meetings with CDRPA's project manager on an ongoing basis throughout the strategic planning process. We will use these meetings to describe the activities and accomplishments for the reporting period; plans for the upcoming month; risks or issues encountered during the reporting period; and anticipated problems that might impact project deliverables. We will also use these meetings to highlight any work products and approaches that will contribute to deliverable development.

➔ *Deliverable 2 – Biweekly Project Status Meetings*



Phase 2: Community Engagement and Strategic Analysis

2.1 Coordinate stakeholder engagement logistics. We will coordinate with CDRPA to schedule and handle logistics for community engagement activities, including interviews, focus groups, and community meetings. All logistics will focus on helping to ensure we create accessible involvement, promote participation, and build trust with participants in our activities.

2.2 Develop and administer CDRPA's Social Pinpoint site. We will use a virtual engagement platform called Social Pinpoint to encourage collaboration with CDRPA and its stakeholders. We will customize a Social Pinpoint site with CDRPA's strategic planning committee to reflect CDRPA's project details and align with its organizational culture. The site will create accessible community engagement in the strategic planning process and gain broad stakeholder input. That input will be used to inform development of the eventual CDRPA Strategic Plan. Within this landing page, CDRPA stakeholders will have access to an idea wall and other engagement tools that will help gather information related to the current environment and the community's desired vision for CDRPA's future.

2.3 Review and analyze CDRPA-provided documents and data. We will review and analyze the documents and data requested earlier in Task 1.2. Findings from this activity will be used to help us produce a Draft Environmental Scan and Strategic Analysis and inform upcoming engagement activities.

2.4 Conduct interviews with CDRPA stakeholders. We will conduct on-site individual and group interviews and focus groups with Regional Port Commissioners, leadership, staff, and others as deemed appropriate, to thoroughly review and assess services and the needs of the Chelan and Douglas communities. Working with these diverse stakeholder groups, we will help ensure alignment and cohesion for CDRPA's strategic direction, as well as generate excitement, promote consensus and buy-in, and encourage participation and involvement in the process.

2.5 Synthesize information gathered and develop the Initial Environmental Scan and Strategic Analysis. We will synthesize information gathered through quantitative and qualitative research, document and data review,

Social Pinpoint, and interviews and focus groups to develop a Draft Environmental Scan and Strategic Analysis. The format will be a highly visual and compelling slide deck and will be used to inform the upcoming community forums and strategic planning sessions. The presentation will provide an overview of CDRPA's current environment and discovery outcomes. This will be presented to CDRPA's strategic planning committee to solicit input and gain consensus.

➔ *Deliverable 3 – Initial Environmental Scan and Strategic Analysis*

2.6 Design, prepare for, and conduct community forums. Using information gathered to date and the ICA ToP® facilitation methodology, we will design a community forum format that is structured to educate, inform, and engage all participants in developing a vision for CDRPA. We will make creative use of digital applications to help ensure forums are engaging and effective. Once prepared, we will facilitate community forums to gather perspectives and ideas from the community. Should CDRPA wish for addition forums or an in-person option, we are happy to discuss that with CDRPA. We will use the Initial Environmental Scan and Strategic Analysis to educate the community about the current environment of CDRPA.

2.7 Update the Initial Environmental Scan and Strategic Analysis to final. We will incorporate community forum outcomes in our Initial Environmental Scan and Strategic Analysis—as well as a detailed strengths, weaknesses, opportunities, and challenges analysis—and review it with CDRPA's strategic planning committee to solicit feedback before updating it to final. The Final Environmental Scan and Strategic Analysis will guide and inform strategic planning sessions, as well as generate excitement for the process among stakeholders, encourage new ideas, and foster a sense of cohesion and optimism for the future.

➔ *Deliverable 4 – Final Environmental Scan and Strategic Analysis*



Phase 3: Strategic Plan Development

3.1 Develop the meeting design and agendas for strategic planning sessions one and two.

We will design and develop agendas for strategic planning sessions one and two with the intent of guiding strategic planning progress. This will also include developing a presentation of the Final Environmental Scan and Strategic Analysis to provide participants with a shared understanding of the current environment, the trends that are affecting it, opportunities for the future, and key takeaways from engagement activities. Each in-person session will focus on building consensus and refining the strategic priorities identified, as well as CDRPA's vision and key results. We will review the meeting designs and agendas for each session with CDRPA's strategic planning committee before updating them to final.

PLANNED TRIP

3.2 Facilitate strategic planning session one. Strategic planning session one will focus on developing CDRPA's ten-year vision, mission, guiding principles, and strategic goals and priorities with Regional Port Commissioners. This session will be guided by the previously developed meeting design and agenda, as well as the Final Environmental Scan and Strategic Analysis. We will use the ICA ToP® facilitation methodology, designed to produce group consensus, to address and resolve any conflicting values or visions. We will document the outcomes of this session to review with CDRPA's strategic planning committee and plan for next steps.

PLANNED TRIP

3.3 Facilitate strategic planning session two. Strategic planning session two will be conducted with CDRPA leadership and staff and will focus on refining Regional Port Commissioners' developed strategic plan components and creating objectives and performance measures. It will be guided by the previously developed meeting design and agenda, outcomes of strategic planning session one, and the Final Environmental Scan and Strategic Analysis. We will document outcomes of this session and review with CDRPA's strategic planning committee.

3.4 Finalize objectives and performance measures. We will use the outcomes of strategic planning sessions one and two as the basis to finalize objectives and performance measures with CDRPA's strategic planning committee. The measures will be quantifiable in terms actual progress made toward meeting the objectives and appropriate as they relate to CDRPA's size, operations, management, and systems. We will document outcomes, as well as a process and schedule for progress reporting and performance evaluation to help ensure effective tracking and monitoring.

3.5 Develop the Initial CDRPA Strategic Plan Draft. We will develop the Initial CDRPA Strategic Plan Draft in an agreed-upon format for the final document. This plan document will include an executive summary, as well as a detailed plan that identifies CDRPA's shared ten-year vision, mission, guiding principles, strategic priorities, strategic goals, objectives, and performance measures. Further, its contents will emphasize the ever-changing economic climate; local, domestic, and international market opportunities; and environmental stewardship. We will review this draft with CDRPA's strategic planning committee and chief executive officer to collect feedback and prepare for work sessions with interdepartmental working groups.

3.6 Conduct work sessions with interdepartmental working groups. We will facilitate work sessions with interdepartmental working groups to further refine the strategic objectives and performance measures developed in Task 3.4. The focus will be to help ensure the strategic plan is actionable and progress made is measurable. It is critical that CDRPA's individual departments are committed to the success of the strategic plan, as their collective efforts will directly contribute to achieving CDRPA's vision for the organization. As such, involving them at this stage of the strategic planning process will help ensure that buy-in is generated and support is present.

3.7 Review the Initial CDRPA Strategic Plan Draft with CDRPA's strategic plan committee. We will review the latest iteration of the Initial CDRPA Strategic Plan Draft with CDRPA's strategic plan committee to collect input and prepare the draft to present to Regional Port Commissioners. The presentation will serve as a final review of the plan and an opportunity receive approval and achieve adoption.

➔ *Deliverable 5 – Initial CDRPA Strategic Plan Draft*

3.8 Develop the Final CDRPA Strategic Plan and present it to Regional Port Commissioners. We will incorporate the CDRPA strategic plan committee's requested edits and develop a graphically designed, Final CDRPA Strategic Plan for final approval and adoption. In addition to the content described in Task 3.5, the final document will include a description of the strategic plan development process and the plan for progress monitoring and reporting, as well as a one-page "Plan at a Glance" document that can serve as a standalone high-level summary of the Final CDRPA Strategic Plan. The "Plan at a Glance" document will align with the design and branding of the full Final CDRPA Strategic Plan and include mission and ten-year vision statements, guiding principles/values, and strategic priorities and goals, and a link to CDRPA's website where the full plan can be reviewed or downloaded.

➔ *Deliverable 6 – Final CDRPA Strategic Plan*

3.9 Conduct project closeout activities. Once the strategic planning effort is complete, we will perform closeout activities, including providing CDRPA with documentation developed and collected during the process and conducting lessons learned and knowledge-sharing activities. We will also prepare an implementation plan template, orient CDRPA staff with it, and educate them on how to complete it. The implementation plan template that will identify resources, partners, department and division leads, anticipated timelines, interdependencies, actions, and other information to help enable the plan implementation and progress reporting process. This template will be customized to CDRPA's needs and will serve as a tool to delegate responsibilities, track progress, and assist in the overall longevity and sustainability of the Final CDRPA Strategic Plan. Conducting this task will equip CDRPA with the tools needed to continue to progress toward its ten-year vision and successfully implement its plan even after the project is complete.

PLANNED TRIP



OPTIONAL

Phase 4: Implementation Action Planning

BerryDunn is committed to preparing our clients for successful strategic plan implementation and providing the level of implementation support deemed necessary. To that end, we are pleased to provide an Optional Implementation Action Planning phase. We find that thoughtful implementation planning helps to ensure that the strategic plan remains a living document and is not put on a shelf. We intentionally involve key stakeholders in implementation planning activities as they will be the ones responsible for daily plan management, and it is critical to foster their buy-in and support.

4.1 Facilitate Implementation Action Plan development meetings and develop supporting material. We will facilitate Implementation Action Plan development meetings to outline the steps necessary to execute on plan objectives, describe potential progress reporting options, and discuss appropriate communications that may be shared over the life span of the plan. Outcomes from these meetings will inform the development of an Implementation Action Plan containing all key findings and recommendations for the Final CDRPA Strategic Plan. We will review the Implementation Action Plan with CDRPA’s strategic planning committee to solicit feedback before preparing a presentation to Regional Port Commissioners.

4.2 Present the Implementation Action Plan to Regional Port Commissioners. We will present outcomes from implementation action planning to Regional Port Commissioners to inform them of plans to execute on the Final CDRPA Strategic Plan. Additionally, this presentation will provide an opportunity for Regional Port Commissioners to ask questions and share their input before concluding the implementation action planning effort. We will consider input gathered and incorporate it before updating the Implementation Action Plan to final.

➔ *Deliverable 7 – Implementation Action Plan*

References

The greatest testament to our high quality work is the expressed satisfaction shared by our clients. We encourage CDRPA to connect with our references to learn firsthand about the consulting experiences we deliver on comparable engagements.

City of Washougal, Washington Strategic Plan

Dave Scott
City Manager
1701 C Street
Washougal, WA 98671
360-835-8501 | x102
david.scott@cityofwashougal.us

View the City’s dedicated strategic planning page [here](#).

Jefferson County, Washington Strategic Plan

Mark McCauley
City Administrator
1820 Jefferson Street
Port Townsend, WA 98368
360-385-9100
mmccauley@co.jefferson.wa.us

View the County’s full strategic plan [here](#).

DuPage County, Illinois Strategic Plan

Jason Blumenthal
Policy and Program Manager
41 North Country Farm Road
Wheaton, IL 60187
630-407-6143
jason.blumenthal@dupageco.org

We also encourage CDRPA to review the environmental scan work sample provided in our proposal appendix for addition context surrounding our strategic planning approach.

SCORING CRITERIA 3

Cost

Hourly rates

Table 1 presents hourly rates for our proposed project team members for CDRPA’s further review and consideration.

Table 1: Project Team Hourly Rates

Project Team Member	Role	Hourly Rate
Seth Hedstrom, Principal	Project Principal	\$475
Michelle Kennedy, Manager	Project Manager and Lead Facilitator	\$290
Jen Ferguson, Senior Consultant	Facilitator	\$260
Maddison Powers Spencer, Consultant	Research Analyst	\$190
David Ledbetter, Senior Manager	Operations Subject Matter Expert	\$320
Samuel Eisenbeiser, Senior Consultant	Economic Development Subject Matter Expert	\$260

Total cost

Our total proposed fixed-fee cost for CDRPA’s requested work effort is \$89,100; this total excludes the cost of optional Phase 4 and estimated travel expense. Our costs are based on our experience conducting projects of similar size and scope, and the assumption that satisfying a deliverable is based on CDRPA’s signed acceptance. That said, CDRPA will not incur any additional costs associated with the process of reaching deliverable acceptance.

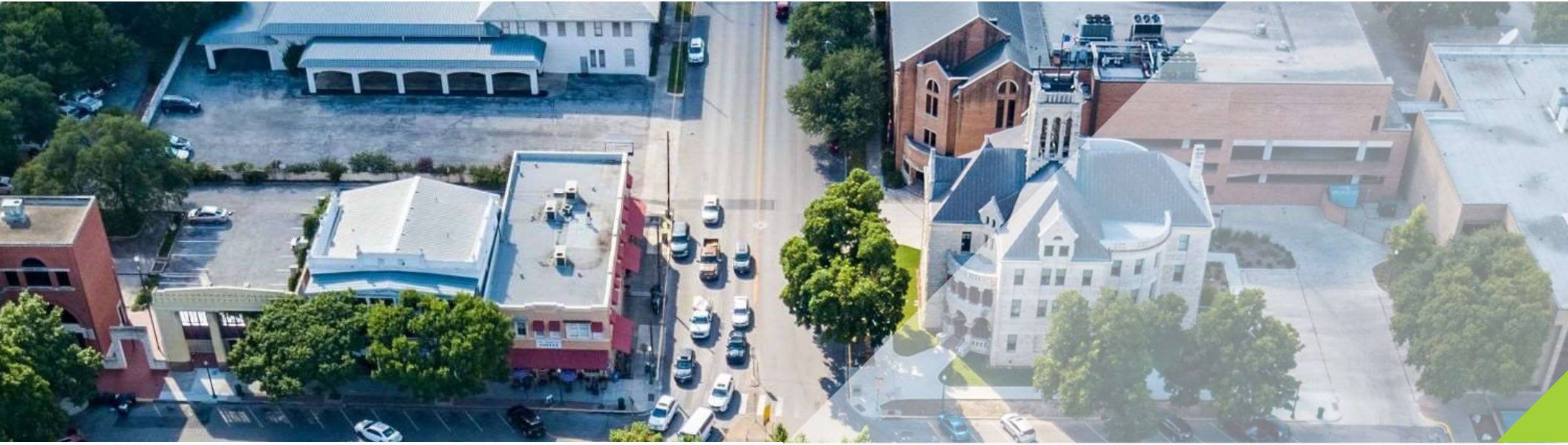
We will utilize our hybrid methodologies through collaborative planning with CDRPA to limit travel expense to CDRPA as appropriate.

To provide additional context, we outline our costs by phase in Table 2 below.

Table 2: Costs by Phase

Phase	Cost
Phase 1: Project Initiation and Management	\$14,500
Phase 2: Community Engagement and Strategic Analysis	\$34,900
Phase 3: Strategic Plan Development	\$39,700
Total Cost	\$89,100
OPTIONAL Phase 4: Implementation Action Planning	\$21,200
Estimated Travel Expense (only billed as incurred)	\$9,500

APPENDIX: WORK SAMPLES



City of New Braunfels City Council Strategic Planning Session

October 25, 2023



Agenda

- ▲ Review Environmental Scan
- ▲ Review the City's Mission Statement
- ▲ Review the City's Vision Statement
- ▲ Review Core Values
- ▲ Develop Strategic Priorities
- ▲ Develop Strategic Goal Statements



Guidelines for Effective Participation

1. Speak from your own perspective using “I” statements.
2. Respect other viewpoints while listening respectfully and intently.
3. Stay focused on the discussion at hand.
4. Ask questions.
5. Speak in “we” statements when reporting out from breakout discussions.



Strategic Planning Process



Planning Process: What is a Strategic Plan?

1 Defines **WHAT**, not **HOW**

- What we want the City to become (vision)
- What to prioritize and focus on (goals) so we can achieve the vision
- What we will measure (performance measures) to evaluate progress

The Strategic Plan defines **WHAT** the City will prioritize and focus on.

2 A **LIVING DOCUMENT** that guides the City's decision-making about:

- Budgets
- Long-range capital investments
- Economic and community development
- City services

HOW the City carries out its strategy to reach the vision, priorities, and goals is defined in an **implementation plan**.

3 A tool for government transparency and accountability

- Residents, taxpayers, and the public know how the City is investing resources, why, and to achieve what results/benefits for the community

This implementation plan is developed by staff **AFTER** the Strategic Plan is complete.



Project Approach: Plan Development



City Council

- Mission
- Vision
- Core Values
- Strategic Priorities
- Strategic Goals



City Staff

- Refine Council's Original Work
- Strategic Objectives
- Performance Measures



The North Star Vision

The **North Star Vision** serves as a unifying focal point for an organization's long-term achievement. It must be clear enough for stakeholders to know what they are working towards and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

What's An Environmental Scan...and Why Does It Matter?



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.

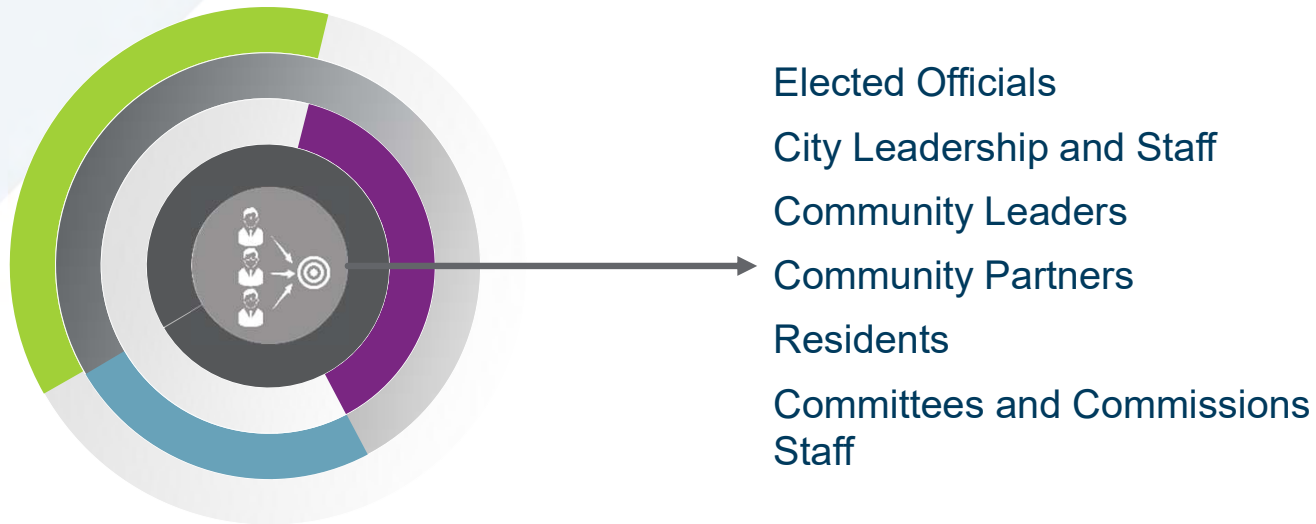


Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

Environmental Scan Approach



- ✓ Interviews with diverse community members and staff
- ✓ Social Pinpoint Community Engagement Platform
- ✓ Review other City documents

Slide 8

KWO Pull stats of number of community interviews, forum participants, social pinpoint, etc and add it to the notes
Karen Whichard, 2023-09-20T18:14:41.497

Open Discussion Question

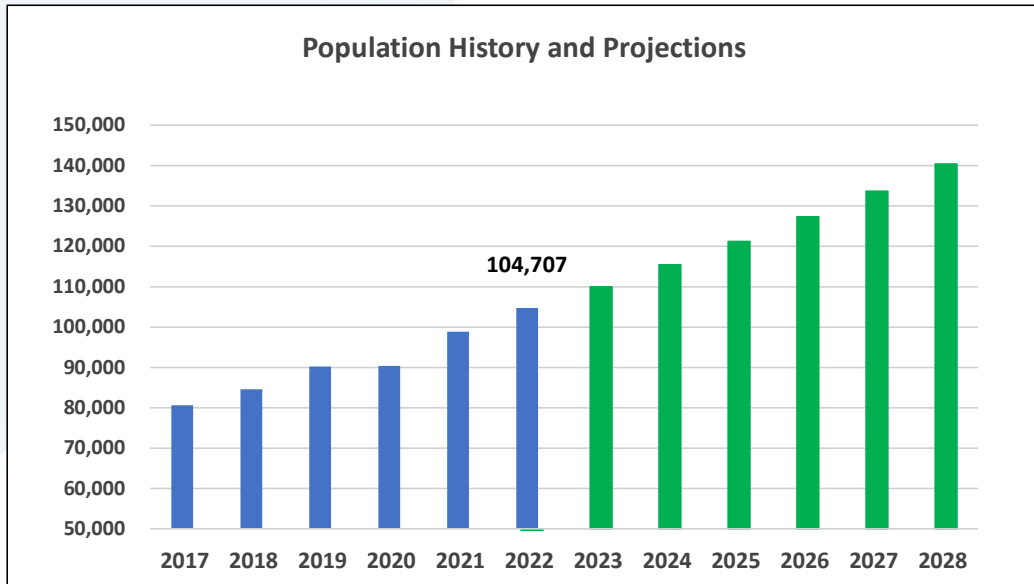
Which words describe your experience living in New Braunfels?



