

# **Strategic Business Plan Update - Public Comment Period**

## **Summary of SBP Recommendations Received (in writing and in person)**

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### **Justin Ludwig – Public Comment Regarding Strategic Business Plan – 01/17/2026**

- Opposition points of the Pacific Coast Intermodal Port Project
  - Possible Recommendation: If a project must be built, build something helpful as opposed to harmful (such as a desalination plant)
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### **Jack O’Leary – Public Comment Regarding Strategic Business Plan – 01/19/2026**

- The Ford Family Foundation and Weyerhaeuser should have a say in the development on the North Spit
  - Develop on the northern part of the North Spit across from North Bend where there is no housing
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### **John Blanchard – Public Comment Regarding Strategic Business Plan – 01/24/2026**

- Repair existing infrastructure, ensuring that urgent local needs are addressed
  - Incorporate public input and independent analyses to strengthen the Port's responsiveness to community perspectives.
  - Explore offering current leaseholders in the Charleston Marina the option to purchase leased properties, fostering private investment and alleviating some Port burdens.
  - Prioritize replacing aging docks and upgrading electrical systems at Charleston Marina to improve safety and reliability, tackling deferred maintenance.
  - Bolster commercial fishing, a cornerstone for local and national food security and sustainable marine resources, through dedicated infrastructure improvements, partnerships (e.g., with Tribes and agencies), and initiatives for local processing and marketing.
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### **Karie Silva – Public Comment Regarding Strategic Business Plan – 01/26/2026**

- Restore and modernize the Charleston Shipyard’s marine ways system.
  - Including a timeline, identified funding pathways, and a plan for maintaining shipyard operations during construction.
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### **Shelley Estes – Public Comment Regarding Strategic Business Plan – 01/27/2026**

- Invest in Charleston.
- Leave the Clam Gardens and Eel Grass alone, which could be impacted by the PCIP.
- Invest in local businesses that are making a difference in our community.

- Promote bird tourism, wooden boat tourism, Whiskey Run Bike Trails, Food Map for eateries, Marine Vessel and Fishing tourism and repair.
- Tell the Coast Guard to paint their buildings.
- Look at other ports that are economically and environmentally friendly to cross reference their successes in the region.

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**Mike Graybill – Public Comment Regarding Strategic Business Plan – 01/29/2026**

- The strategic plan should be in the voice of the management Commission, not the voice of the contractors who compiled the report.
- Include a reference in the preamble to the Mission and Vision section, affirming that as a government organization, the Port is chartered and operates as a special tax district. The mission statement should include a reference that, as a special district, the Commission has an obligation to provide services benefiting the taxpayers of the district.
- Address objectives listed under goal headings that lack a clear nexus with that heading (i.e. what does “sitting on a tourism board” have to do with “Property Goals”)
- Address objectives listed under goal headings that appear to constrain the ability of the commission to attain the intent of the objective (i.e. property goals)
- Goals and Objectives should include how the port intends to engage in the process to revise the Coos Bay Estuary Management Plan (CBEMP)

**Additional recommendations received, as compiled and summarized by CEO (a copy of the entire SBP with Mr. Graybill’s recommendations and comments are on file and available to view):**

- Shorten and simplify the Plan.
- Add elected representation from the district to the Board, increasing Board members but keeping majority appointed (5 appointed, 2-4 elected).
- Rename “Marketing Goals” or move associated goals elsewhere.
- Prioritize the Port’s function in how it relates to property assets.
- Use assets and mission to engage in activities that benefit/support environmental conditions.
- When listing assets in the capital improvement plan, consider addressing all assets (miscellaneous properties, DB Western, T Dock, Anadromous Fish Farm, tidelands, etc.).
- Address how a healthy ecosystem will be accomplished in the Oregon’s Bay Area, as mentioned in the Port’s vision.
- Under Property Goal 1, consider supporting the airport, hospital and housing initiatives, and being involved in coastal resilience and the blue economy.
- Is Property Goal 2 (Involvement in Tourism & Recreation) a property goal? Consider moving.
- Remove reference of PCIP from Charleston property goals.
- Provide clarification under Property Goal Objective 1.2 regarding diversification outside of wood products.

- Include others in Property Goal Objective 2.2 regarding collaboration with tourism (Charleston Marine Life Center, Hollering Place, Oregon Coast Trail, etc.)
  - Include research and education as part of the maritime industry in Property Goal 3.
  - Property maps should include Coos Bay Railyard property.
  - The post office should be mentioned in Marina Complex properties.
  - Replace the word “barges” under the PCIP narrative.
  - Under Taxation, Bonds, and Borrowing, fix Appendix A to Appendix C.
  - The Port should take measures to improve the quality and productivity of the environment beyond just minimizing impact.
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### **Steve Skinner – Public Comment Regarding Strategic Business Plan – 1/29/2026**

- Move charts and graphs to addenda.
  - Identify properties by street addresses (move tax lots to appendices/addenda) accompanied by a map/maps showing locations. Use more than one map if data shown is too small to read.
  - Provide a brief summary of the Plan.
  - Provide road map on how to achieve goals.
  - Explain how/why decisions were made (i.e. to divest property)
  - Leverage bay/shoreline jurisdiction with property/business owners.
  - Require large project partners to be more responsible for funding of the project and require them to do their due diligence.
  - Community advisory boards selection should reflect the entire stakeholder community and never be a rubber-stamp insider body. Membership should require active involvement and responsibilities, not just showing up for meetings.
  - Leverage “international” in Oregon *International* Port of Coos Bay.
  - Pursue more grant monies (i.e. Walton Family Foundation)
  - Look into solar array or mixed use agri-voltaic on the Eastside property.
  - Expand on aqua-culture. Bring back native clams.
  - Diversify projects.
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### **Ashley Audycki – Public Comment Regarding Strategic Business Plan – 01/29/2026**

- Extend Public Comment Period

*Note from CEO: A meeting has been scheduled on February 18 to review and discuss Ms. Audycki’s comments regarding the Strategic Business Plan Update.*

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## **Christine Moffitt – Public Comment Regarding Strategic Business Plan – 01/29/2026**

- Extend Public Comment Period

*Note from CEO: An invitation has been offered to Dr. Moffitt to meet in person to review and discuss her comments regarding the Strategic Business Plan Update.*

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## **Mandy Watson – Public Comment Regarding Strategic Business Plan – 01/29/2026**

- Extend Public Comment Period

*Note from CEO: An invitation has been offered to Ms. Watson to meet in person to review and discuss her comments regarding the Strategic Business Plan Update.*

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## **Summary of Additional Comments Received**

### **Business Oregon:**

- Update page 1 to reflect required updates every five years, per IGA with Business Oregon.
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### **Haley Lutz, Executive Director, Coos Watershed Association:**

- Include CoosWA as a Strategic Partner (inadvertently omitted from the Strategic Partner list)
- Consider including CoosWA as a strategic partner in Community Advisory Groups, as appropriate. Take time and thought into forming and developing Community Advisory Groups.
- Consider separating Environmental and Emergency Preparedness Goals to support a more holistic approach to the Port's role in environmental stewardship.
- Include objectives directed at the Port playing an active role (as it relates to their property and goals) in environmental restoration, resilience, and conservation.
- Consider including objectives for supporting work that improves salmon population since healthy salmon populations are a driver for the sport and commercial fisheries that the Port depends on for economic prosperity.
- Ensure relationship building goals are not housed in "Marketing Goals".
- Use a Community Advisory Group to update the Port's environmental plan (an outdated plan is included on the Port's website).