City of New Braunfels Community Profile



About City of New Braunfels



\$76,890
Median Household
Income



\$244,800
Median Home
Value



91.6%
High School
Graduate or
Higher



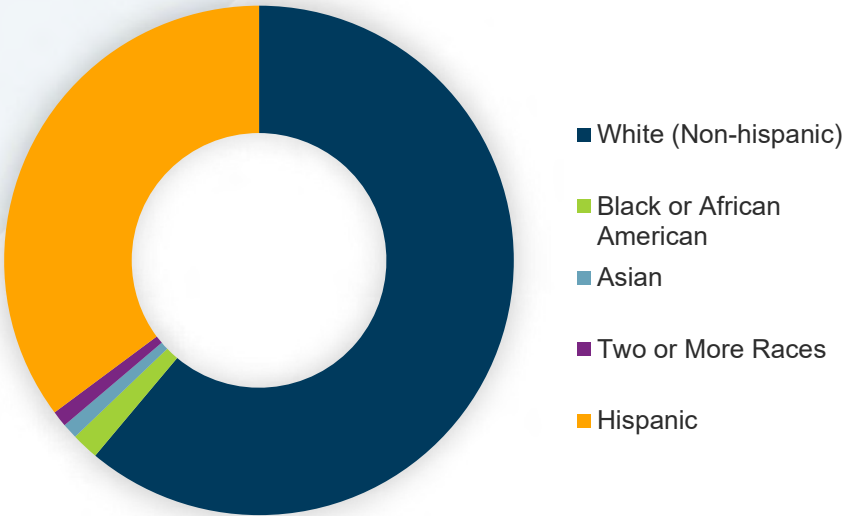
7.7%
Residents below
Poverty level



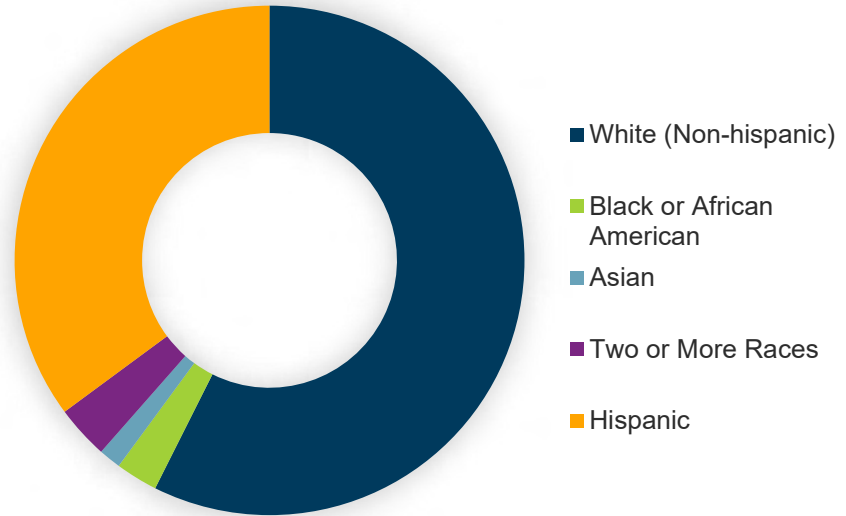
Source: 2021 American Community Survey, US Census Bureau,
City of New Braunfels Five Year Forecast

Demographics: Race and Ethnicity

2010 Race and Ethnicity



2020 Race and Ethnicity



Source: U.S. Census Bureau



Demographics: Age

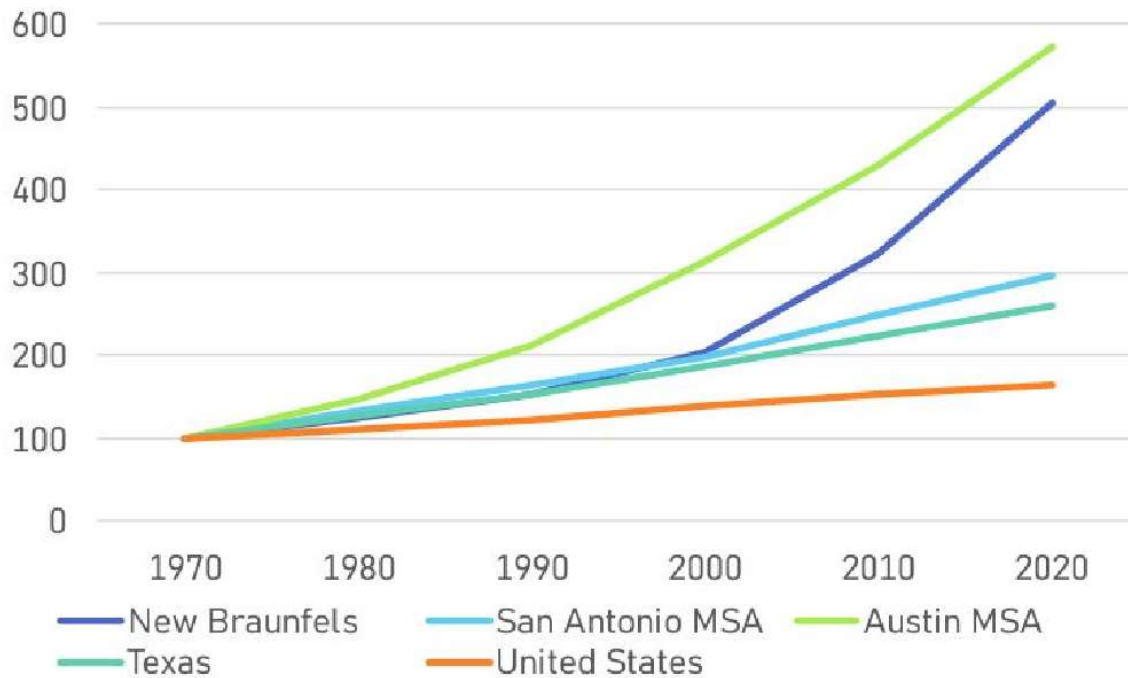


Source: U.S. Census Bureau



Demographics – Net Migration and Population Growth

Population Index (1970 Population = 100)



Source: 2022 Community Assessment

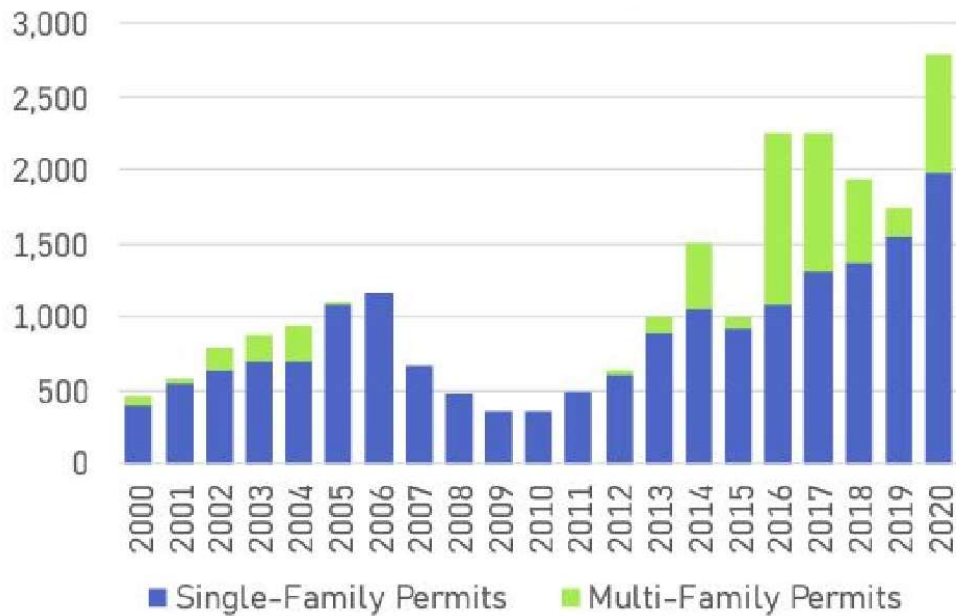
Top Sources of Net Migration, Comal County (2014 – 2019)

Bexar County, TX	8,682
Harris County, TX	1,645
Guadalupe County, TX	1,520
Hays County, TX	1,495
Travis County, TX	593
Nueces County, TX	424
Fort Bend County, TX	402
Montgomery County, TX	311
Collin County, TX	299
Riverside County, CA	283
Tarrant County, TX	271
Williamson County, TX	266
San Diego County, CA	256
Brazoria County, TX	242
Galveston County, TX	228
Los Angeles County, CA	225
Hidalgo County, TX	224
El Paso County, TX	190
Victoria County, TX	186
Webb County, TX	179



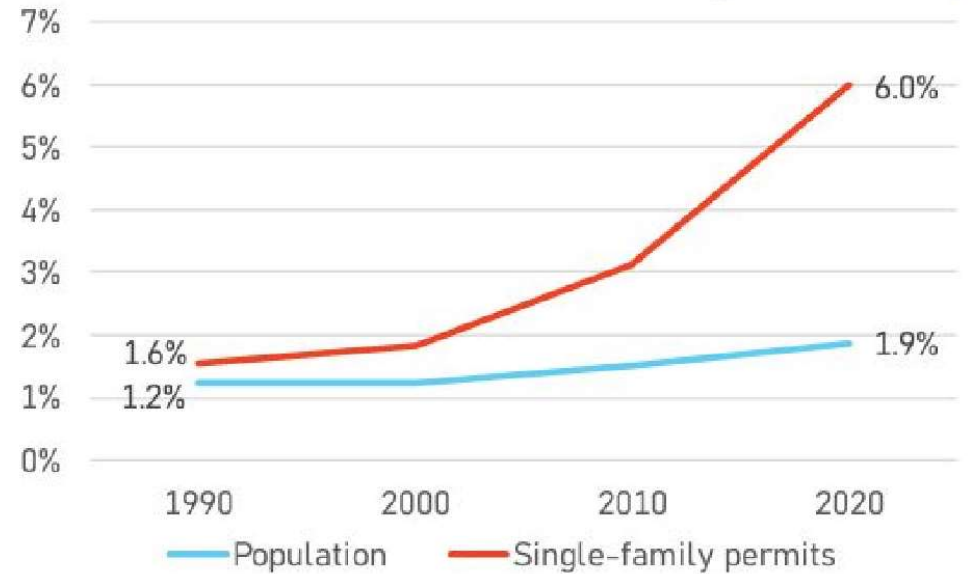
Housing Development Patterns

Housing Permits by Type (2000 – 2020)



New Braunfels as a Share of the I-35 Megaregion*

**San Antonio & Austin MSAs (1990 – 2020)



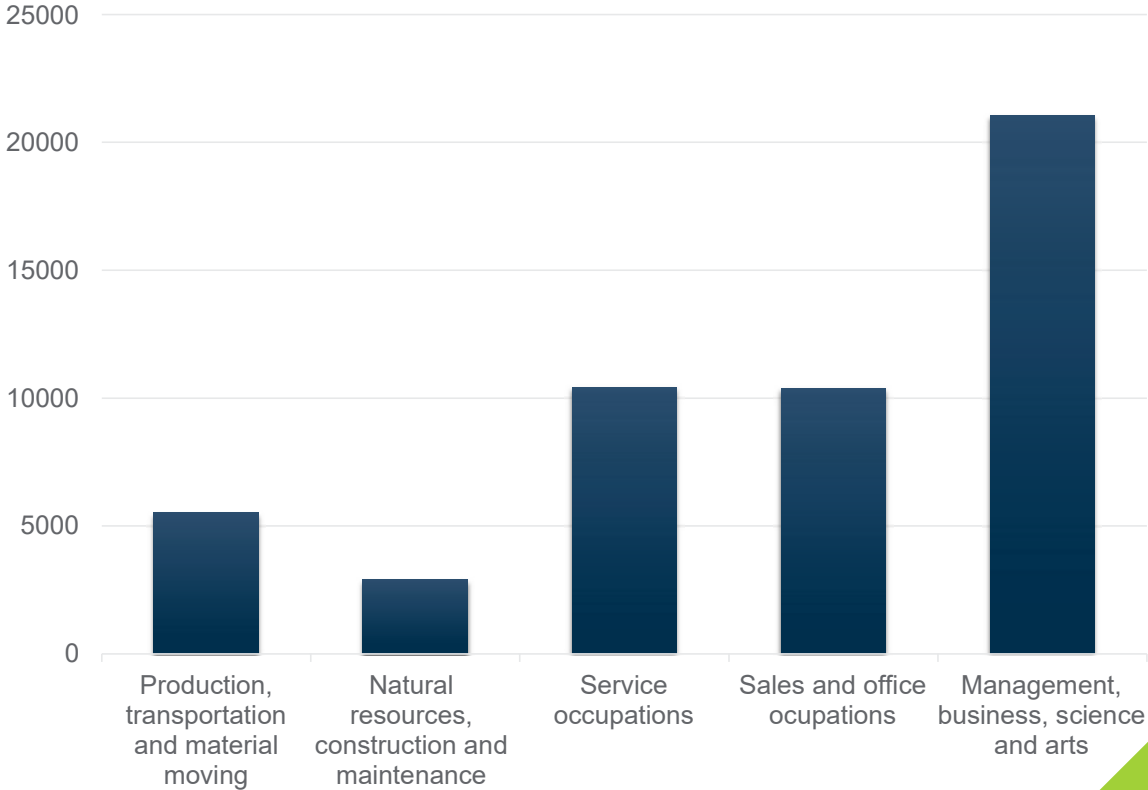
Source: 2022 Community Assessment

Employment and the Economy

Top 5 Employment Industries

- 1. Educational services, healthcare, and social assistance
- 2. Arts, entertainment, recreation
- 3. Professional, scientific, and management
- 4. Retail Trade
- 5. Construction

Most Common Jobs Held by Residents



Source: U.S. Census Bureau, American Community Survey 2021

Overall Quality of Life



Please rate each of the following aspects of quality of life in New Braunfels.
(% excellent or good)



Please indicate how likely or unlikely you are to do each of the following.
(% very or somewhat likely)

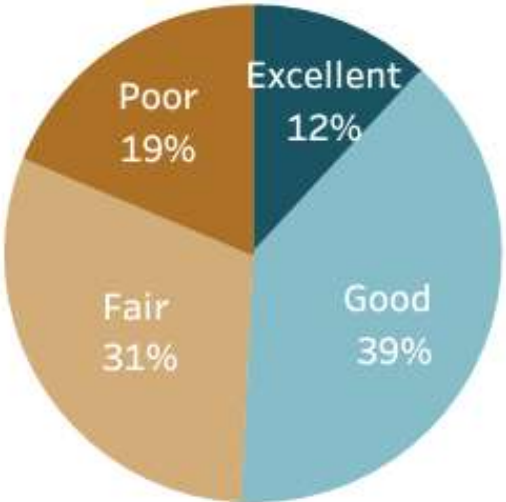


Please rate each of the following in the New Braunfels community.
(% excellent or good)

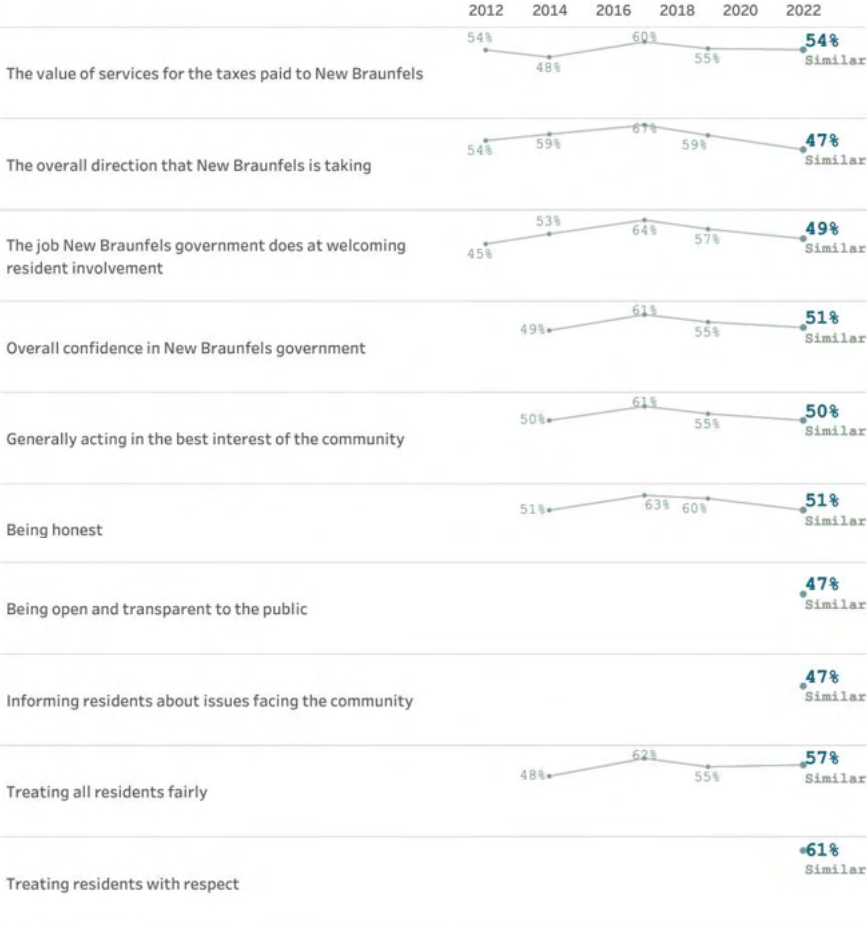


Source: 2022 National Citizen Survey

Overall Confidence in New Braunfels Government

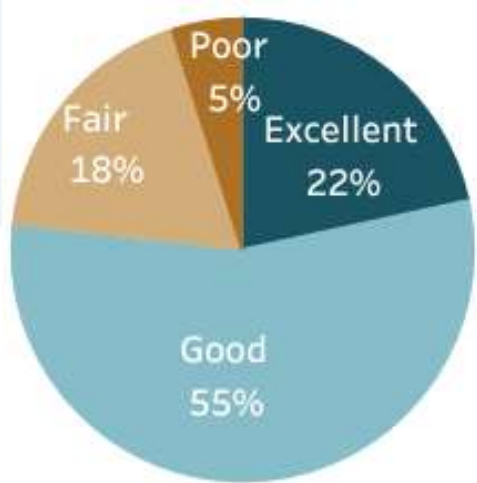


Please rate the following categories of New Braunfels government performance. (% excellent or good)

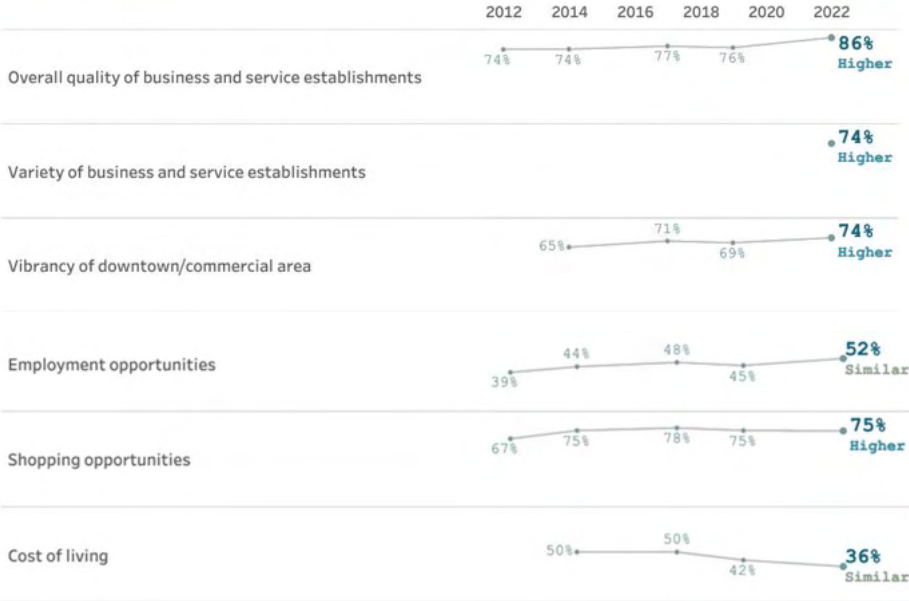


Source: 2022 National Citizen Survey

Overall Economic Health of New Braunfels



Please rate each of the following in the New Braunfels community.
(% excellent or good)

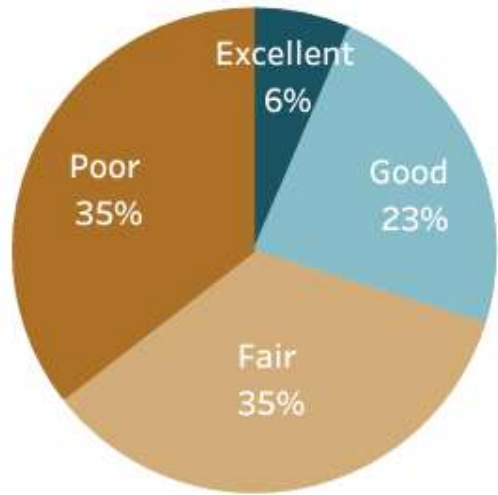


Please rate the quality of each of the following services in New Braunfels.
(% excellent or good)

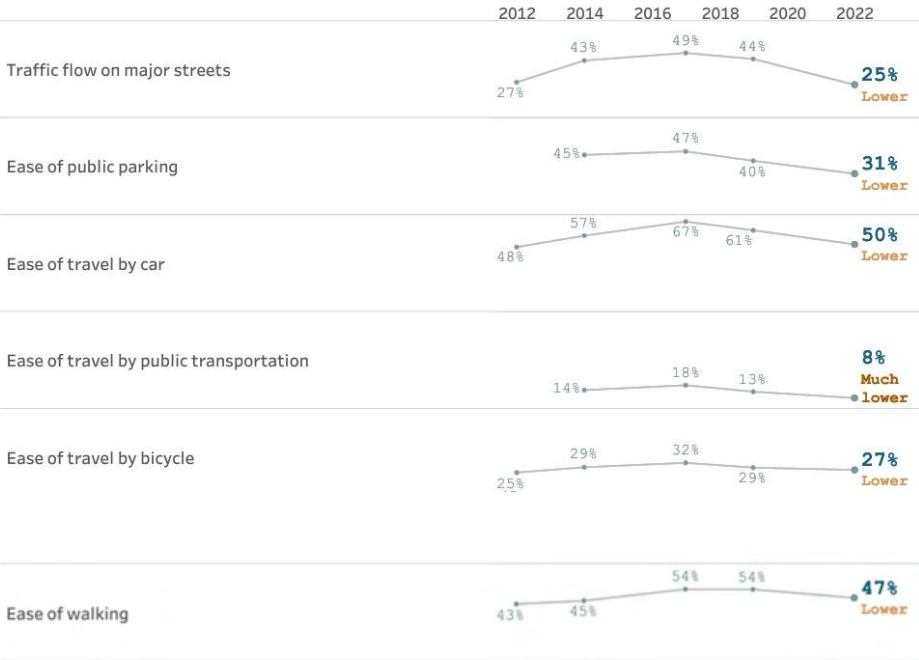


Source: 2022 National Citizen Survey

Overall Quality of the Transportation System in New Braunfels

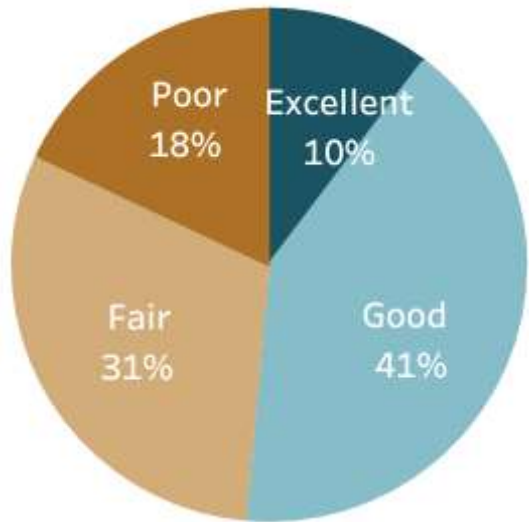


Please also rate each of the following in the New Braunfels community.
(% excellent or good)



Source: 2022 National Citizen Survey

Overall Design or Layout of Residential and Commercial Areas



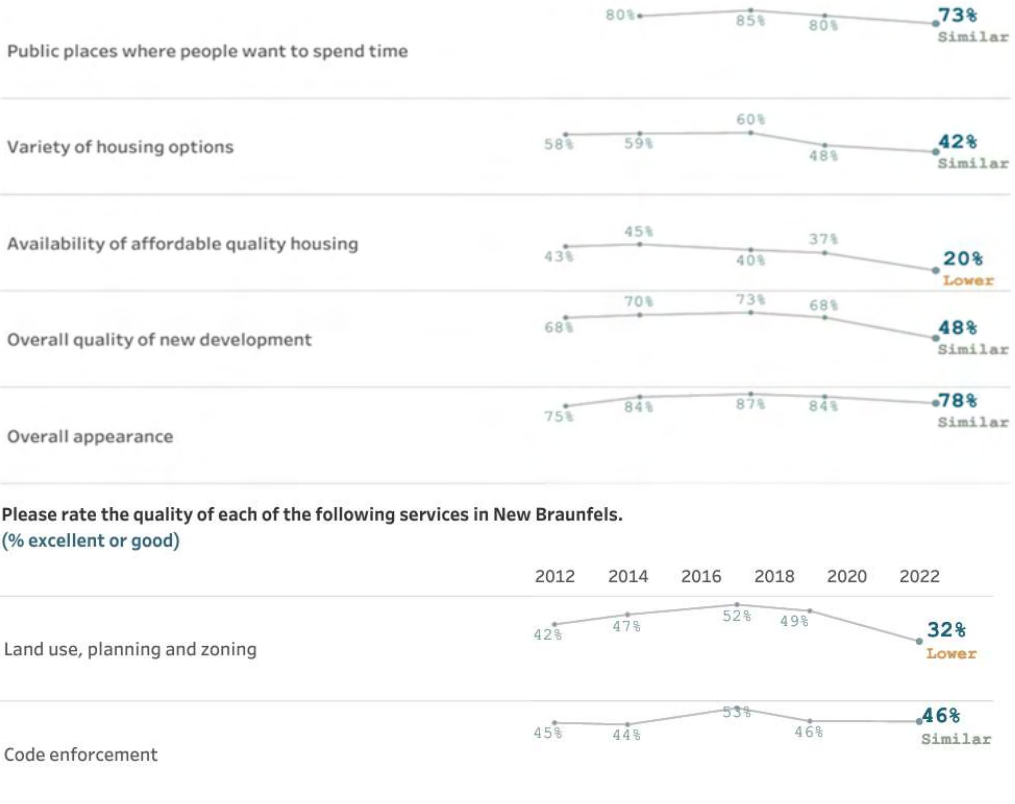
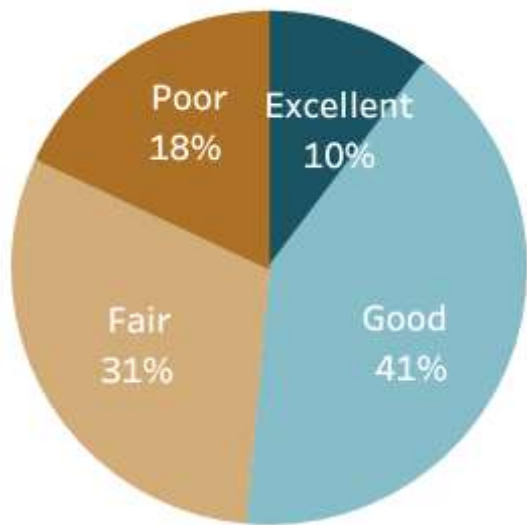
Please also rate each of the following in the New Braunfels community.
(% excellent or good)

	2012	2014	2016	2018	2020	2022
Well-planned residential growth						28% Lower
Well-planned commercial growth						33% Similar
Well-designed neighborhoods						43% Lower
Preservation of the historical or cultural character of the community						69% Similar



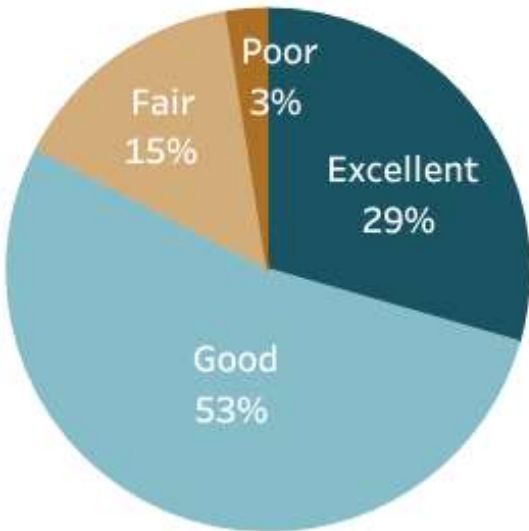
Source: 2022 National Citizen Survey

Overall Design or Layout of Residential and Commercial Areas

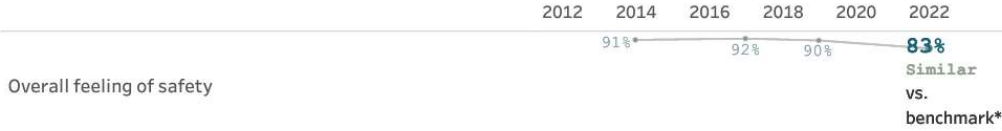


Source: 2022 National Citizen Survey

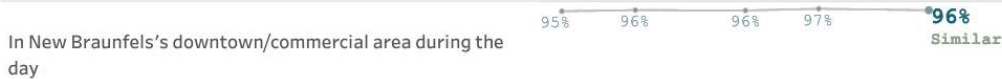
Overall Feeling of Safety in New Braunfels



Please rate each of the following characteristics as they relate to New Braunfels as a whole.
(% excellent or good)

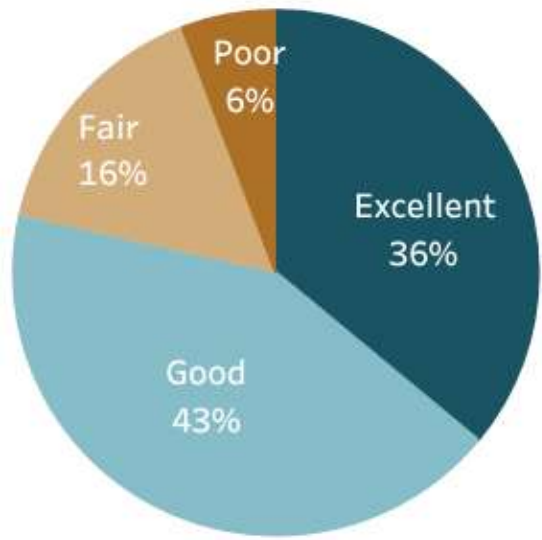


Please rate how safe or unsafe you feel:
(% very or somewhat safe)



Source: 2022 National Citizen Survey

Overall Quality of the Natural Environment



Please also rate each of the following in the New Braunfels community.
(% excellent or good)

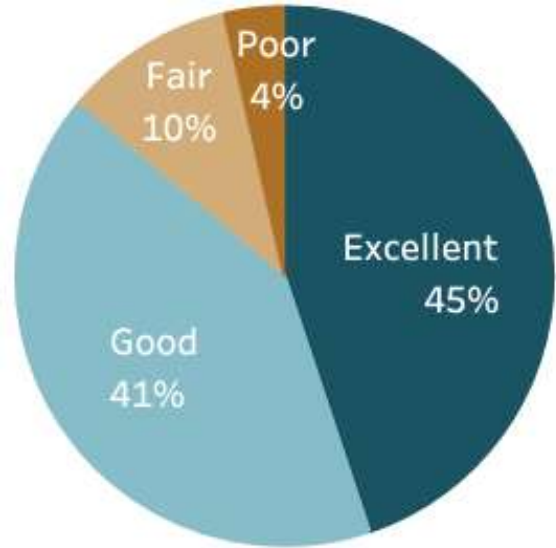


Please rate the quality of each of the following services in New Braunfels.
(% excellent or good)

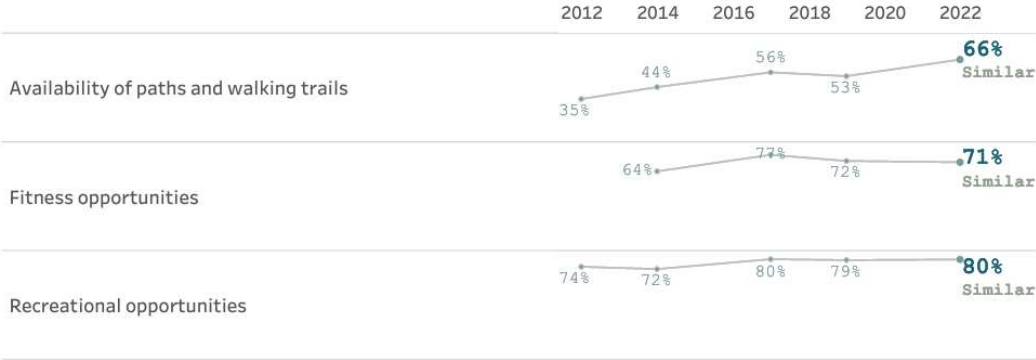


Source: 2022 National Citizen Survey

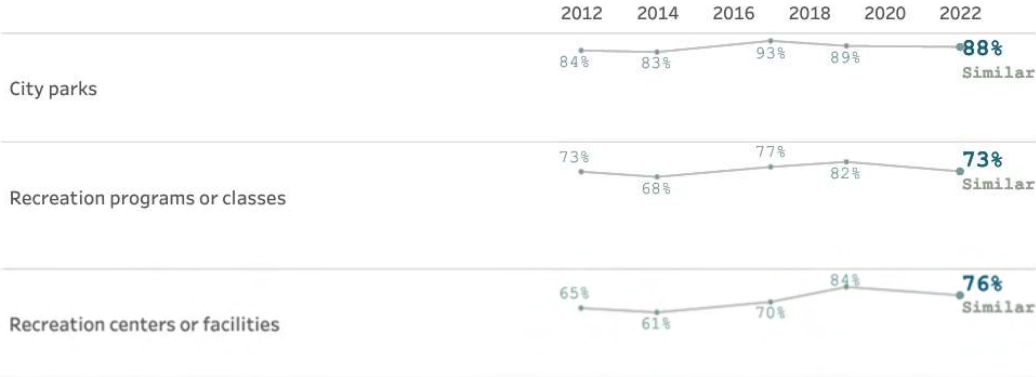
Overall Quality of Parks and Recreation Opportunities



Please also rate each of the following in the New Braunfels community.
(% excellent or good)

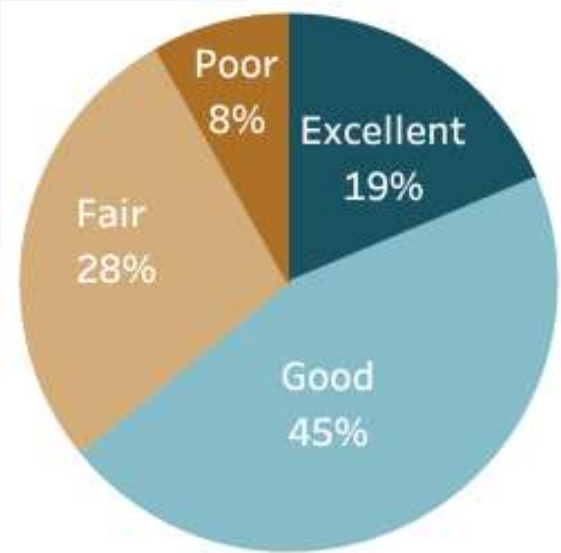


Please rate the quality of each of the following services in New Braunfels.
(% excellent or good)

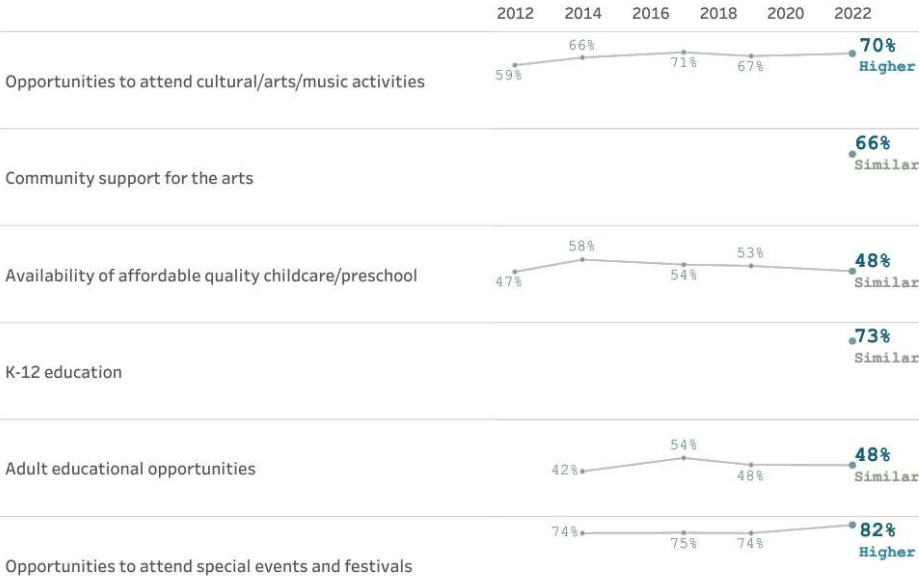


Source: 2022 National Citizen Survey

Overall Opportunities for Education, Culture and the Arts



Please also rate each of the following in the New Braunfels community.
(% excellent or good)

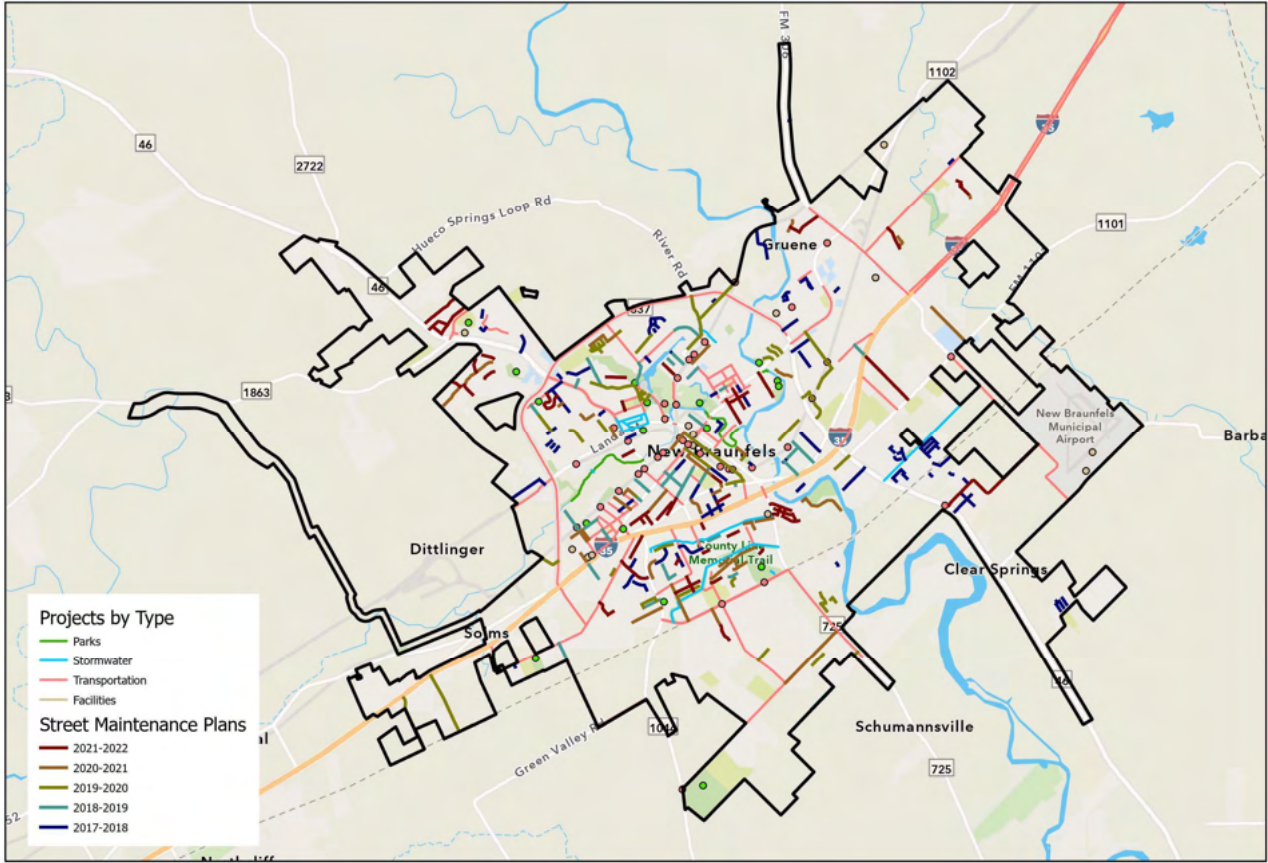


Please rate the quality of each of the following services in New Braunfels.
(% excellent or good)



Source: 2022 National Citizen Survey

Capital Investment History



Combined Projects Map
Street Maintenance Plans and Project Activity



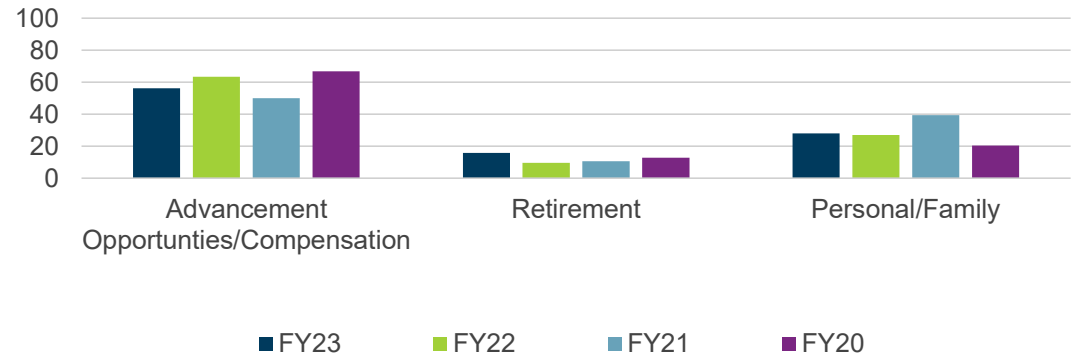
Document Path:
Z:\Departments\CityManager\CIP\Development\2013toPresent\CIP Development.aprx

Source: City of New Braunfels GIS
Date: 1/26/2022

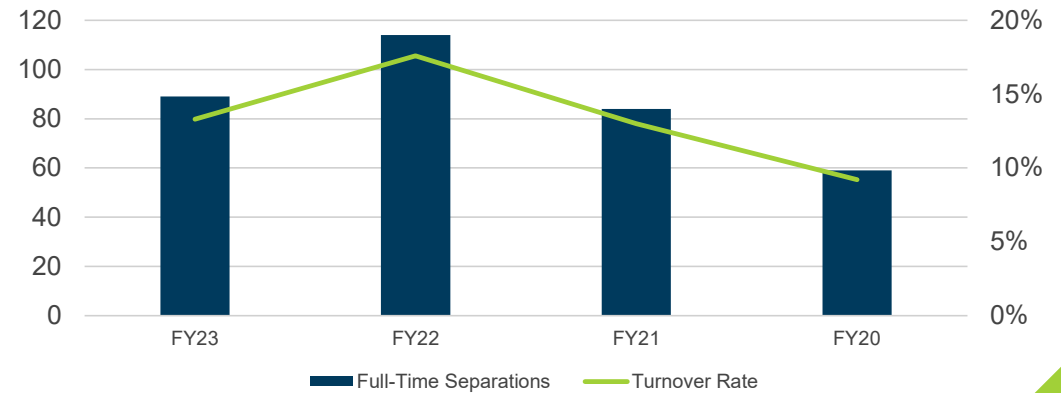
Employee and Staffing Profile

Full-Time Position Turnover Data	
Solid Waste Operator	28.57%
Custodian	11.90%
Assistant, Administrative	11.90%
Equipment Operator	16.67%
Maintenance Worker	16.67%
Police Officer	14.29%

Voluntary Separation Reason



Full-Time Separations and Turnover Rate



Source: FY2023 People Report

Key FY 2024 Investments



Fourth consecutive property tax rate decrease



Compensation increases effective in October. Accomplishes all four of the objectives established at the July 6 retreat



32 General Fund positions (35 overall) added to address service demands



Continued one-time investments, many of which will result in creating efficiencies, increasing productivity, or enhancing customer services



Begins to establish capacity for FY 2025 and beyond to support initiatives derived from the strategic plan as well as operating costs associated with capital projects in progress





Community Perspectives the City's Future

Analysis of Community Input

- ▲ All community input and survey responses were compiled, analyzed, and coded by theme.
 - A response, idea, or comment had to be mentioned multiple times in order to be listed as a theme.
 - Themes are identified as possible strategic priorities for Council consideration.
 - All specific ideas for improvements have been captured for consideration and will be presented to the Mayor, Council and City staff as strategies and actions to support the vision and strategic goals developing in the planning process.



Social Pinpoint Site

10209

Total Visits

3403

Unique Users

2:12

Avg Time (min)

710

Unique Stakeholders

98

Comments

660

Survey Responses



The New Braunfels Strategic Plan Needs Your Input!
The City of New Braunfels has begun the process of creating its next Strategic Plan, which will lay out the City's guiding principles, strategic priorities, mission, and vision for the future. Input from the community plays a key part in creating a successful plan, so the City is asking residents to participate in the process.
Please take the survey below and leave your thoughts on the Ideas Wall. Be sure to check back often for updates, including information about upcoming community forums.



Take a brief survey
Please take a moment to share your thoughts about the City of New Braunfels.

[Take the survey now](#)



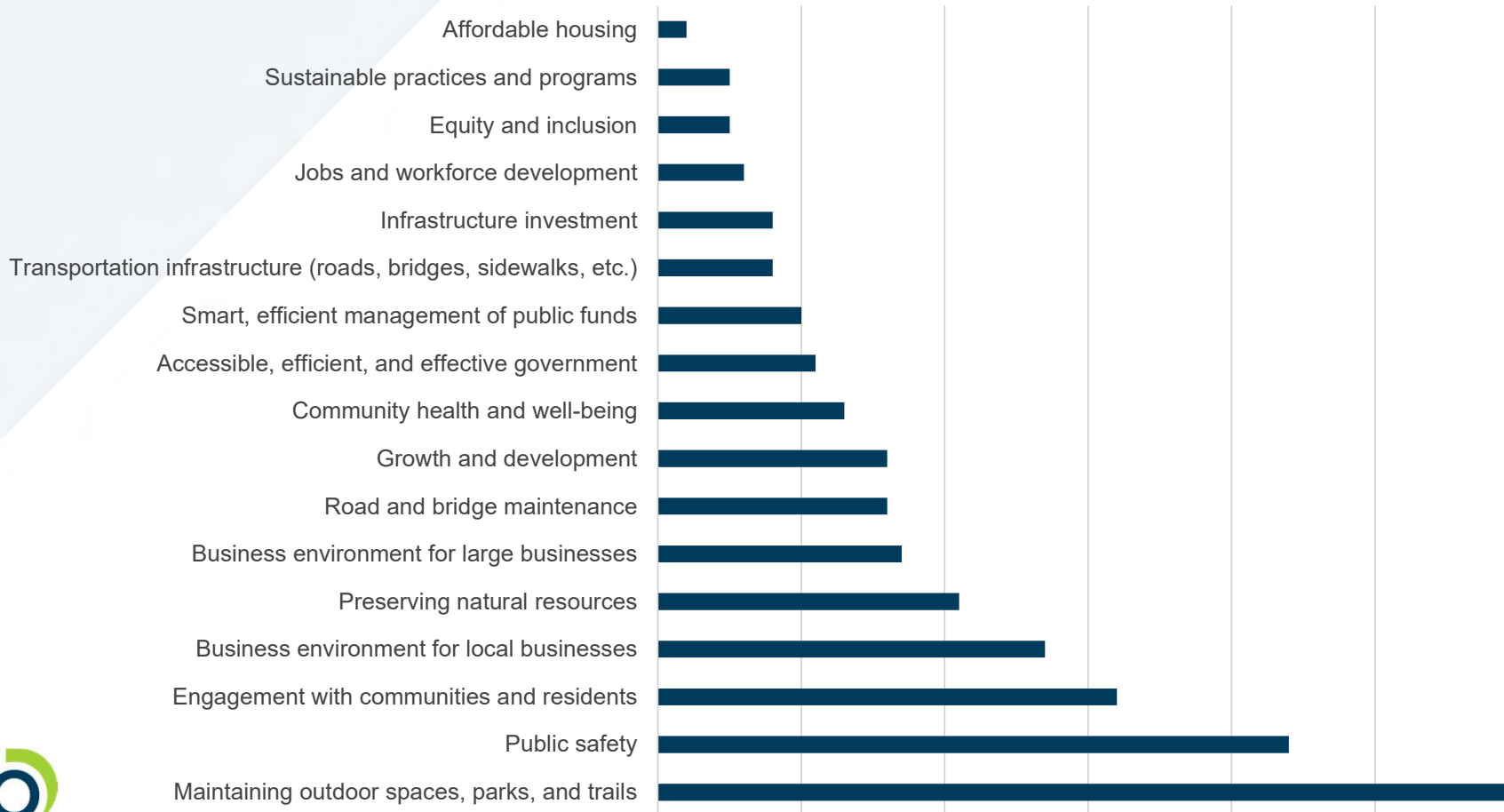
Share your ideas
Dive into big topics, letting us know what you think the City of New Braunfels should focus on - and how.

[Leave a comment](#)



Opportunities

What are some things that the City government does well? Check all that apply.

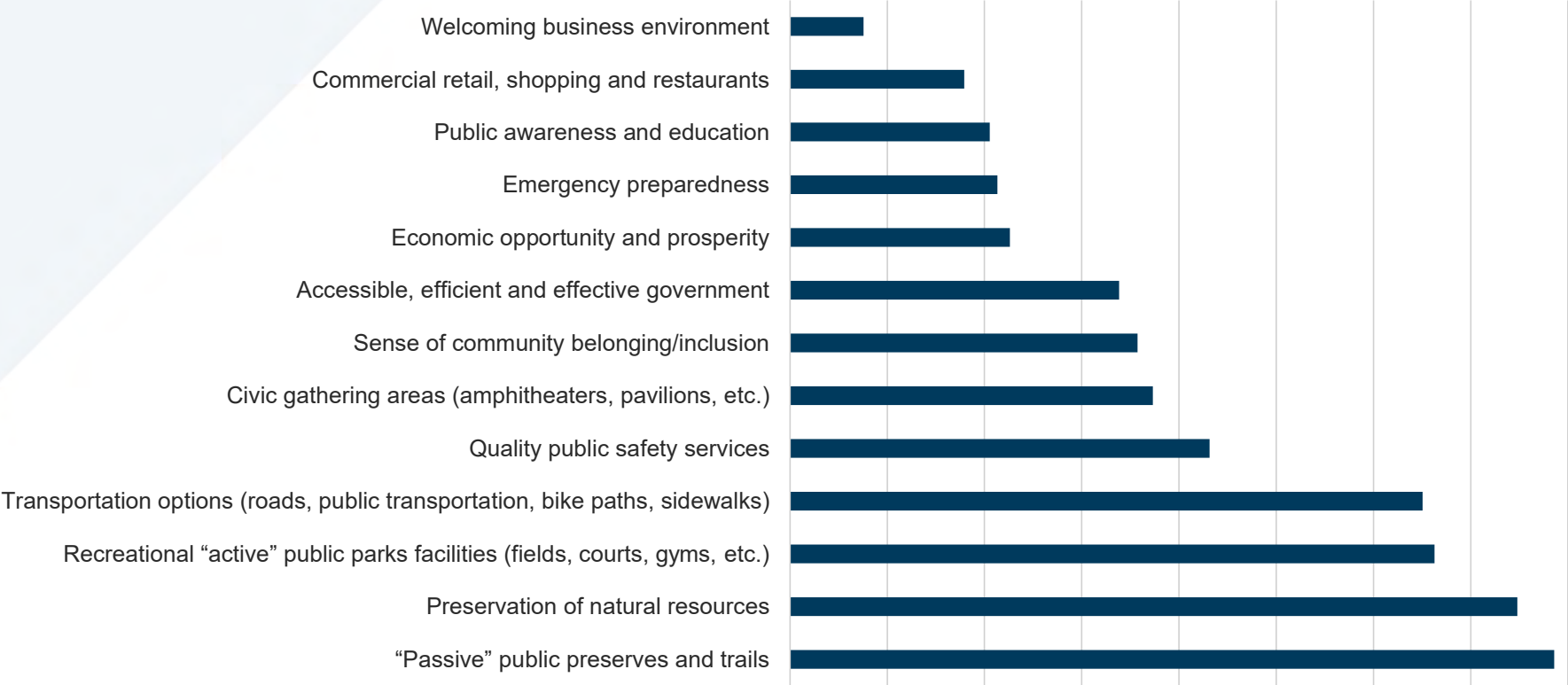


Source: 2023 Social Pinpoint Community Survey



Opportunities

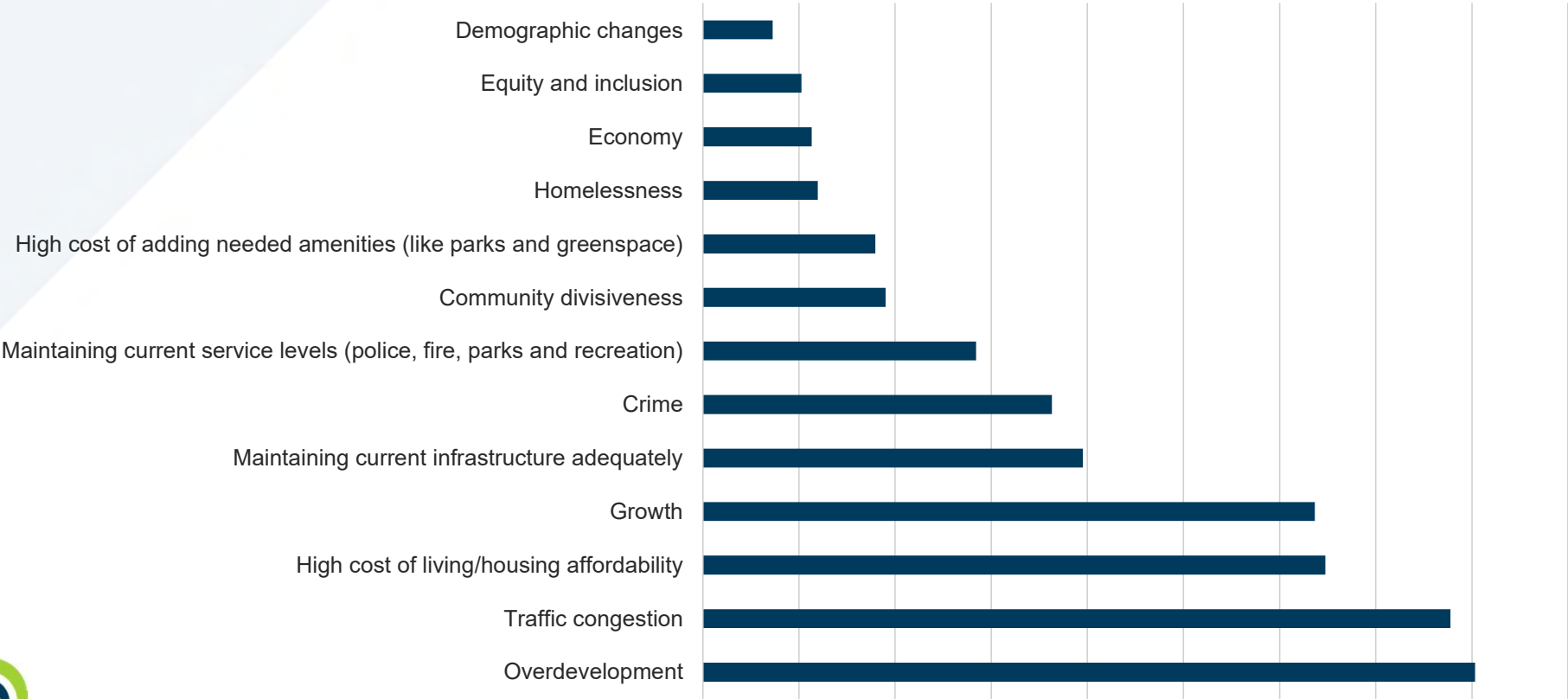
Select the top five things you would like to see more of in New Braunfels.



Source: 2023 Social Pinpoint Community Survey

Challenges

What are the biggest challenges in the next three to five years? Select Five.

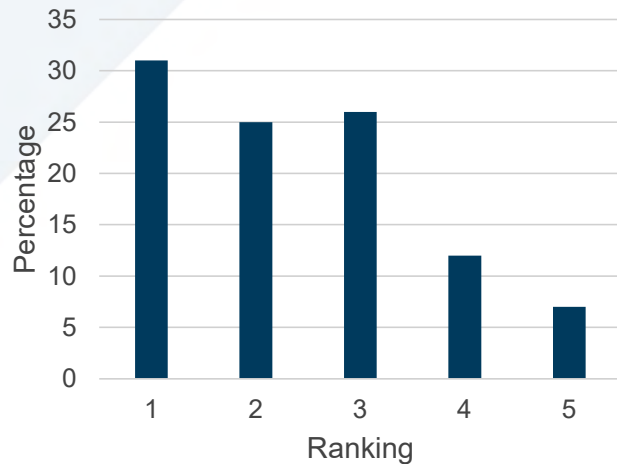


Source: 2023 Social Pinpoint Community Survey



Challenges

On a scale of 1 to 5, with 5 being most confident and 1 being least confident, how confident are you that the City will be an even better place to live five years from now?



Source: 2023 Social Pinpoint Community Survey

If you responded to the above question with a rating of 3 or lower, what would have to happen for you to have a 4 or 5?

Themes

- ✓ Improved road infrastructure
- ✓ Improved water and electric infrastructure
- ✓ Preserving natural spaces and adding green space
- ✓ Slowing down/managing growth
- ✓ Stopping growth
- ✓ Decrease in density currently being constructed
- ✓ Need to lower tax burden
- ✓ More affordable housing options
- ✓ Feeling safe
- ✓ Increased inclusion of diverse people
- ✓ More trails and bike paths

In an ideal world, what does the City of New Braunfels look like in five years?

- ▲ Easy to get around – mobility options
- ▲ Housing options for people at all income levels
- ▲ Small town feel – fairs, festivals, street events remain a core part of the community vibe
- ▲ Historic character is preserved and balanced with new growth
- ▲ Community remains connected and engaged
- ▲ Infrastructure keeps pace with growth
- ▲ Parks and other outdoor amenities are enhanced to meet the growing need with population increases



Source: Community, Staff and Council Interviews

What do you think are the biggest concerns of community members?

- ▲ Keeping the community feel and historic culture
- ▲ Managing growth and development
- ▲ Housing affordability and the impact on workforce housing, aging in place, long-time families being able to stay or the next generation being able to purchase a home
- ▲ Managing development process
- ▲ Water availability, droughts and natural resources given the growth
- ▲ Transportation infrastructure and the ability to move easily around town
- ▲ Social division and conflict
- ▲ Difficult to access downtown and parks during tourist season
- ▲ More shopping amenities locally



Source: Community, Staff and Council Interviews

What does New Braunfels do well?

- ▲ Public safety services – police, fire, EMT
- ▲ Parks and recreation services
- ▲ High quality staff with well-run departments
- ▲ Conducting business in a transparent manner
- ▲ Collaborating with other institutions

What could the City do better?

- ▲ Maintenance of roads, parks, and other infrastructure
- ▲ Focus on the long-term
- ▲ Management of development process
- ▲ Telling their story and combatting misinformation
- ▲ Preserving natural resources and enhancing outdoor amenities



Source: Community, Staff and Council Interviews

What do you think are the highest priorities to focus on in the next five years?

- ▲ Core city services keep up with the growth
- ▲ Transportation infrastructure and improved connectivity across the entire community
- ▲ Affordable housing options
- ▲ Getting ahead of the growth and managing it more effectively
- ▲ Preserving natural resources and parkland
- ▲ Maintaining high-quality staff and leadership



Source: Community, Staff and Council Interviews

Top Themes

Social Pinpoint Comments and Survey

- Improve transportation options – roads, sidewalks, bike lanes
- Affordable housing options
- Protect natural resources, including the water supply and open space
- Increase access to passive and active parks and recreation opportunities

Stakeholder Interviews

- Maintain community feel and historic culture
- Core city services keep pace with growth
- Affordable housing options, especially for the younger workforce
- Transportation infrastructure



Source: 2023 Social Pinpoint Community Survey, 2023 Social Pinpoint Comments, and 2023 External Community Interviews

Environmental Scan – SWOC Analysis

- ▲ **SWOC** stands for strengths, weaknesses, opportunities, and challenges.
- ▲ A SWOC analysis assesses the organization's current position before deciding on any strategies.
- ▲ Using a SWOC analysis allows the City to make the most of its strengths and reduces the chances of failure by understanding what is lacking and eliminating obstacles that get in the way of effective strategy.



Environmental Scan – SWOC Analysis Discussion

- ▲ *What are the strengths of the community? Of the City government?*
- ▲ *What are weaknesses that need to be considered? Community? City government?*
- ▲ *What opportunities does the City have that it can capitalize on? For community impact? For City operations, organizational culture, etc.*
- ▲ *What challenges is the community facing now and for its future? What threats does the City government face to effectively serving the community now and in the future?*



Existing SWOC Analysis: What should be added or removed?

What are the strengths?

- Strong, connected community culture
- Natural beauty and outdoor recreational experiences and the ability to amplify these and better connect them for use by the community and tourists
- Transparent and accessible City Council
- High quality staff and well-run departments
- Desirable place for individuals and companies to locate
- Financially stable with Aa2 and AA ratings and a stable outlook
- Collaborative relationship with the economic development corporation

What are the opportunities?

- Investment in staffing resources in FY2024 Adopted Budget to help meet increasing services demands
- Infill redevelopment – if done well and within community context – can add bike, transit and pedestrian infrastructure
- Development code updates
- Growth will generate revenues to meet increased demands for services and infrastructure investments
- Potential impact of technology investment to enhance transparency, efficiency in permitting process
- Leveraging of tax dollars through collaboration
- Turning landfills into nature preserves
- Giving voters a sense of agency
- Giving neighborhoods more influence

What are the weaknesses?

- Residents do not agree on how to manage impacts of growth
- Governance structure of Texas limits policy options at the local level
- Physical, mental and social divide created by I-35 within the community
- Potential recessionary impacts on sales tax revenue
- Impact of sustained drought on tourism
- Being nimble/responding more quickly to challenges/opportunities
- Sprawl and dependence on cars
- District 2 divided by river and County boundaries

What are the challenges?

- I-35 Corridor growth
- Housing availability and affordability; gentrification
- Managing the development process
- Impacts of overall community property tax burden balanced with need for significant infrastructure investment
- Limited transit options within the City and the region
- Maintaining essential services and staffing that matches community population growth
- Supporting more neighborhood diversity (non-homogenous solutions to community needs and development)
- Maintaining focus on key priorities and not just a few vocal residents or groups
- Lack of incentive to innovate and take risks
- Lack of adequate high paying jobs in the community

Environmental Scan Discussion



What stood out in the presentation?



Did you learn anything new?



Which themes are the most important in shaping your thinking about the future direction of the City?



Next Steps...



Next Steps

- ▲ Develop Draft Strategic Plan
- ▲ Present the final plan for review and adoption by City Council.

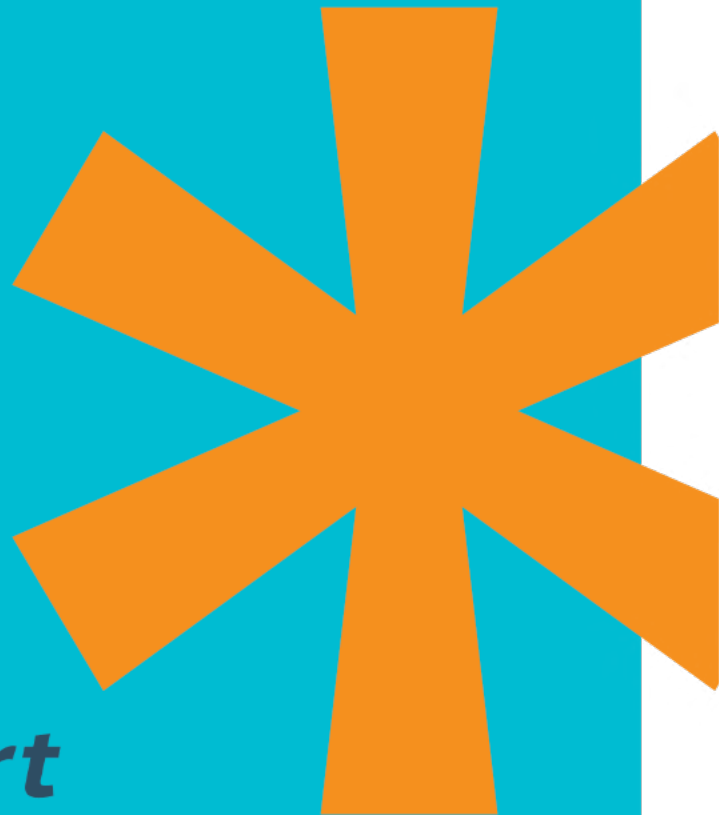


PARTNERSHIP PROPOSAL

Strategic Planning

 **CIVIC***
POSSIBLE &
AMPLIFYING THE WORK
OF CIVIC CHANGEMAKERS

 **CHELAN DOUGLAS**
Regional Port
AUTHORITY





CONTENTS

- 3. Letter of Introduction
- 4. Background, Qualifications, & Experience
- 8. Project Approach & Process
- 14. Cost
- 16. References

LETTER OF INTRODUCTION

Dear Chelan Douglas Regional Port Authority,

Your organization has an incredible and rare opportunity to build its first Strategic Plan that will carry it and the communities it serves forward for years to come. This not only provides you with the chance to evaluate current systems, but also dream about how your communities and region may be able to do things differently, foster opportunities for growth, and build a brighter, more resilient economic future for your constituents. Civic* Possible is excited about the opportunity to help your port, its partners, and its stakeholders in the strategic planning process.

This proposed partnership is custom-designed based on the criteria within the Request for Proposal and our professional experience in rural economic development ecosystems, programming, and organizations. As proposed, this is a highly collaborative process that ensures the collaborative design of a strategic plan that is truly authentic to Chelan County, Douglas County, and the communities within them. We will apply tools and methods that welcome broad participation and group creativity, executed in a way that converges into tangible outcomes, while engaging in activities that build and reinforce stakeholder buy-in.

It is a simple yet dynamic framework where each phase intuitively builds on those before it, which allows for flexibility as we go, ensuring the project receives unique and dynamic results.

For this proposal, the Civic* Possible team brings a collective thirty-five years of experience in feasibility studies, ecosystem development, strategic planning, governance, and public-private partnership creation in communities from Michigan, Oregon, North Carolina, Kansas, Vietnam, Tonga and South Africa. All team members have backgrounds that mix the idealism of improving communities with the tactical, on-the-ground experience of the work it takes to get things done.

This contract opportunity would be a dream for us because it meets our shared mission of creating truly robust, integrated, equitable, and inclusive economic development ecosystems and local economies that meet the needs of the communities they serve. Should CDRPA choose to work with Civic* Possible, we will have challenging and fun conversations, work together to uncover unique opportunities, and create a strategic plan that inspires.



Jason Schneider

Amplifying the work of civic changemakers

jason@civicpossible.com | 503 606 6135
2227 Wilkinson, Marquette, MI 49855
www.civicpossible.com



Background, Qualifications, & Experience

“Jason is a passionate and collaborative change maker. He is a valued partner in the Mid-Willamette Valley and is working hard to ensure inclusivity, equity, and innovation are present in all of our work. He really shines in big picture needs analysis, strategic planning, and including the right people, in the right ways to get things moving.”

- Jody Christensen, Mid-Valley Regional Solution
Coordinator, Oregon Governors Office

Background & Qualifications

Civic* Possible is passionate about making a difference in the world through uplifting and transforming innovative communities and regions. We believe deeply in the power of rural communities, their residents, and their businesses, which are key economic engines for every state in the nation. Our team has 35 years of experience in economic development across a diverse array of projects in over 50 communities.

We bring extensive experience in supporting communities through regional strategic planning, program design, organizational development, grant navigation, and community project facilitation.

Our team shines in identifying opportunities, creating flexible plans to make them obtainable, building the stakeholder collaboration they require, and strengthening leaders' capacity to succeed, not only in the project at hand but for all future work in their community.

With our expertise and passion for improving the world through amplifying the work of civic changemakers we are confident that we can create a positive impact for CDRPA and the residents that call Chelan and Douglas Counties home.

Team

Project Lead: Jason Schneider



With over twenty-five years of experience at the intersection of government, nonprofits, and business, Jason is a social entrepreneur who brings an entrepreneurial spirit to local governments and nonprofits. He has facilitated special projects and regional ecosystems in various roles, including as an elected City Commissioner, Alaska's first Innovation Officer, founding Executive Director of the Marquette Chamber of Commerce, Economic Development Manager for Marion County OR, and a business & organizational development coach for over 200 businesses and nonprofit organizations.

Recently, Jason has led multiple Pacific Northwest-based projects, including designing Regional Innovation Hubs for the South Coast and Southern Oregon and developing a road map to create a downtown development program for Grants Pass. He also coordinated a \$4 million cooperative COVID grant program across all cities and key organizations in Marion, Polk, and Yamhill Counties to streamline the application process while dramatically reducing administrative requirements.

Project Co-Lead:
Rachel Barra



With a decade of experience in growing rural entrepreneurship ecosystems and supporting the entrepreneurs and innovators within them, Rachel thrives when collaborating with people doing epic work in their communities. She has a unique blend of boots-on-the-ground experience paired with consulting for one of the nation's largest nonprofits focused on economic development in rural America, lending to her understanding of ecosystem-building best practices and the day-to-day grind ecosystem builders face.

While at Innovate Marquette SmartZone, which connects local businesses and innovators with students for real-world skills development and low-cost business support, Rachel mentored students, supported 100+ entrepreneurs, and launched and grew four ongoing entrepreneurship event series that regularly attracted 50-80+ attendees. More recently, as a Community Manager with the Center on Rural Innovation, she worked with 24 micropolitan communities to conduct assessments, guide stakeholders through strategic planning activities, and provide grant support. During her tenure, she directly contributed to seven communities, securing over \$15M in funding.

In addition, her work has led her to build connections with and learn from leading communities and programs in the innovation space throughout the nation. She has explored various programs and groups in innovation hubs including Bend, Oregon, Boulder, Colorado, Chicago, Illinois, Detroit, Michigan, Kansas City, Missouri, Milwaukee, Wisconsin, and The Berkshires, Massachusetts.

Project Associate:
Jomiro Eming



Jomiro is a freelance designer based in Cape Town, South Africa. His design work encompasses systems, communications, games, and illustration with a unique focus on integrating humans and artificial intelligence. He works as a storyteller, helping people bring their ideas to life, from building a brand, to creating a product, to launching a website, to writing a book, to having a chat about life. Everyone has a story to tell; they just need some help finding it, understanding it, and then communicating it with the world.

Relevant Experience

Southern Oregon Innovation Hub

Date: November 2022 - January 2024 (15 months)

Scope: Coordinated regional stakeholders to assess the existing innovation ecosystem, identify gaps & opportunities, and run community co-design workshops before creating a strategic plan for a regional innovation hub meeting all stakeholder needs while remaining in alignment with Business Oregon's Innovation Hub initiative.

Outcomes: Delivered an Innovation Hub Business Plan adopted by fourteen regional stakeholders currently in the beginning stages of enacting their plan.

Center on Rural Innovation

Date: May 2021 - July 2023 (26 months)

Scope: Co-led multiple cohorts of four to eight communities with representatives from traditional economic development organizations, nonprofits, higher education, and community groups through assessment, strategic planning, and federal grant application processes. Throughout the engagement the engagement entrepreneurship best practices, methodologies, and programming examples were shared along with the opportunity for participants to connect with peers facing similar challenges and opportunities.

Outcomes: Assisted 24 communities across rural America in assessing their readiness to pursue tech-based economic development, develop actionable strategies to support tech-based entrepreneurs, and secure over \$15M in federal funding to roll out new and expand existing entrepreneurship programming.

Innovate Marquette SmartZone & Local Development Financing Authority

Date: January 2011 - July 2020 (9 years)

Scope: Supported the creation of the Innovate Marquette SmartZone and its municipal funding mechanism, the Local Development Financing Authority. Participated in a range of roles over nine years to develop a small business incubator model for Marquette, Michigan. This included conceptualization, coordinating stakeholders, identifying and creating a funding mechanism, and the subsequent creation and ongoing management of an innovation-based incubator/accelerator.

Outcomes: Launch of a tech and small business incubator/accelerator that continues to serve the community in a variety of economic development and innovation support capacities.

'Eua Eco-Tourism Association

Date: January 2007 - December 2009 (24 months)

Scope: The original scope focused on providing technical support to regional tourism businesses. Through the initial six months, the scope expanded to coordinating an entity representing the local tourism business community and their stakeholders to the national government of Tonga and international funding agencies.

Outcomes: Creation of the first-ever indigenous business association in Tonga. Creation and implementation of a five-year work plan that included cooperative marketing, infrastructure improvements, fundraising, and advocacy that resulted in securing \$25 million in funding for regional infrastructure improvements.



Approach & Process

"Jason offers a rare mixture of empathy, attentive engagement, and respect that encourages trust with people from a wide variety of backgrounds. Jason builds positive cooperation to ensure well-coordinated action. I highly recommend him for any work that requires authentic engagement with stakeholders, building trusted relationships and cooperation, and stewarding organizations to their next levels."

- Bill Vajda, Former Chief Information Officer, State of Alaska

Approach

Boilerplates do not work. Solutions must be authentic to the communities they serve.

Our approach to this project will be highly collaborative amongst identified partners and stakeholders to build the cooperation that will be needed for successful buy-in and support for implementation of the strategic plan. Our work will lean heavily on 1:1 interviews and interactive workshops to explore the existing ecosystem and co-design a strategic plan that meets the needs of the region, the local business community, and CDRPA's goals.

Our approach is a simple yet dynamic framework using Human Centered Design, Liberating Structures, and Strategic Doing. Each phase will iteratively build on those before it, which allows for flexibility as we go, ensuring the project receives unique and dynamic results.

We approach all projects with the assumption that everything needed for success is already within the ecosystem; our role is to be the catalyst in helping it emerge and take shape. We believe in extensive and meaningful conversations with traditional and unorthodox stakeholders in a wide variety of settings. We believe in including all voices, especially those less often heard.

Phase One: Initiation and Planning

Through quantitative research and extensive qualitative interviews we will explore and document opportunities, barriers, gaps, and existing structures at the domestic, national, and international level that impact Chelan and Douglas County's economic development ecosystem. We will aggregate this information into usable assets for stakeholders to understand the existing state of the economic development ecosystem and macro-level trends that could impact the region's future and should be considered when creating a new strategic plan.

Phase One Activities

Meet with key decision makers. Civic* Possible will hold a kick-off meeting to lay the foundation for all future work, then meet with representatives from CDRPA and any other identified stakeholders for monthly updates.

Listening interviews. Deep listening with stakeholders is the foundation that will provide success for a new strategic plan and will be a key activity throughout the entire project. In the phase one, interviews will mostly be 1:1 with representatives from key partners and a variety of stakeholders. The focus of these interviews will be to identify attributes and initiatives of the current economic development ecosystem and opportunities & challenges facing the region's economy.

Community survey. Expanding on the personal interviews, we will draft, share, and aggregate findings from a community-facing survey which will solicit feedback on the region's perceived current economic state and initiatives.

Phase One: Initiation and Planning (continued)

Ecosystem assessment. Using a combination of quantitative and qualitative methods, we will: research, assess, and document the region's existing economic development initiatives, and compare them to domestic, national, and international trends and best practices.

Draft and share report of Phase One findings. All findings from Phase One will be summarized with a draft report delivered to the CDRPA team. The findings within the report will provide documentation on elements relevant to the development of the new strategic plan.

Phase One Deliverables

- Kick-off & monthly meetings with the CDRPA team
- 1:1 interviews
- Community survey
- Ecosystem needs & gap analysis
- Draft and present report on initial findings

Phase Two: Plan Development

In the plan development phase we will review the findings of the initiation and planning phase with CDRPA and key stakeholders before facilitating a series of activities that will lead to the co-creation of strategic initiatives with the best chance for success and buy-in from regional stakeholders. Following these activities, Civic* Possible will document and further detail the key initiatives identified in a living strategic plan that CDRPA will be able to reference when deciding how to best direct its time, effort, and investments over the coming years.

Phase Two Activities

Listening interviews and focus groups. Phase two interviews and focus groups will be utilized to collect thoughts regarding the phase one report from individual, municipal, and CDRPA representatives. Additionally, constituents will be encouraged to share potential strategies that will capitalize on the region's strengths and minimize the region's challenges.

Design sprint/s. A workshop or series of facilitated workshops for CDRPA identified key stakeholders to identify, consider, and review potential strategic initiatives for further planning based on fiscal and political feasibility.

Phase Two: Plan Development (continued)

Draft the strategic plan. A strategic plan will be created using all previous feedback. The final strategic plan may include but is not limited a 10-year vision, initiatives and objectives, metrics, an implementation plan, and guidelines for the development of the annual budget.

Promote the strategic plan. To help the plan move forward, Civic* Possible will be available to meet with stakeholders, media, or others privately or in public meetings to help advance the final strategic plan.

Phase Two Deliverables

- 1:1 interviews
- Focus group/s
- Design sprint/s
- Final strategic plan, including required documents
- Assistance in promoting the strategic plan with constituents



Timeline

"Jason cares about local autonomy and he listens. Even as a palangi (not a Tongan person) he took the time to understand our needs and help us do the right work for us, not just what he thought we should do. His work was transformational for us, and I recommend that others work with him."

- Taki Hausia, Owner of The Hideaway Guest House & President of the 'Eua Ecotourism Association

PROJECT START DATE
March 2024

ESTIMATED COMPLETION DATE
October 2024

Feb Mar Apr May Jun Jul Aug Sep Oct Nov

PHASES

Phase 1:
Initiation & Planning
10 WEEKS

Phase 2:
Plan Development
20 WEEKS

ACTIVITIES

Monthly Meetings

Regional Assessment

Report Phase One Findings

Focus Group/s

Design sprint/s

Draft Strategic Plan

Strategic Plan Delivered

Listening interviews

Remote and in-person time



Some things are done best in person.

During the stages marked by the icon above, we'll incorporate in-person time in order to get to know the communities within which you work, build strategic relationships with stakeholders inside those communities, and build relationships with the leaders inside your organization.

These will be key in creating sustainable impacts.

Extended Support

To help the project move forward, Civic* Possible will provide up to 20 hours of bespoke navigational support to those implementing the CDRPA Strategic Plan. This could include assistance with engaging board members, developing a communication strategy, and/or 1:1 coaching for key stakeholders.



Proposed Fee Structure



AMPLIFYING THE WORK OF CIVIC CHANGEMAKERS

Strategic Plan

\$89,500

Proposed Fee Structure

Civic* Possible prefers to operate under a flat fee structure. This model frees all parties from the ever-present tension between budget constraints and achieving meaningful outcomes. In short, it simplifies our working relationship while allowing us more flexibility to serve communities and their projects in the best way possible.

As we are charging a flat fee, hourly rates are not applicable. However, we estimate* staff will dedicate the following amount of time to the project over the 8 month engagement:

Labor

Jason Schneider	230 hours
Rachel Barra	230 hours
Jomiro Eming	40 hours

Additionally, a flat fee structure allows Civic* Possible to integrate materials, software, tools, and travel expenses without the budget constraints of traditional reimbursement-based billing.

Travel

Included in flat fee

Materials, Software, Supplies, and Venue Rentals

Included in flat fee

Civic Possible offers value-based pricing. All times and rates are for estimation purposes only. The time needed for high-quality work may vary from initial predictions and value-based pricing ensures our clients receive quality deliverables, without a change in price, should actual times differ from estimates.



References

"Jason is what we at SEDCOR hope for in a partner - someone who actively engages in the discussion, brings others in to collaborate and deftly manages that often tricky balance of big-picture vision and pragmatic implementation. His willingness to embrace innovation and think regionally are highly valued assets in the work we do in the Willamette Valley."

- Erik Andersson, President, SEDCOR

References

Southern Oregon Economic Development, Inc.

Contact: Colleen Padilla (Executive Director)

Address: 1311 E Barnett Rd Suite 301, Medford, OR 97504

Email: colleen@soredi.org

Phone: (541) 200-2177

Types of projects and services provided: Performed an assessment and led planning for an innovation hub that would serve Oregon's Jackson and Josephine counties.

Date of Work: November 2022 - January 2024

Center on Rural Innovation

Contact: Leah Taylor (Former Head of Tech-based Economic Development)

Address: N/A

Email: Leahtaylorup@gmail.com

Phone: (802) 698-3138

Types of projects and services provided: Co-led cohorts of rural entrepreneurship technical assistance providers from across the nation through assessments, strategic planning, and grant applications, while concurrently sharing entrepreneurship best practices, methodologies, programming examples, and individualized support.

Date of Work: May 2021 - July 2023

Visit Grants Pass

Contact: Tori Middelstadt (Executive Director)

Address: 198 SW 6th St, Grants Pass, OR 97526

Email: Tori@visitgrantspass.com

Phone: (541) 916-9605

Types of projects and services provided: Conducted a community assessment and subsequent planning for the creation of a downtown association.

Date of Work: July 2023 - November 2023



Strategic Planning Consulting Services

Chelan Douglas Regional Port Authority

FEBRUARY 20, 2024

Prepared by:

MAKERS architecture and urban design, LLP

Principal Place of Business:

500 Union Street, Suite 700
Seattle, WA 98101

Primary Contact:

Julie Bassuk, Partner
206-602-6195
julieb@makersarch.com

make (māk) *vb* **1** to bring into being by shaping or altering **2** to form in the mind, a judgment or plan **3** to put together by combining parts **4** to build, construct, formulate, devise, create **5** to prepare for use; arrange **6** to cause to happen

February 20, 2024

Stacie de Mestre
Chelan Douglas Regional Port Authority
One Campbell Pkwy Ste A
East Wenatchee, WA 98802
stacie@cdrpa.org

RE: STRATEGIC PLANNING CONSULTING SERVICES

Dear Ms. de Mestre and selection committee members,

MAKERS architecture and urban design, LLP (MAKERS) is pleased to submit our proposal for the Chelan Douglas Regional Port Authority's (CDRPA) Strategic Planning Services. CDRPA needs a strategic plan that effectively communicates its vision and near term goals and illustrates a commitment to transparent community engagement and guidance. Our team has the right mix of skills, knowledge, and experience to lead this effort; our facilitation will help CDRPA produce an outstanding plan on time and within budget.

We offer:

- Deep experience helping ports and federal agencies develop strategic plans
- A fresh face that understands ports in general and the region's specific economic, environmental, social, and political context
- Excellent facilitation skills and tools to help CDRPA make good decisions
- A proven approach to fun, productive, community engagement that builds trust while educating, generating ideas, and building support for future action

Julie Bassuk and Beth Batchelder are MAKERS' most experienced strategic port planners and will be the core project management team. They offer outstanding capabilities to facilitate productive discussions with CDRPA staff, Commissioners, and the community. We are delighted to be partnering with BST Associates for the economic and market analysis. They are a long-standing partner of MAKERS and their deep background knowledge and vast industry network adds tremendous value to this effort.

In closing, we are committed to working closely with CDRPA to facilitate informed decision making, lead a productive, positive engagement process; and deliver a clear, defensible, and beautiful product. We appreciate the opportunity to submit our qualifications and look forward to your review.

Sincerely,



Julie Bassuk, AICP
Project Manager
julieb@makersarch.com

Section 1.
**Firm's Background,
Qualifications, General
Experience**

Project Team

MAKERS

MAKERS architecture and urban design, LLP (MAKERS) was established in 1972 to help communities and organizations envision their future and make achievable plans to get there. Our small, women-owned planning firm offers over 50 years of expertise leading impartial decision-making processes rooted in our government clients' best interests. Our firm's size and culture allow us to be client-focused and nimble, while our experienced and talented staff deliver high quality products.

MAKERS is known for our ability to write and design effective strategic plans. We emphasize:

- Coordinating and building consensus between Commissioners, port leadership, and staff
- Establishing clear expectations, objectives, communication protocols, and engagement strategies at the outset
- Understanding the organization's key issues and baseline status through interviews, surveys, work sessions, and strategic assessments

MAKERS has completed over thirty port projects and worked for the majority of port districts in Washington and Oregon State. Although each port and its relationships with constituents is unique, our work consistently involves organizational decision making and community engagement. Consequently, we have developed an understanding of the complex requirements and benefits of a good strategic plan in myriad contexts. We bring this experience along with our strong strategic planning and community engagement skills to this assignment.

MAKERS has a saying around the office - our work is not done until our recommendations can be implemented! We work closely with our clients until they have a plan that is supported by staff and elected officials, financially feasible, and ready for action.

Subconsultant

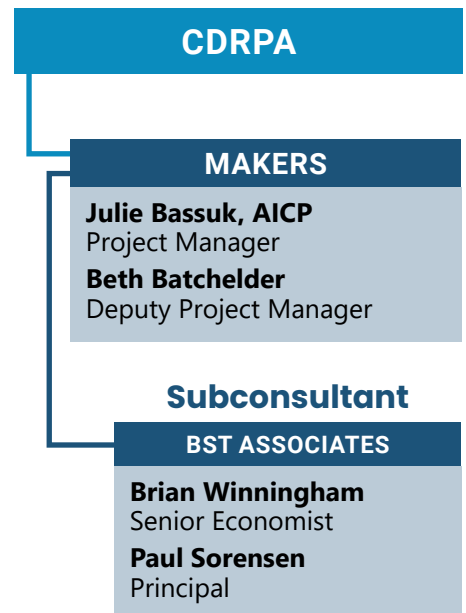
BST ASSOCIATES

BST Associates (BST) is a market research and strategic planning firm that has prepared numerous port-related studies in the Pacific Northwest, including Comprehensive Schemes and Strategic Business Plans. MAKERS has worked with BST on several similar port strategic planning projects, including the Ports of South Whidbey, Toledo, and Astoria.

SECTION 1 CONTENTS

PROJECT TEAM..... 1
 KEY PERSONNEL 2
 EXPERIENCE 5

See the Experience section starting on page 5 for a list of team projects.



See the "Appendix" on page 22 for project team resumes.

Key Personnel

MAKERS

Julie Bassuk, AICP

Project Manager

Julie is a certified planner with a real estate background and 25 years of experience leading strategic facilities planning projects. Her experience is diverse, with a focus on strategic planning for cities, counties, port districts, and federal agencies. She is an effective leader and thoughtful communicator who focuses on building great teams and then helping them do their best work.

A persuasive leader, Julie successfully harnesses others' talents and perspectives to achieve results and deliver high quality products on schedule and budget. She is particularly adept at guiding productive discussions and effective collaborations, and is known for her sensitivity to client needs, attention to detail, and carefully reasoned conclusions.

PROJECT EXPERIENCE

- **Strategic Business Plan and Comprehensive Scheme, Port of South Whidbey, WA:** Following the crafting of the Strategic Plan and Comprehensive Scheme for the Port of South Whidbey in 2013, MAKERS was once again hired to update the Comprehensive Scheme in 2023. Julie led development of the plans, which establish the vision for growth. Plan goals include supporting business growth, enhancing transportation, maintaining waterfront public access and recreational opportunities, and improving the Port's financial performance.
- **Strategic Business Plan, Port of Longview, WA:** Julie led MAKERS staff as part of a multidisciplinary team to oversee public engagement and graphic support on three concurrent planning documents, including the Strategic Business Plan, Comprehensive Scheme of Harbor Improvements, and Master Plan. Julie oversaw and planning and facilitation of all remote workshop sessions. These were aimed at integrating commissioner and public input into the overall future Port priorities.
- **Marine Trades Area Land Use Planning, Bellingham, WA:** Julie is leading development of a plan for the Port of Bellingham's Marine Trades Area (MTA), which follows completion in 2019 of the Waterfront District Subarea Plan. The current MTA footprint will soon expand to support three surrounding clean-up efforts with the Washington Department of Ecology. Julie is leading an effort to explore development options and create a plan for infrastructure, transportation, and commerce within the Marine Trades Area. This effort relies on creative and efficient engagement of Port staff, leadership, consultants, and stakeholders.



OTHER RELEVANT EXPERIENCE

- Austin Point Plan, Port of Woodland, WA
- Lakebay Marina Redevelopment, Lakebay, WA
- Historic Waterfront District Plan, Port of Kennewick, WA
- Investment Plan, Port of Astoria, WA

Beth Batchelder

Deputy Project Manager

Beth is a trained landscape designer and planner with 18 years of experience and is one of MAKERS' most effective port planners. She has supported the completion of strategic port planning projects and understands how to leverage the team's diverse skills to efficiently gather information needed for decision-making. Her organized and efficient approach delivers successful results for clients on complex projects with multiple stakeholders and committees. She is an exceptional facilitator, skilled at engaging stakeholders and community members to find creative solutions to complex challenges through active dialogue. With a positive attitude and great sense of humor, she has developed productive relationships with clients and industry partners.



PROJECT EXPERIENCE

- **Strategic Business Plan, Port of Longview, WA.** Beth was a part of a team that developed the Strategic Business Plan for the Port of Longview. She worked with the engineering lead to develop understandable graphics portraying the port's major shipping facilities and ensured the document was easy to use and accurately conveyed the Commission's goals and objectives.
- **Waterfront District Master Plan, Port of Kennewick, WA.** Beth led development of community-driven, multi-faceted master plan of a waterfront district in Kennewick, Washington. Rooted in community, this plan will add amenities for all ages and abilities, improve safety and neighborhood connections, and spur investment and economic recovery. Beth worked with her team to pilot innovative engagement tactics that resulted in record numbers of participants and community-centered outcomes.
- **Lakebay Marina Redevelopment, Lakebay, WA.** Beth is currently leading the engagement strategy for the redevelopment of the Lakebay Marina. This aging property holds major historical significance as it played a pivotal role in the Puget Sound Mosquito Fleet and served the community during the depression era. MAKERS is working on a team with the Department of Natural Resources and the Recreational Boating Association of Washington to engage the community through concept development. Beth has facilitated multiple inter-agency work sessions to develop a redevelopment plan. Engagement also includes multiple events to bring project information to the community and gather input as concepts progress.

OTHER RELEVANT EXPERIENCE

- Marine Trades Area Land Use Planning, Port of Bellingham, WA
- Comprehensive Scheme Update, Port of South Whidbey, WA
- Port of Everett Marine Terminals Master Plan, Everett, WA
- Austin Point Dockside Infrastructure Plan, Port of Woodland, WA

BST Associates

BST is a strategic planning group with over 40 years of experience. Their expertise includes market research, strategic planning, demand forecasting, benefit/cost analysis, cost effectiveness analysis, economic impact assessment, life cycle cost analysis, financial planning, sensitivity analysis, and project risk assessment. The key to the success of BST is the depth of research the team completes for each project. BST has completed an update of the Port of Moses Lake Comprehensive Scheme, and produced five consecutive Comprehensive Schemes for the Port of Kalama. They recently updated the Port of Umatilla Strategic Business Plan (similar to a port Comprehensive Scheme in Oregon), and were on teams that produced Strategic Business Plans for the Port of Astoria, Port of Toledo, Port of Newport, and Port of Coos Bay.

Brian Wunningham BST Project Manager

Brian has more than 30 years of experience in performing market analyses and economic impact analyses of a wide variety of waterfront projects. He is skilled at combining data from various sources into a coherent narrative. His work has included primary research, survey design and execution, database development and analysis, formulating statistical tests, and report preparation.



PROJECT EXPERIENCE

- Port of Umatilla Strategic Business Plan, Umatilla, OR
- Port of Toledo Strategic Business Plan, Toledo, OR
- Port of Port Angeles Economic Impact, Port Angeles, WA
- Moses Lake Comprehensive Plan, Moses Lake, WA
- Port of Coos Bay Strategic Business Plan, Coos Bay, OR

Paul Sorensen Economist/Analyst

Paul has served for over 40 years as lead researcher and/or project manager for a wide variety of projects including demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives of trade, transportation, and waterfront development projects.



PROJECT EXPERIENCE

- Port of Skagit Economic Impact, Skagit Valley, WA
- Port of Toledo Strategic Business Plan, Toledo, OR
- Port of Newport strategic Business Plan, Newport, OR
- Oregon Ports Economic Impact
- Port of Astoria Strategic Business Plan, Astoria, OR

Experience

MAKERS has decades of experience helping Washington and Oregon port districts complete strategic plans, comprehensive schemes, master plans, and a variety of special studies, many in partnership with BST.

The table below showcases this experience and highlights the following components most relevant to CDRPA Strategic Planning:

- A.** Port District Strategic Planning
- B.** Port Commission and Staff Facilitation
- C.** Tribal Government and Stakeholder Coordination
- D.** Community Engagement
- E.** Douglas and Chelan County Experience

MAKERS has completed:

- » **35+** Port district plans
- » **60+** staff, leadership, stakeholder, and elected official engagement efforts

The first six projects, listed in bold, are featured on the following pages.

	A	B	C	D	E
Strategic Plan and Comprehensive Scheme Update, Port of South Whidbey (with BST)	●	●	●	●	
Strategic Business Plan and Comp Scheme/Master Plan, Port of Longview	●	●	●	●	
Strategic Business and Capital Investment Plan, Port of Toledo (with BST)	●	●	●	●	
Historic Waterfront District Master Plan, Port of Kennewick (prior Clover Island Master Plan with BST)	●	●	●	●	
Strategic Business and Capital Investment Plan, Port of Astoria (with BST)	●	●	●	●	
Marine Trades Area Planning, Port of Bellingham (with BST)	●	●			
Marine Terminals Master Plan, Port of Everett	●	●	●	●	
Austin Point Dockside Infrastructure Plan, Port of Woodland	●	●	●	●	
Comprehensive Plan including Marine Terminals Land Use Planning, Port of Anacortes	●	●	●	●	
Comprehensive Plan, Port of Silverdale		●	●	●	
Chelan Downtown Master Plan and Development Code, City of Chelan			●	●	●
East Wenatchee North End Site Master Plan and EIS, Port of Douglas County			●	●	●
Wenatchee Waterfront Plan, City of Wenatchee			●	●	●
Wenatchee Housing Code and Design Guidelines, City of Wenatchee			●	●	●

Strategic Business Plan and Comprehensive Scheme Update

PORT OF SOUTH WHIDBEY, WA

The Port district of South Whidbey encompasses about 64 square miles on the southern portion of Whidbey Island in Island County, Washington. The Port owns or has interest in 9 facilities including harbors, waterfront parks, boat ramps, and the Whidbey Island Fairgrounds. The Port of South Whidbey hired MAKERS to develop the Strategic Business Plan and Comprehensive Scheme of Harbor Improvements in 2013. The strategic business plan provided an economic analysis and identified strategic goals and objectives to maximize on the Port's resources. MAKERS worked with the Port again in 2022 to update the Comprehensive Scheme document.

PROJECT OUTCOMES

- MAKERS engaged Port Commissioners, staff, key stakeholders, and community members via in-person visioning workshops, virtual-interviews, and site visits to inform recommendations and create buy-in from these stakeholders.
- The final document provides a tool to identify and convey information about the Port's future investments, and a roadmap to guide the Port toward its goals.



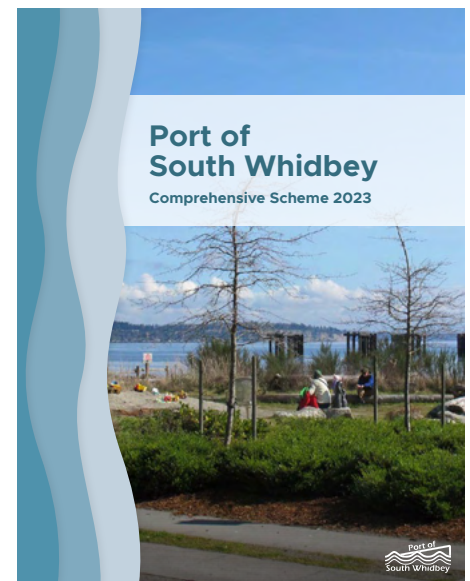
FIRMS
MAKERS
BST

MAKERS PERSONNEL

Julie Bassuk, Project Manager
Beth Batchelder, Lead Planner

REFERENCE CONTACT

Angi Mozer
Executive Director
(360) 331-5494
execdir@portofsouthwhidbey.com



Strategic Business Plan, Comprehensive Scheme, and Terminal Master Plan Updates

PORT OF LONGVIEW, WA

As part of a multidisciplinary team, MAKERS supported completion of three plans for the Port of Longview - its Strategic Business Plan, Comprehensive Scheme of Harbor Improvements, and Terminal Master Plan. MAKERS worked with the Port to document progress made since the prior strategic business plan and identify project priorities to meet goals in the next 5-7 years.

MAKERS oversaw the stakeholder, public, and Commission engagement and provided graphic design support on the project. Commissioner engagement included walking through a SWOT analysis to understand the Port's strengths, weaknesses, opportunities, and threats. In addition to facilitating stakeholder discussion groups, MAKERS held five workshop sessions, helping to distill Commission priorities, focus areas, and actions to guide port activities for the next decade.

FIRM MAKERS

MAKERS PERSONNEL

Julie Bassuk, Project Manager
Beth Batchelder, Lead Planner

REFERENCE CONTACT

Lisa Henriksen
Director of Planning &
Environmental Services
(360) 425-3305
lhendriksen@portoflongview.com



STRATEGIC BUSINESS PLAN

DECEMBER 8, 2021



Strategic Business and Capital Investment Plan

PORT OF TOLEDO, OR

After assisting the Port with their 2013 plan - which facilitated major infrastructure investments, and job growth - the Port hired MAKERS to update the plan in 2018. MAKERS led a consultant team consisting of BST Associates (economics) and BergerABAM (engineering). In-depth stakeholder interviews, site visits, and close coordination with staff led to an actionable plan that was adopted in September 2018.

BST Associates worked with MAKERS to develop a business plan for the Port to purchase and resume operations of a vessel repair yard. BST has also worked with the port on market analyses (of the boatyard, industrial park, transient moorage, welder training program et al.), successful grant applications (MARAD, Connect Oregon), and updates to the Port tariff and charges

The plan supports continued expansion of Port facilities, employment opportunities, marine trades education, and community outreach. It is informed by a review of the Port's existing facilities and ongoing projects, market conditions, and economic development opportunities. The Port relies heavily on grant funding, and the Plan provides the details and broader goals necessary for competitive applications. Key recommended capital investments will enable year-round service capabilities at the Boatyard.

FIRMS

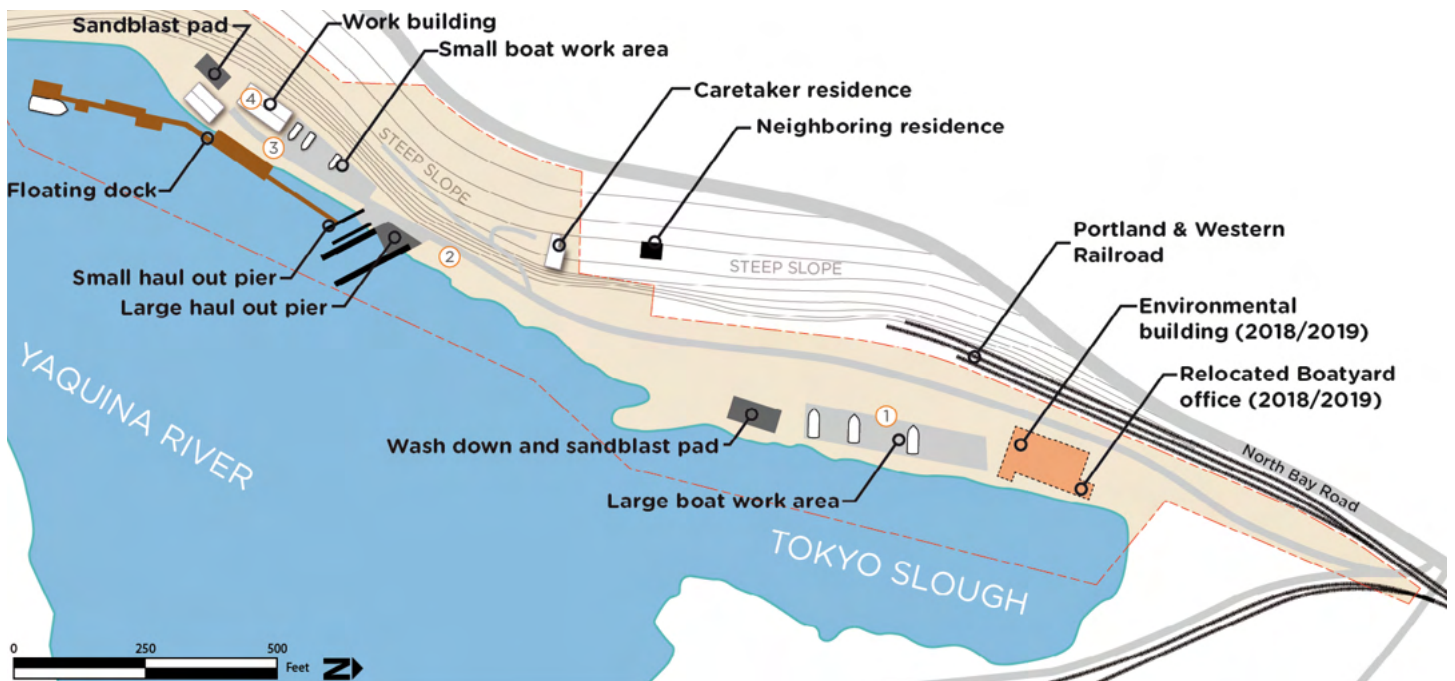
MAKERS
BST Associates

MAKERS PERSONNEL

Julie Bassuk, Project Oversight

REFERENCE CONTACT

Bud Shoemake
Port Manager (retired)



Historic Waterfront District Master Plan

PORT OF KENNEWICK

In 2005, MAKERS and BST Associates worked with Port Commissioners, staff, affected agencies, and a Citizens Advisory Committee to turn Clover Island into a unique community asset. The strategic plan was self-supporting, mixed-use in nature, market feasible, and implementable within the Port's resources. The maritime-themed project combined both upland and in-water development, with limited need for new over-water construction in order to simplify permitting requirements, and included multiple shoreline restoration and waterfront access components.

MAKERS began updating the master plan in 2020 to include surrounding properties the Port had acquired. MAKERS worked with Port staff and Commissioners to revise and build new plans that better align with the Port's vision and goals. The Historic Waterfront District Master Plan creates a cohesive vision that responds to the area's evolving context and community.

MAKERS met with Port staff and Commissioners, and supported staff engagement with area Tribes. The team also engaged community members, businesses, partners, and other stakeholders to obtain input through a series of interviews, discussion groups, and virtual open houses. The resulting plan brings together stakeholder feedback and recommends amenities, residential, and recreational development that enhances the district, attracts visitors and the community, and connects to the surrounding area.



FIRMS

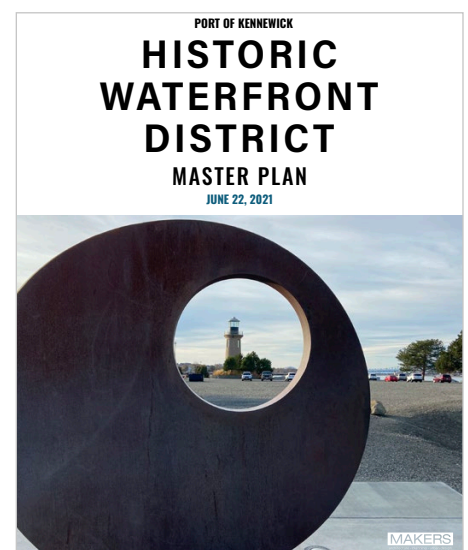
MAKERS
BST Associates

MAKERS PERSONNEL

Julie Bassuk, Project Manager
Beth Batchelder, Deputy Project Manager

REFERENCE CONTACT

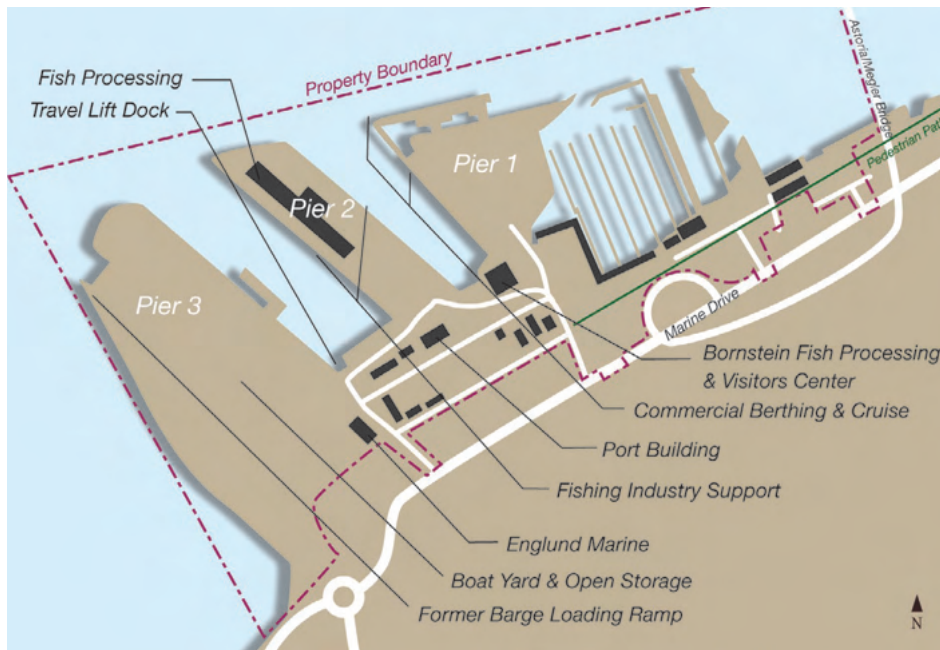
Larry Peterson
Director of Planning &
Development
(509) 586-1188
lpeterson@portofkennewick.org



Strategic Investment Plan

PORT OF ASTORIA, OR

Working with the Port and its tenants and stakeholders, MAKERS and BST led a collaborative process to respond to changing economics, address critical facility maintenance issues, and expand revenue generating opportunities. The Strategic Investment Plan outlines a roadmap to maintain critical infrastructure while investing in sustainable long-range business opportunities for the Port and its constituents.



FIRMS

MAKERS
BST Associates

MAKERS PERSONNEL

Julie Bassuk, Project Manager

REFERENCE CONTACT

Jack Crider
Former Executive Director



Marine Trades Area Land Use Planning

PORT OF BELLINGHAM, WA

Following completion in 2019 of the Waterfront District Subarea Plan and further district development, the Port of Bellingham pivoted focus to planning for the Marine Trades Area (MTA). The current MTA footprint will soon be expanding by 12-14 acres due to a future containment area being built to support the three surrounding clean-up efforts with the Washington Department of Ecology. The former aerated stabilization basin (ASB) will not only expand but have a portion of its dike removed, increasing usable upland and in-water area. BST provided an updated market assessment showing a snapshot of viable uses in the MTA expansion. MAKERS then worked with Port staff through a series of charrettes to brainstorm creative approaches to strategic planning in order to meet current and future tenant needs while maintaining open space that aligns with the predetermined amount. In the final phase, MAKERS will assist the Port in amending the Waterfront District Subarea Plan to pave the path for expanded marine trades in the MTA.

FIRMS

MAKERS
BST Associates

MAKERS PERSONNEL

Julie Bassuk, Project Manager
Beth Batchelder, Deputy Project Manager

CONTACT

Greg McHenry,
Senior Planning Analyst,
gregm@portofbellingham.com

Strategic Business Plan

PORT OF UMATILLA, OR

BST Associates developed the most recent Strategic Business Plan for the Port of Umatilla. BST assessed the Port's existing operations, facilities, markets, and financial condition. The final report described how the Port would leverage its resources and capabilities over a specific time period, in order to fulfill the mission. Extensive outreach was conducted with Port staff, tenants, and community stakeholders to gather input on specific goals.



FIRM

BST Associates

BST PERSONNEL

Paul Sorensen, Project Manager and Stakeholder Outreach

Brian Winningham, Lead Researcher and Stakeholder Outreach

REFERENCE CONTACT

Kim Puzey
Executive Director
541-922-3224
kimpuzey@uci.net

Comprehensive Scheme of Harbor Improvements

PORT OF MOSES LAKE, WA

BST assisted the Port of Moses Lake in developing the Port's Comprehensive Scheme of Harbor Improvements. Key elements developed by BST Associates included: an overview of the Port of Moses Lake, an asset inventory that described each of the Port's facilities, transportation access to each of the Port's assets, financial status of the Port (sources of revenue, outstanding debt, grants, and available financing capacity), and a 5-year strategic plan.

This was the first substantial re-write of the Port's Comprehensive Scheme since the original was created in 1972, and incorporated a substantial number of amendments adopted in subsequent years.

FIRM

BST Associates

PERSONNEL

Brian Winningham, Project Manager, Research

Paul Sorensen, Lead Researcher, Demand Forecasts

REFERENCE CONTACT

Kim DeTrolio
Director of Finance and Administration
509-762-5363
krdetrolio@portofmoseslake.com



Section 2.

Project Approach and Methodology

Project Management

Management Team

Our project management philosophy is to assign a capable, experienced leadership team scaled for each project. For this project, Julie Bassuk and Beth Batchelder will be the management team. Julie is one of MAKERS’ most experienced and effective project managers and will be the designated project manager for the Strategic Plan and manage the contract throughout its phases. She has led dozens of large, complex projects and understands how to leverage the diverse skills of her team for each task.

As the team lead and project manager, Julie will be responsible for the contract, while the subconsultant firm lead will be responsible for their firm’s contributions. As deputy project manager, Beth will support by being the daily coordination hub and be responsible for all administrative and support tasks. Julie has worked with Beth on multiple port planning projects. Our approach emphasizes frequent communication with the Port’s project team, staff committees, and subconsultants to align objectives and proactively address issues.

Communication and collaboration are important cornerstones to our approach and key to our success delivering high-quality products on time and on budget. To ensure this, the team will employ a number of tactics, listed at right

Quality Assurance

WORK QUALITY & COST CONTROL

MAKERS’ approach to providing quality assurance/quality control (QA/QC) throughout the life of the project begins by identifying an experienced and qualified project team and providing them the tools and resources necessary for success. Julie will work closely with the subconsultant lead, who will be responsible for their firm’s contributions and complete QA/QC reviews on materials they develop. This lateral approach ensures that the entire team contributes to the QA/QC process and takes ownership of products, while leveraging the strengths of subject matter experts.

PROACTIVE SCHEDULE & BUDGET MANAGEMENT

Our proactive schedule management will be important to deliver the CDRPA Strategic Business Plan within the desired time frame. We rely on efficient workflows, dedicated project staff, and frequent communication. Julie and Beth will work through any challenges that arise, promptly communicate with CDRPA to address issues, and collaborate to find solutions. We will work with the project team to schedule meetings far in advance and ensure meetings are efficient, collaborative, and productive.

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Communication Tactics

- » Frequently communicate with the project team to align objectives and proactively address issues.
- » Plan multiple touch-points with stakeholders to listen and learn their perspectives, vet ideas, and refine recommendations so there are no surprises when it is time to complete the project.
- » Allow adequate time for editing, quality control, and response to feedback.

Quality Control Fostered Daily

Although QA/QC happens at discrete times, at MAKERS, we believe high quality should be fostered daily. We take pride in our work, make quality a priority, and recognize the importance of every product.

Our time-tested approach has been refined to respond to lessons learned and consistently results in deliverables that reduce client review time and exceed client objectives.

Communications

MAKERS facilitation skills help ports and other complex organizations make informed decisions and communicate effectively with external stakeholders and local residents.

Internal Facilitation

This process is particularly relevant to developing CDRPA's Strategic Plan. After port consolidation, CDRPA has continued to actively pursue economic opportunities and it is time to identify goals and priorities to help guide initiatives for the next ten years. We will work with the Strategic Plan Committee to help CDRPA make sound decisions, build consensus around a way forward, and set achievable implementation goals for the planning horizon. Meetings will be clearly organized, managed, and facilitated. We'll focus on making productive use of everyone's time and come prepared with the information needed for attendees to make meaningful contributions.

Our methodology incorporates proven strategies augmented by a variety of engagement techniques, including tools that encourage inclusive dialogue and build consensus. Our practice of facilitation is as follows:

1. Agree to a process and principles up front
2. Identify attendee interests, concerns, and goals – not predetermined solutions
3. Break down perceived problems and evaluate alternative solutions
4. Evaluate, choose, and refine the best solutions

Community and Stakeholder Engagement

Good internal communication must be accompanied by thoughtful external communication strategies. MAKERS' community engagement skills include both large group facilitation and interactive approaches to draw the community into the process. We ensure that concerns and interests of stakeholders are understood in order to build a base of support for implementing the Strategic Plan.

We develop a tailored engagement plan that emphasizes:

- Innovative outreach techniques that engage residents and stakeholders, establishing a precedent of communication that can be used for future projects
- Educational opportunities that inform the community about CDRPA's work and mission to harness the potential of local stakeholders as proactive problem solvers and generators of good ideas
- A transparent process that builds trust and creates a community of advocates who support implementation of the Strategic Plan

See the Work Plan section starting on page 17 for a list of proposed engagement strategies.



MAKERS uses interactive engagement activities to work with staff and stakeholders, clarify options, and determine priorities.

Project Understanding

Since its consolidation in 2020, the CDRPA has made great strides in enhancing the economy of Chelan and Douglas Counties. From attracting new tenants such as the Washington Army National Guard, to realizing the goal of stimulating private sector capital investment through the new Trades District that was put out to bid last week.

While both separate ports created their individual comprehensive schemes, it is critical the CDRPA come together to build consensus around a shared vision for the organization's next 10 years. CDRPA recognizes the importance of creating a plan that will anticipate a changing economy and set the standard for sustainability in central Washington.

MAKERS is known for our inclusive and creative process that helps organizations make good decisions about their future. MAKERS' plans are characterized by an understanding of client needs, attention to detail, and factual conclusions.

Our approach will help CDRPA to:

- Create a plan that aligns with priorities and values of the Commission, staff, stakeholders, and broader community.
- Establish goals and priorities that guide organizational decisions.
- Maximize resources to improve operational efficiencies and generating cost-savings into the future.
- Develop a plan for implementation that sets achievable next steps.

Unique Qualifications

Achieving Consensus Around Priorities

MAKERS draws on four decades of facilitation experience with complex organizations to harness expertise from Commissioners, staff, and stakeholders; promote an efficient exchange of ideas; and build consensus around an achievable solution. Our firm's multidisciplinary staff bring specialized tools to help facilitate organizational decision-making and engagement. MAKERS will work with these key stakeholders to build a foundation for setting organizational goals and developing feasible next steps to meet each objective.



MAKERS work on the Wenatchee Waterfront Plan led to implementation of plan recommendations, including development of the Pybus Market and Sustainability Center (Source: WSU13, Wikimedia Commons)



Julie Bassuk meets staff at the Port of Bellingham to brainstorm future land use and business opportunities in the expanded Marine Trades Area

Reliable Economic Analysis

BST is well known for their extensive experience in preparing economic and financial analyses for port facilities throughout the region. Their approach typically starts with analyzing existing data, and identifying gaps in the information. Using a combination of methods to collect and develop additional data, such as surveys and interviews, they incorporate those deep research findings into a coherent narrative that describes how market demand is or is not being met. This integral data will provide the tools and information needed to guide realistic, supportable decision-making.

See “Experience” on page 5 for a list of our port and regional projects.

Port Experience & Regional Expertise

MAKERS’ port and waterfront strategic development and master plans have helped shape many waterfronts in the Pacific Northwest. Our plans do more than describe options; they are designed to position projects for success.

Though based in Seattle, MAKERS has regional expertise, having completed a number of projects in central Washington. We have extensive experience in communities similar to those in Chelan and Douglas Counties and understand the area’s physical and economic conditions and social and economic context. We will be ready to hit the ground running on this project, which will help us meet the project schedule and efficiently use CDRPA resources.



Work Plan

We propose the following four-step work plan, based on a time-tested process we've refined after leading similar efforts. We have accounted for CDRPA's goals and challenges and propose an efficient effort that harnesses our team's expertise, focuses on key tasks needed for decision-making, and builds support for recommended actions. Our proposed schedule can be found on page 19 and an estimated budget for each task can be found on page 21.

TASK 1: PROJECT ADMINISTRATION

1. **Project initiation and administration.** MAKERS will collaborate with CDRPA in an initial meeting to launch the effort. Topics will include scheduling and communication protocols, identifying participant groups, and confirming key checkpoints. We suggest having monthly meetings to track progress, discuss findings, and launch upcoming work tasks.

We recommend the CDRPA establish a project team (PT) comprised of the project manager and other key staff directing the effort. The PT will be closely involved during all project stages, provide input on plan direction, and coordinate internal communication.

2. **Kick-off meeting.** Prepare and conduct the project kick-off with the PT and Strategic Plan Committee to clarify project goals, introduce the work plan, identify preliminary issues, and brainstorm evaluation criteria to inform recommendations.
3. **Engagement plan.** Develop an engagement plan that identifies stakeholders, organizes both internal and external engagement strategies and messaging, and clarifies roles.

TASK 2: FOUNDATIONAL ANALYSIS

1. **Commission work session #1.** Meet with the Commissioners to review the CDRPA mission, values, and goals, and perform a SWOT analysis.
2. **Interviews and facility tour.** Review relevant CDRPA data, including reports and studies, tenant lists, revenue sources and projections, base maps, and other relevant data provided by the CDRPA. Prepare for, conduct, and summarize interviews or discussion groups with key stakeholders and staff, and tour key properties. Interviews and discussion groups will be used to discuss current operations, future growth projections, potential operational changes, goals, and investment ideas.

Task 1 Deliverables

- » Engagement plan

Proactive Project Management

Successful port planning projects begin with proactive management. MAKERS recommends a standing monthly meeting to track information requests, key decisions needed, and next action steps.

Task 2 Deliverables

- » Market and financial analysis findings
- » Issues and opportunities briefing

3. **Market and financial analysis.** Perform market and financial analysis as needed to provide data to support development of the Strategic Plan. BST will review historical economic trends and forecasts for the region and interview CDRPA tenants. From the interviews and research, BST will identify where supply does not meet demand and describe what role may be appropriate for CDRPA to help meet this demand.
4. **Facility/operations inventory.** Inventory CDRPA assets to develop basemaps and user friendly graphics to be used in engagement.
5. **Milestone briefing #1.** Summarize key findings to date in an issues and opportunities briefing. Provide and discuss with CDRPA staff, commission, and the public at a commission work session.

TASK 3: STRATEGY EVALUATION

1. **Commissioner workshop series.** Hold a series of workshops with the Commission to discuss key topics, such as lines of business, community focus (environmental initiatives, public access, etc.), and internal resources (organization, human resources, financial processes, etc.) and summarize key takeaways. This workshop series is critical to developing the strategic plan and allows the Commission to think through and refine their desired outcomes, priorities, goals, and strategies in each focus area.
2. **Community engagement.** Review findings from Commissioner workshop series. Provide and discuss with CDRPA staff and Commission, and present to the public at an open house event or other approach as determined in the Task 1 engagement plan.

TASK 4: STRATEGIC BUSINESS PLAN

1. **Draft recommendations and plan.** Develop summary recommendations and draft the strategic business plan. Review with leadership.
2. **Milestone briefing #2.** Prepare for, conduct, and summarize the draft strategic business plan briefing.
3. **Community engagement.** Present draft strategic business plan to the public at an open house event or other approach as determined in the Task 1 engagement plan.
4. **Incorporate comments and issue pre-final.** Work with the PT to compile comments and discuss response with the Strategic Plan Committee and CDRPA staff. Develop a plan for responding to comments and issue the pre-final strategic business plan.
5. **Finalize Report.** Incorporate staff feedback and issue the final strategic business plan.
6. **Adoption briefing.** Present the final strategic business plan for adoption at a Commissioner briefing.

Financial Analysis

BST's financial analysis will examine CDRPA's revenue, expenses, debt, grants, and available funding capacity.

The analysis will support identification of the most effective investments and funding sources to meet requirements and achieve CDRPA's goals.

Task 3 Deliverables

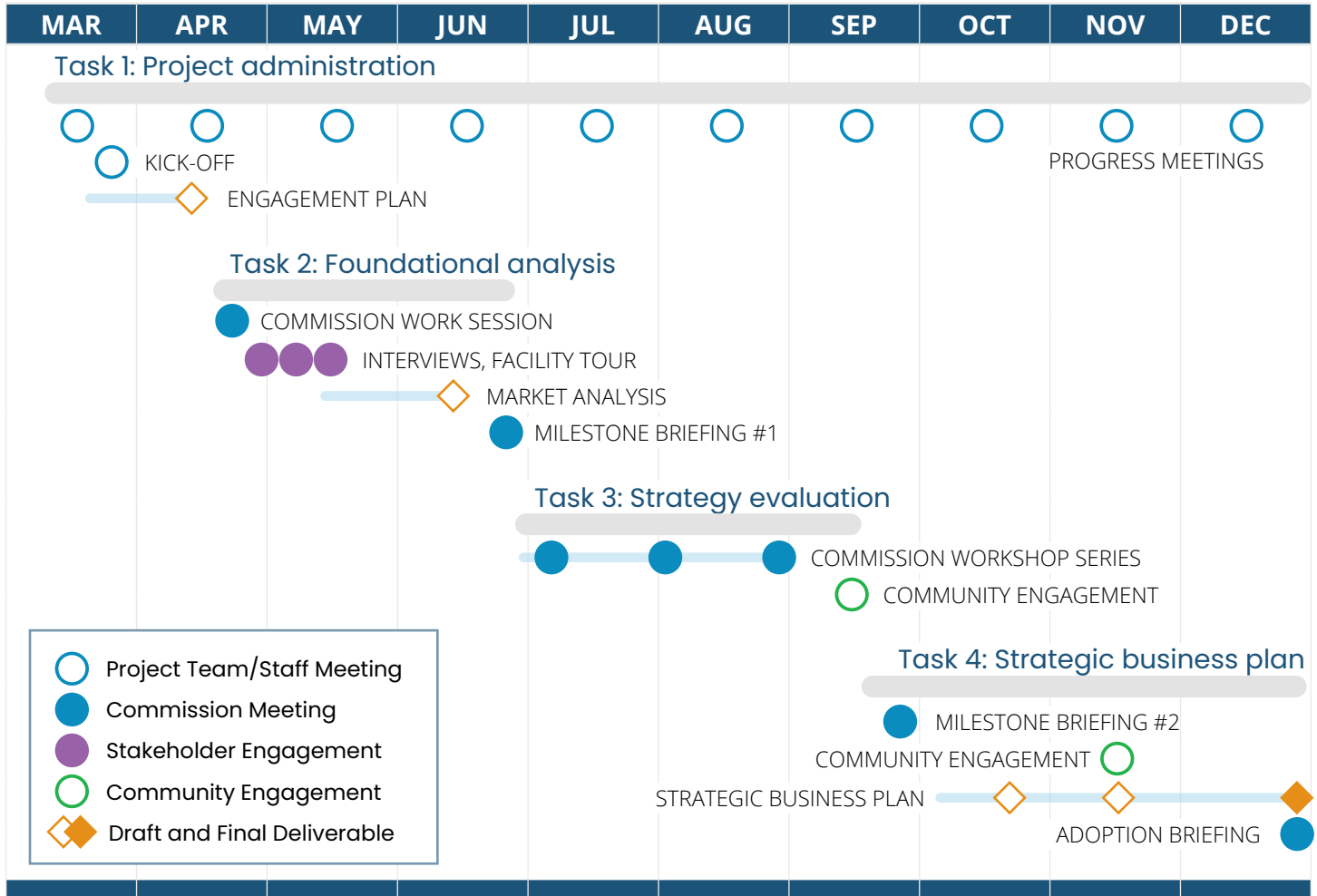
- » Draft strategy focus area briefings

Task 4 Deliverables

- » Draft, pre-final, and final strategic business plan
- » Draft and final plan Commissioner briefings

Schedule

Our suggested timeline outlines an initial approach to developing the CDRPA Strategic Business Plan by December 2024. It is designed to hit key milestones to influence budget decisions, while allowing adequate time to complete reporting and build support for conclusions. Our suggested schedule is informed by our experience and intended as a starting point for discussion; we are happy to tailor if needed to meet CDRPA requirements.



References

Angi Mozer
 Executive Director
 Port of South Whidbey
 (360) 331-5494
 execdir@portofsouthwhidbey.com

Lisa Hendriksen
 Director of Planning &
 Environmental Services
 Port of Longview
 (360) 425-3305
 lhendriksen@portoflongview.com

Kim Puzey
 Executive Director
 Port of Umatilla
 541-922-3224
 kimpuzey@uci.net

Section 3.

Cost

Project Cost

Our suggested budget and hourly rates for this project are outlined below. We are happy to refine this estimate if needed to align with CDRPA's priorities.

TASK	EST. TOTAL
Task 1: Project administration	\$25,035
Task 2: Foundational analysis	\$38,715
Task 3: Strategy evaluation	\$42,870
Task 4: Strategic business plan	\$53,910
Subconsultant fees	\$25,000
Expenses	\$8,500
TOTAL	\$149,960

PROJECT TEAM	RATE
MAKERS	
Julie Bassuk	\$240
Beth Batchelder	\$165
BST	
Brian Winningham	\$200
Paul Sorensen	\$210



Appendix

MAKERS

JULIE BASSUK 26
BETH BATCHELDER..... 27

BST Associates

BRIAN WINNINGHAM..... 28
PAUL SORENSEN..... 29



Julie Bassuk AICP

Partner

Julie is a certified planner with over 25 years of experience leading and facilitating complex planning and visioning projects. She regularly helps distill complex information into succinct and effective documents, such as her work on the Port of Anacortes North and West Basin Plan, South Whidbey's Strategic Plan, Port Angeles's Harbor Resources Master Plan, and Washington Department of Fish and Wildlife's Your Marine Waterfront Guidebook.

Julie enjoys helping organizations and communities envision and realize their goals. Whether it's accommodating growth, transforming neighborhoods, or getting the most out of our waterfront, Julie believes in creating quality environments that work. Her experience is diverse, with a focus on neighborhood and facility planning for Port Districts, Cities, and Federal Agencies.

Experience

MAKERS, 25 years
Other, 3 years

Education

Commercial Real Estate
Certificate, University of
Washington, 2003

Bachelor of Arts,
Liberal Arts Honors Program,
Urban Studies;
University of Texas, 1996

Professional

Seattle Design Commission
past chair

American Institute of
Certified Planners

Select Awards & Presentations

Coconino County JLUS Arizona
APA Award

2019 Honorable Mention
Regional or General or
Comprehensive Plan

Tempe Facilities Master Plan
Arizona APA Award
2019 Honorable Mention
Master Plan/Project/Study

Relevant Qualifications

Historic Waterfront District Plan, Kennewick, WA

Julie oversaw an effort to move beyond the common mixed-use mid-rise development vision to embrace a lower-cost strategy that will address community needs for outdoor recreation, dining, and events. The subarea plan proposed flexible interventions to support economic development that can be expanded or replaced with permanent development as conditions change. These improvements will be paired with accessible trails and pathways and shoreline restoration to provide valuable community amenities and grow local businesses.

Waterfront Plan, Port of Friday Harbor, Friday Harbor, WA

Led an effort to collaborate with local businesses and the community to increase economic vitality and community amenities along Friday Harbor's central waterfront. The project took a sudden turn when the primary commercial property on the waterfront was destroyed in a fire. Julie and the Port moved quickly to coordinate with an architectural and engineering team to design replacement infrastructure while completing the master plan. As project manager, Julie coordinated these efforts and ensured that they were aligned with client and community goals. Ultimately through creative engagement and building relationships, the plan was unanimously adopted by the Port and well-loved by the community. Adoption of this plan has resulted in grant funded construction of pathways and park improvements to increase access to and enjoyment of the waterfront.

Other Project Experience

- Strategic Business Plan and Comprehensive Scheme of Harbor Improvements, Port of South Whidbey, WA
- Marine Trades Area Planning, Port of Bellingham, WA
- Strategic Business Plan, Comprehensive Scheme of Harbor Improvements, and Master Plan, Port of Longview, WA
- Austin Point Dockside Infrastructure Plan, Port of Woodland, WA
- Strategic Investment Plan, Port of Astoria, OR
- Marine Terminals Master Plan, Port of Everett
- Marine Facilities Master Plan, Port of Port Angeles, WA
- North and West Basin Concept Plan, Port of Anacortes, WA
- Waterfront Plan, Port of Friday Harbor, WA



Beth Batchelder

Associate 2

Beth's organized and efficient engagement leadership approach delivers successful results for clients on complex projects with multiple stakeholders. A trained landscape designer and planner, Beth tackles challenges and opportunities with tenacity and a steadfast nature. She is an effective facilitator, skilled at engaging stakeholders and community members in the planning process. She is committed to pursuing social justice personally and professionally, having spearheaded efforts to improve our firm's understanding and practices related to equity. With a positive attitude and great sense of humor, Beth has developed productive relationships with clients and industry partners.

Relevant Qualifications

Experience

MAKERS, 6 years
Other, 13 years

Education

Master of Ecological Landscape
Design, The Conway School,
2015

Bachelor of Arts, Music
Education, Western
Washington University, 2003

American Institute of
Certified Planners

Select Awards

Coconino County JLUS Arizona
APA Award
2019 Honorable Mention
Regional or General or
Comprehensive Plan

Professional

Flying House Productions,
Board of Directors,
2020-2021, 2022-present

Austin Point Plan, Port of Woodland, WA

Beth led community engagement and public access planning as part of the team assessing the feasibility of a shipping terminal at Austin Point in Woodland, Washington for the Port of Woodland. This effort created a communications toolkit for use by the larger team that included messaging and branding guidelines. She oversaw two community open houses and one information table at the town's Planter's Days in addition to developing a companion website to reach those unable to attend the open house. The team incorporated public feedback into a comprehensive concept to enhance public access at Austin Point.

Marine Trades Area Land Use Planning, Port of Bellingham, WA

Beth is supporting development of a plan for the Port of Bellingham's Marine Trades Area (MTA), which follows completion in 2019 of the Waterfront District Subarea Plan. The current MTA footprint will soon expand to support three surrounding clean-up efforts with the Washington Department of Ecology. Beth facilitated three planning charrettes with Port staff to explore development options and create a plan for infrastructure, transportation, and commerce within the Marine Trades Area. Supported by creative and efficient engagement of staff, leadership, consultants, and stakeholders, recommendations will help shape a future Subarea Plan amendment.

Shape Our Water Engagement, Seattle Public Utilities, Seattle, WA

Beth is assisting with engagement for Shape Our Water, Seattle Public Utilities' (SPU) ongoing integrated systems planning effort. She coordinated with community partners to document stories highlighting connections to urban waters and what they value about how water shapes their lives. Beth is currently coordinating engagement with community partners, an advisory forum, agency representatives, and the larger community to facilitate a broad engagement in the planning stage.

Qualifications

- Strategic Business Plan, Port of Longview, WA
- Lakebay Marina Redevelopment, Department of Natural Resources, Lakebay, WA
- Marine Terminals Master Plan, Port of Everett, WA
- Comprehensive Scheme Update, Port of South Whidbey, WA
- Capital Facilities Plan, Lacey, WA
- Los Padrinos Facilities Master Plan, Los Angeles County, CA
- Pacific Hospital PDA Buildings Reuse and Assessment Predevelopment Activities, Seattle, WA

Brian Winningham

Senior Economist

Education

Bachelors Degree in Business Administration - University of Washington, 1988

Bachelors Degree in Economics - University of Washington, 1988

Professional Experience

BST Associates – Senior Economist, 1988-

Relevant Qualifications

Mr. Winningham joined BST Associates in March 1988, following his graduation from the University of Washington. He has been a key team member for most of the work completed by BST Associates, and often serves as project manager for the firm's work. He is skilled at combining data from various sources into a coherent narrative. His work has included primary research, survey design and execution, database development and analysis, formulating statistical tests, and report preparation. Descriptions of several projects on which he has worked are presented below.

Comprehensive & Strategic Plans

Port of Umatilla Strategic Business Plan, 2021
Port of Toledo Strategic Business Plan, 2020
Port of Newport Strategic Business Plan, 2019
Port of Moses Lake Comprehensive Plan, 2019
San Juan County Fairgrounds Master Plan, 2018
Port of Kalama Comprehensive Plan, 2015
Port of Coos Bay Strategic Business Plan, 2014
Port of Astoria Strategic Business Plan, 2011

Rail Cargo Analysis

Port of Benton Rail Market Analysis, 2016
Humboldt Bay East-West Rail Corridor Feasibility, 2013
Port of Portland Rail Forecast, 2012
Longview SR432 Corridor Analysis, 2012
Port of Pasco Heritage Industrial Center, 2009

Marine Cargo Analysis

Port of Portland PIDP Grant Application, 2022
Portland Marine Cargo Forecast, 2020
Washington Marine Cargo Forecasts, 1991- 2016
Pasco Barge Cargo Analysis, 2015
Tesoro Savage Vancouver Energy Terminal, 2013
Coos Bay Bulk Cargo Market Assessment, 2013
Columbia River Crossing Navigation Analysis, 2012-2013
Port of Astoria Grain Market Analysis, 2011
Port of Long Beach Dry Bulk Cargo Forecast, 2010
Lower Columbia Port Capacity Assessment, 2010

Financial Analysis

Port of Seattle Marina Rate Analysis, 2019
Port of Kingston Moorage Rate Analysis, 2018
Alameda Corridor Bond Refinance Peer Review, 2016
Port of Seattle Revenue Bond Analysis, 2010-2018
Kodiak Harbor Tariff Analysis, 2014

Land Use Planning

Interstate Bridge Replacement Navigation Analysis, 2024
Whatcom Waterway Land Use Analysis, 2020
Westport Master Plan, 2019
Woodland Industrial Development Study, 2019
Humboldt Bay Maritime Industrial Use Anaysis, 2018
Wrangell Waterfront Industrial Property Assessment, 2016
Port Angeles Shipyard Analysis, 2015
Seaport Landing PDA Analysis, 2015
Curtis Wharf Market Analysis, 2014
Newport Property Highest and Best Use, 2014
Kirkland Transient Moorage Analysis, 2014
Port Angeles SMP Update, 2010
Tacoma Waterfront Lands Analysis, 2009
Point Wells Highest and Best Use, 2009
Port of Toledo Ship/Boatyard Feasibility Study and Business Plan, 2008

Economic Analysis

Port of Skagit Economic Impact, 2023
Ancich Dock Economic Analysis, 2020
Port Angeles Marine Trades EDA Grant, 2020
Port of Los Angeles Tariff Impact Analysis, 2019
Boyer Park Economic Analysis, 2018
Pacific Hardwoods Market Analysis, 2017
San Pedro Bay Ports Trade Impact, 2017
Coos Bay Rail Link Economic Impact, 2015
Port of Skagit Economic Impact, 2014
Westlake Ave Cycle Track Impact, 2014
Vancouver Energy EFSEC Application, 2013
Oregon Ports Economic Impact, 2013
Port of Port Angeles Economic Impact, 2013
Trade Impact of San Pedro Bay Ports, 2012
Trade Impact of the Port of Tacoma, 2010
Arlington Property Economic Impact, 2010
TransAlta Site Industrial Redevelopment Analysis, 2009

Paul Sorensen

Principal

Education

Masters Degree in Economics - University of Washington, 1979
Bachelors Degree in Political Economics - University of Washington, 1976

Professional Experience

BST Associates - Partner, 1987
Trade Information Planning Systems - Vice President Consulting, 1987-88
Natural Resources Consultants - Partner, 1988
URS Corporation - Senior Financial Planner 1986-87
TAMS Consultants - Senior Economist, 1981-86
Kramer, Chin & Mayo - Economist, 1979-81
Basset, Park & Silberberg - Research Analyst, 1976-79

Relevant Qualifications

Mr. Sorensen has served as lead researcher and/or project manager for a wide variety of projects including demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives of trade, transportation, and waterfront development projects. Descriptions of several recent projects are presented below.

Comprehensive & Strategic Plans

Port of Umatilla Strategic Business Plan, 2021
Port of Toledo Strategic Business Plan, 2020
Port of Newport Strategic Business Plan, 2019
Port of Moses Lake Comprehensive Plan, 2019
San Juan County Fairgrounds Master Plan, 2018
Port of Kalama Comprehensive Plan, 2015
Port of Coos Bay Strategic Business Plan, 2014
Port of Astoria Strategic Business Plan, 2011

Rail Cargo Analysis

Port of Benton Rail Market Analysis, 2016
Humboldt Bay East-West Rail Corridor Feasibility, 2013
Port of Portland Rail Forecast, 2012
Longview SR432 Corridor Analysis, 2012
Port of Pasco Heritage Industrial Center, 2009

Economic Analysis

Port of Skagit Economic Impact, 2023
Ancich Dock Economic Analysis, 2020
Port Angeles Marine Trades EDA Grant, 2020
Port of Los Angeles Tariff Impact Analysis, 2019
Boyer Park Economic Analysis, 2018
Pacific Hardwoods Market Analysis, 2017
Coos Bay Rail Link Economic Impact, 2015
Westlake Ave Cycle Track Impact, 2014
Vancouver Energy EFSEC Application, 2013
Oregon Ports Economic Impact, 2013
Port of Port Angeles Economic Impact, 2013
TransAlta Site Industrial Redevelopment Analysis, 2009

Land Use Planning

Interstate Bridge Replacement Navigation Analysis, 2024
Whatcom Waterway Land Use Analysis, 2020
Westport Master Plan, 2019
Woodland Industrial Development Study, 2019
Humboldt Bay Maritime Industrial Use Analysis, 2018
Wrangell Waterfront Industrial Property Assessment, 2016
Port Angeles Shipyard Analysis, 2016
Seaport Landing PDA Analysis, 2015
Curtis Wharf Market Analysis, 2014
Newport Property Highest and Best Use, 2014
Kirkland Transient Moorage Analysis, 2014
Port of Tacoma Land Use and Transp. Plan, 2013

Marine Cargo Analysis

Port of Portland PIDP Grant Application, 2022
Portland Marine Cargo Forecast, 2020
Washington Marine Cargo Forecasts, 1991-2017
Pasco Barge Cargo Analysis, 2015
Tesoro Savage Vancouver Energy Project, 2013
Coos Bay Bulk Cargo Market Assessment, 2013
Port of Astoria Grain Market Analysis, 2011
Port of Long Beach Dry Bulk Cargo Forecast, 2010
Lower Columbia Port Capacity Assessment, 2010

Financial Analysis

Port of Seattle Marina Rate Analysis, 2019
Port of Kingston Moorage Rate Analysis, 2018
Port of Seattle Revenue Bond Analysis, 2010-2018
Kodiak Harbor Tariff Analysis, 2014, 2015
Port of Edmonds Harbor Square Redevelopment, 2012



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February 14th, 2024

Ann Richart
Aviation Director
Washington State Department of Transportation
P.O. Box 47361
Olympia, WA 98504

RE: Mansfield Airport

Dear Ann,

During your last visit to East Wenatchee, we discussed the low utilization rate of Mansfield Airport. There is simply not enough airplane activity to justify the continued public subsidy of the airport. Please see the attached Virtower Report.

Maintaining the airport is becoming an issue as pavement cracks continue to widen. The Regional Port has not applied for WSDOT Aviation grants, as the 20-year maintenance obligation with such low usage of the airport does not make sense.

Mansfield Airport has no based aircraft and generates no revenues. It costs the Regional Port approximately \$20,000 annually to maintain the airport at marginal levels. The challenge ahead is major pavement rehabilitation is needed. The Regional Port is not willing to invest large sums of taxpayer funds for the few aircraft that use the airport.

Within the next month, Regional Port staff will be recommending to the Regional Port Board that Mansfield Airport be closed effective December 31, 2024.

The Regional Port Board will engage with the aviation community and the City of Mansfield before any final decisions are made. The Board will also conduct a formal hearing to seek public input.

If the Board decides to close the airport, we believe the Regional Port will owe WSDOT Aviation Division \$10,943.51 to comply with past grant assurances. Please see the attached spreadsheet.

I will keep you informed as to the Board's final decision. The alternatives to closing would be for WSDOT Aviation Division or the City of Mansfield to assume ownership of the airport.

Please do not hesitate to contact me with any questions.

Sincerely,



James M. Kuntz
Chief Executive Officer

CC: Regional Port Board
Trent Moyers, Director of Airports
Mayor Clint Wall, City of Mansfield
Douglas County Commissioners

BOARD OF DIRECTORS

Donn Etherington, Commissioner, Chelan County Dist. 1 | Jim Huffman, Commissioner, Douglas County Dist. 1 | JC Baldwin, Commissioner, Chelan County Dist. 2
W. Alan Loeb sack, Commissioner, Douglas County Dist. 2 | Richard DeRock, Commissioner, Chelan County Dist. 3 | Mark Spurgeon, Commissioner, Douglas County Dist. 3

Mansfield Airport - 2023 Vrtower Summary			
	Landings	Take Off	Total
January	0	0	0
February	3	2	5
March	6	4	10
April	16	16	32
May	6	7	13
June	2	2	4
July	8	7	15
August	4	1	5
September	3	3	6
October	2	2	4
November	4	5	9
December	1	2	3
Total	55	51	106

Mansfield Airport
Washington State Department of Transportation - Aviation Division

Airport Sponsor	Airport	Grant No. (GCAB)	Year	Biennium	Project	Total	Local	State	Supplemental Amount	Amount Recaptured	Amount Paid	Prorated Buyout
PODC	Mansfield	212	1996	95-97	Runway Rehab and Ramp Construction - Design			\$8,800.00			\$8,800.00	\$0.00
PODC	Mansfield	591	1996	95-97	Runway Rehab and Ramp Construction			\$76,453.00			\$76,453.00	\$0.00
PODC	Mansfield	4888	2006	05-07	Airport Layout Plan	\$33,720.00	\$1,686.00	\$32,034.00			\$32,034.00	\$3,203.40
PODC	Mansfield	5454	2007	07-09	Application of FAA Approved Emulsified Sealer/Binder to Runway and Apron; Hold Short Markings, Hold Short Signs, and Hand Held Radios	\$29,345.58	\$2,802.58	\$26,543.00	\$5,789.59	\$873.69	\$31,458.90	\$4,718.84
PODC	Mansfield	6562	2010	09-11	Aircraft Apron Crack and Fog Seal and Threshold Light Relocation	\$12,364.00	\$1,236.40	\$11,127.60	\$918.91	\$1,975.59	\$10,070.92	\$3,021.28
Mansfield Airport Total						\$158,816.82					\$158,816.82	\$10,943.51

DATE 2024 Buyout amount

Current WSDOT Aviation obligation (Grant Assurance) to keep open 2030 \$10,943.51

IF Regional port accepts a 2024 WSDOT Grant 2044 N/A

Note: Estimated assumption Mansfield Airport is closed December 31, 2024.

2024 CEO Goals

Preamble

The CEO goals should reflect and be aligned with the Board's priorities as established in the annual budget. Within this context, my top priorities for 2024 are as follows.

Planning for the Future

- **Complete a Regional Port Strategic Plan prior to the establishment of the 2025 Regional Port Budget.**
- **Determine Regional Port's role in "Minimum Revenue Guarantee" (MRG) program to retain and enhance Commercial Air Service. If continued, a broad-based community coalition is required.**
- **Complete Regional Sports Complex Feasibility Study. Transfer leadership role to other public agencies, if possible.**
- **Formation of TIF District in Douglas County by June 1, 2024.**

Human Resources

- **Match Regional Port's workload with required staffing levels. Currently need one (1) key hire:**
 - **Executive Assistant**

Capital Projects (in priority order):

- **Commence construction of The Trades District.**
- **Commence construction of GA Terminal Building (subject to funding).**
- **Commence construction with Airlift Northwest Hangar (subject to funding).**



PARTNERS IN ECONOMIC DEVELOPMENT NON PROFITS

PROGRAM PURPOSE

The Chelan Douglas Regional Port Authority (CDRPA) is a regional leader in efforts to achieve long-term economic vitality for Chelan and Douglas Counties.

Effective economic development requires a dynamic synergy of people and organizations working together. The CDRPA acknowledges that nonprofits play a unique role, extending deeply into communities in a way no other entity can. The CDRPA has created the Partners in Economic Development Program to make strategic financial investments in nonprofits contributing to economic development.

The Partners in Economic Development Program is an annual grant program created to:

- Help start, scale, and/or improve programs that measurably contribute to the economic vitality of Chelan and Douglas Counties; and
- Fund capacity building to enhance long-term sustainability of organizations that have missions contributing to economic development in Chelan and Douglas Counties.
- Support tourism efforts that attract visitors from outside Chelan and Douglas Counties.

ELIGIBLE ORGANIZATIONS

To qualify for potential funding through this program, an organization must be a nonprofit and provide proof of a current/active Washington State Secretary of State corporate registration. For organizations with an IRS tax-exempt status, they must be in good standing and provide proof of submission of their most recent Form 990.

ELIGIBLE PROGRAMS

Programs that qualify must:

- Measurably contribute to the economic development of Chelan and Douglas Counties. Examples include projects that will:
 - Retain and/or create living-wage jobs.
 - Stimulate private sector capital investments.
 - Infrastructure investments that directly support economic development.

- Strategic planning efforts which have a strong probability of achieving measurable economic development results.
- Support tourism efforts that attract visitors from outside Chelan and Douglas Counties, when possible. Funding can be used if necessary, to cover event expenses, that without Regional Port support, the event could not be held.

PRIORITIES

The CDRPA will prioritize proposals that fulfill one or more of the following:

- Address a proven need or gap;
- Illustrate a strong proof-of-concept for achieving measurable economic development impact;
- Demonstrate sustainability without continued financial support from the CDRPA;
- Demonstrate collaboration/partnership with other public and private entities;
- Clearly contributes to the long-term sustainability of an organization whose mission furthers economic development;
- Has membership dues as part of their funding structure;
- Nonprofit organizations that serve rural communities in Chelan and Douglas Counties.

REQUEST GUIDELINES

- Proposals are typically funded between \$5,000 and \$20,000.
- Partial funding for a larger program may be requested; however the proposal must clearly demonstrate how the remainder of the project will be funded.
- Multi-year programs may be submitted, but a new proposal must be submitted each year with subsequent requests contingent upon availability of funds and satisfactory progress toward meeting program objectives.

FUNDING & DISBURSEMENT

- For fiscal year 2024, the CDRPA has set aside \$50,000. Applications can be submitted for funding at any time until the fund is fully allocated.
- The CDRPA will reimburse funds quarterly by invoice. If an up-front investment is required, organizations should indicate the distribution plan necessary (and why) on the Application Form.
- Total Tourism Funding Requests are limited to 50% (\$25,000 for 2024) in any fiscal year.

- Successful tourism grants are limited to no more than two approved requests over a five-year period.

PROPOSAL REQUIREMENTS

An organization must submit the **Application Form** to:

Chelan Douglas Regional Port Authority
Attn: Brooke Lammert
285 Technology Center Way, Suite 202
Wenatchee, WA 98801
brooke@cdrpa.org

EVALUATION CRITERIA

- Adherence to proposal and submission requirements.
- Retain and/or create living wage jobs.
- Stimulate private sector capital investments.
- Infrastructure investments that directly support economic development.
- Strategic planning efforts which have a strong probability of achieving measurable economic development results.
- Tourism related applications must be able to demonstrate strategies for attracting visitors from areas outside Chelan and Douglas Counties.

FUNDED PARTNER EXPECTATIONS

- Organization will enter into Partner Agreement defining expectations and Scope of Work
- Verbal presentation may be requested at a CDRPA Board of Directors Meeting

PROPOSAL TIMELINE

Grant Applications will be evaluated by Regional Port staff and provided to the Board of Directors during an open public meeting for approval.

QUESTIONS

Questions related to this program should be directed to Brooke Lammert, Economic Development Specialist, 509-884-4700 or via email at brooke@cdrpa.org.



**Partners in Economic Development Program
Nonprofits Application Form**

Organization Name:

Organization Address:

Organization Phone Number:

Program Title:

Program Contact:

Contact Phone:

Contact E-mail:

Contact Title/Position:

Is the Organization a dues paying entity? (Do members pay dues as part of membership requirement) Yes No

Investment request is to fund:

Starting, scaling, and/or improving program/project

Capacity Building (Investment in future sustainability)

Other (Please Specify Below)

Provide a program description, including: Justification (how this program/project will improve economic development in Chelan and Douglas Counties); Methodology, including if/how program/project will be sustainably maintained; Work to date (if any); Partners committed, if any (commitment letters required for partners); and Deliverables defined.

Program Start Date (if applicable):

Program End Date (if applicable):

Program timeline/milestones (by quarter):

Total Program Cost:

Requested Port Funding:

Budget total, broken out by category. (Note: Indirect costs are not allowed)

Is this request for partial funding of a larger project? If so, identify other funding **requested** for this project (entity, amount requested and anticipated award date), and other funding **secured** for this project (source, amount secured).

Is this a multi-year project? If yes, what are the anticipated funding needs for future years?

If this program is not funded at the full requested amount, how will the organization adjust for less funding?

Expenses are reimbursed quarterly by invoice/report; explain if another option is needed:

Definition of success of the project/program, including metrics used to evaluate success (may be quantitative and/or qualitative) and method for gathering metrics. **If a tourism related project, please provide how your organization will substantiate attracting visitors outside Chelan or Douglas Counties:**

Has this organization received previous funding from the Port of Chelan County and/or Port of Douglas County? If so, list other funding received and when:

In addition to a completed Application Form, please provide the following:

1. Strategic Plan including mission and goals;
2. Current year budget (including all income and expenses by category);
3. Upcoming (proposal) year budget (including all income and expenses by category);
4. List sources of support (especially if public sector);
5. List of Board members;
6. Active WA Secretary of State corporate registration;
7. IRS Tax Determination Letter (if none, explain); and
8. Most recent federal tax filing (IRS 990 cover page or 990-N post card), if applicable.

Add additional pages, as needed, to complete questions, but please do not exceed a five page application (excluding the attachments requested above).

Questions related to this program should be directed to Brooke Lammert, Economic Development Specialist, 509-884-4700 or via email at brooke@cdrpa.org.

**Partners In Economic Development
March 2024 Breakfast and Lunch Event
RSVP List as of February 20th, 2024**

Number of guests that will be attending:	Name(s) of guest(s):	Company/Organization/Affiliation:
BREAKFAST:		
2	Arturo Zavala & Danny Zavala	Arturo Zavala (Windermere RE Lake Chelan) & Danny Zavala (Laura Mounter RE)
1	Jill FitzSimmons	Chelan County
1	Kevin T Overbay	Chelan County Commission
1	Tiffany Gering	Chelan County Commissioner
1	Alan Walker	Chelan Douglas Community Action Council
1	Brooke Lammert	Chelan Douglas Regional Port
1	Stacie de Mestre	Chelan Douglas Regional Port
1	Ron Russ	Chelan Douglas Regional Port
1	John Stoll	Chelan PUD
1	James Fletcher	City of Cashmere
1	Jerrilea Crawford	City of East Wenatchee
1	Renee Swearingen	City of Entiat
1	Paul Coppock	DOH Associates
1	Marc Straub	Douglas County
1	Melissa LaFayette	Grow America (formerly NDC)
1	Chrissy Shull	Integrity Piercing
1	Jay Smith	JD Smith Inc dba Express Employment Professionals
1	Christine Douglas	Laura Mounter Real Estate
1	Griffin Smith	Pacific Engineering & Design
1	Erik Howe	RH2 Engineering
2	Malachi Salcido CEO and Nick Warner COO	Salcido
1	Dan Ireland	SCJ Alliance
1	Aaron Parrott	SkillSource Regional Workforce Board
1	Jason Grover	Visit Wenatchee
1	Russ Alman	Wenatchee Valley Senior Activity Center
27 Total (Port and Community)		
24 Community Only		
LUNCH:		
2	Bobbie Austin	ABC Pros LLC
2	Danielle Martin & Morgan Dobbins	Building North Central Washington
4	Alma Chacon, Tona, Metz, Maria	CAFE: Community for the Advancement of Family Education
1	Julie Helligso	Cascade Veterinary Clinics
1	Kyle Skalisky	CheckSix AeroSolutions, LLC
1	Mario Cantu	Chelan County PUD
1	JC BALDWIN	Chelan Douglas Regional Port
1	Brooke Lammert	Chelan Douglas Regional Port
1	Stacie de Mestre	Chelan Douglas Regional Port
1	Steve Croci	City of Cashmere
1	Curtis Lillquist	City of East Wenatchee
1	Laura Gloria	City of Wenatchee
1	Kevin Tomalty	CLA
1	Bart Clennon	clennon and associates
2	Suzanne Carte-Cocroft & Katina Maier	Confluence Health
1	Ruby Gaston	Congresswoman Kim Schrier
2	Donald Meseck and Min-Kyoung Meseck	DATA Division, WA State ESD
1	Jennifer Lange	Douglas County
1	Jordyn Giulio	Douglas County
1	Cathy Morris	Douglas County
2	Dan/Cheryl Sutton	Douglas County
1	Becky Berg	Eastmont School District
1	Steven J Wilkinson	Executive Director, Wenatchee Valley Chamber of Commerce
1	Karl Krauskopf	Gold MF
1	Jake Davison	Jake Davison Agency

1	Jennifer Witherbee	Larson Gross CPAs and Consultants
1	Shaunna Larson	Laura Mounter Real Estate
2	Laura L Mounter, & Amber Kapral	Laura Mounter Real Estate
1	Jeff Rounds	Libke Insurance Associates, Inc. / Wenatchee Valley Chamber
1	Craig Larsen	NCWEDD
2	Dave and Emylee Tolliver	OXARC LLC
1	chris martin	pacific rim land
1	stephen Jiran	Pacific Rim Land, Inc.
1	Adam Wright	Pacific Rim Land, Inc.
1	Patrick Boss	Port of Quincy (Grant County Port District No. 1)
1	Bryan Campbell	Pro Active Business Solutions
1	Chris Rasmussen	Rasmussen Tax & Accounting
2	Amanda Dallman & Marion Dallman	Real Estate Agent
1	Ryan Beebout	Sabey Data Centers
2	Greg Smith, Director of Operations and Molly Nelson, Executive	Salcido Enterprises, LLC
1	Emily Thornton	The Wenatchee World
2	Ron Feld & Lorna Klemanski	Unaffiliated
1	Kristin Newberry	US Aluminum Castings
2	Curt Mathison, Lincoln Denny	Washington Trust Bank
1	Caleb Kleiman	Weidner Apartment Homes
2	Kory Kalahar, Sean Fitzgerald	Wenatchee School District
2	Chelsea Ewer & Teddy Garcia	Wenatchee Valley Chamber of Commerce
2	Yuritz Lozano, Riva Morgan	Wenatchee Valley College
1	Rachel Evey	Wenatchee Valley College
1	Rufus Woods	Wenatchee World
67 Total (Port and Community)		
64 Community Only		

2024 CDRPA Calendar of Events

FEBRUARY 2024

Date:	Time:	Event:	Location:	Attending:
27-Feb	9:00am-3:00pm	ADO Best Practices Meeting	Olympia, WA	Lammert
27-28 Feb	All Day	WEDA 2024 Winter Conference	Olympia/Lacey, WA	de Mestre & Lammert
27-Feb	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

MARCH 2024

Date:	Time:	Event:	Location:	Attending:
7-Mar	8:00am-2:30pm	2024 Municipal Finance Conference	Seattle, WA	
11-15 Mar	All Day	Washington D.C. Delegation Visit	Washington, D.C.	Commissioner DeRock, Kuntz & Lough
12-Mar	9:00am	Cancelled: CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Mar	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
14-Mar	5:30pm	WVCC 2024 Annual Banquet	Wenatchee Valley Convention Center	Board of Directors
19-Mar	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
26-Mar	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
26-Mar	1:00pm	Tri-Commission Meeting	CTC	Board of Directors; Staff
28-Mar	7:30am-1:30pm	Partners in Economic Development Breakfast & Lunch	Wenatchee Valley Convention Center	Board of Directors; Staff

APRIL 2024

Date:	Time:	Event:	Location:	Attending:
2-4 Apr	All Day	FAA Airports Conference	Seattle, WA	Moyers
9-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
15-18 Apr	All Day	Data Center World Conference	Walter E. Washington Convention Center - Washington D.C.	Commissioner Spurgeon & Kuntz
16-Apr	9:00am - 1:00pm	FAA Meeting	Chelan Airport	Moyers
16-Apr	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
17-19 Apr	All Day	2024 Flywheel Investment Conference	Wenatchee Convention Center	Commissioner Baldwin, Commissioner Huffman, de Mestre & Lammert
21-24 Apr	All Day	Craft Brewers Conference - BrewExpo America	Las Vegas, NV	Commissioner Etherington, de Mestre & Lammert
23-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
28 Apr - May 1	All Day	AAAE Annual Conference	Nashville, TN	Commissioner DeRock, Commissioner Spurgeon, Kuntz & Moyers

MAY 2024

Date:	Time:	Event:	Location:	Attending:
6-8 May	All Day	WAMA Annual Conference	Auburn, WA	Moyers
9-May	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
14-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
15-17 May	All Day	WPPA 2024 Spring Meeting	Skamania Lodge - Stevenson, WA	
21-May	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
27-May	9:00am	Memorial Day - Office Closed	All Offices	CDRPA Staff
28-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

JUNE 2024

Date:	Time:	Event:	Location:	Attending:
11-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
13-Jun	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
18-Jun	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
21-22 June		Pangborn Festival of Flight	Pangborn Airport	
22-Jun	All Day	Community Dedication Celebration - Army National Guard	Executive Flight	Board of Directors; Staff
23-25 Jun	All Day	Summer Fancy Food Show	New York, NY	Kuntz
25-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
26-28 Jun	All Day	WPPA 2024 Finance & Administration Seminar	AC Hotel by Marriot - Vancouver, WA	Lough & Deenik

JULY 2024

Date:	Time:	Event:	Location:	Attending:
4-Jul	All Day	Independence Day - Office Closed	All Offices	CDRPA Staff
9-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
11-Jul	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
11-12 Jul	All Day	WPPA 2024 Directors Seminar	McMenamins Kalama Harbor Lodge	
16-Jul	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
23-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

AUGUST 2024

Date:	Time:	Event:	Location:	Attending:
8-Aug	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
13-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
20-Aug	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
27-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

SEPTEMBER 2024

Date:	Time:	Event:	Location:	Attending:
2-Sep	All Day	Labor Day - Office Closed	All Offices	CDRPA Staff
10-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
12-Sep	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
17-Sep	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
17-20 Sep	All Day	Washington Finance Officers Association	Yakima	Lough
19-20 Sep	All Day	WPPA 2024 Environmental Seminar	Marcus Whitman Hotel & Conference Center, Walla Walla	
24-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

OCTOBER 2024

Date:	Time:	Event:	Location:	Attending:
8-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
8-11 Oct	All Day	NWAAAE Annual Conference	Boise, ID	Moyers
10-Oct	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
15-Oct	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
22-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
24-25	All Day	WPPA 2024 Small Ports Seminar	Campbell's Resort - Lake Chelan	

NOVEMBER 2024

Date:	Time:	Event:	Location:	Attending:
12-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Nov	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
19-Nov	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
26-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
28-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff
29-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff

DECEMBER 2024

Date:	Time:	Event:	Location:	Attending:
10-Dec	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
11-13 Dec	All Day	WPPA 2024 Annual Meeting	Hyatt Regency - Bellevue	
12-Dec	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
17-Dec	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
24-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff
25-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff