

**DRAFT MENU:  
Policies, Programs & Projects  
February 11, 2009**

**I. STRATEGIC PLAN POLICIES:**

Much of the direction received during the Strategic Planning process has underscored a need for the Port to adopt a basic policy framework to guide programmatic, operational, and capital project decisions. Based upon this input, it is recommended that the Strategic Plan include goal and policy direction addressing the following five topic areas:

- Facility Maintenance as a Priority (e.g., “fix aging infrastructure first”)
- Budgetary/Financial/Accounting Practices – Guidelines to Ensure that Port’s Practices:
  - Are transparent
  - Distinguish between annual budget and 5-10 year financial projections
  - Provide a clear description of the relationship between the operating budget and capital funding (major facility maintenance and improvements)
  - Include sources and uses of funds
  - Employ a “cost-center” approach
  - Promote cost-conscious decision-making
- Environmental stewardship (e.g., “become an acknowledged regional leader in environmental protection and stewardship”)
- Sustainable economic development as a Port priority (e.g., employ a “triple bottom line” in all decision-making, that factors economic, social and environmental consequences)
- Communications, public relations and customer service

All identified programs, operational changes and capital projects should be consistent with, and help to implement, the specific policy guidance within the Strategic Plan.

## II. PROGRAMS:

### Immediate (Initiate in '09):

- Boat Haven Marina Expansion Feasibility Study
- Boat Haven Binding Site Plan Process – Addressing:
  - Street vacations
  - Location for sandblast containment facility
  - Land swaps (Kah Tai properties)
  - Expansion of Boat Yard to the southwest (north of Scott Trail)
  - Evaluation of potential relationship w/PT Paper Mill for industrial development
- “Green Focused” Manufacturing Rezoning Study (land adjacent to JCIA):
  - Potential for industrial park rezoning, or
  - Establishment of an Industrial Land Bank
- Tri-Area UGA Designation Collaboration:
  - Assist County with initial UGA designation;
  - Advocate adequate UGA zoning for Industrial use
- Obtain Conditional Use Permit (CUP) Approval from Jefferson County for RV Campground Use at the Quilcene Marina
- Port Townsend/King County Passenger Ferry Service Feasibility Study
- Formalize Community Outreach/Public Relations Program:
  - Publish Quarterly Newsletter (i.e., for customers/tenants & community)
  - Host Periodic County-wide Economic Development Summits (e.g., every 5 years)
  - Conduct twice-annual stakeholder meetings to identify key concerns
  - Conduct annual Port staff training sessions in customer/community relations – evaluate/document outcomes
  - Conduct monthly “leadership” meetings involving non-profit directors and local public agencies
- Develop a New/Revised Personnel Manual:
  - Include clear job descriptions for all employees
  - Clarify organizational structure – lines of communication & responsibility
  - Include an employee code of behavior/ethics

- Add to Port Staff/Expertise – Positions to Consider Include:
  - Environmental/land use compliance officer
  - Property acquisition & development manager
  - Additional property maintenance personnel
  - Harbor master (consolidate moorage & facility supervisors)
  - Accounting assistant
  - Economic development specialist
  - Communications specialist
  
- Study Options to Lease Out Certain Port Operations:
  - Boat Haven & Boat Yard
  - Boat Haven Fuel Operations
  
- Develop PoPT Benchmarks Program:
  - Identify and maintain key economic trend data
  - Identify data that are accurate, replicable and reliable indicators of Port efforts to promote local economic development
  - Establish baseline data points and the state of the local economy
  - Establish protocols for periodically (e.g., every 5 years) preparing a report documenting Port success and areas requiring improvement and/or changes in Port policy/strategy
  - Publish and publicize results
  
- In Collaboration with Non-Profits, Help to Develop a “Maritime Heritage Action Plan” – aimed at deepening educations/experience-based relationships with non-profits to benefit youth, the boating community and maritime economy
  
- Develop Environmental Initiatives:
  - Environmentally safe bottom paint
  - Improved sand blast containment/bottom cleaning practices and facilities

**2010 - 2012:**

- Update Jefferson County International Airport (JCIA) Master Plan

**2013 & Beyond:**

None identified

### **III. CAPITAL PROJECTS:**

#### **Immediate (initiate in '09):**

- Fix Aging Boat Haven Marina Infrastructure:
  - Repair/replace A/B dock
  - Shipyard Storm Water Improvements
- Point Hudson:
  - Complete scheduled building renovations
  - Complete landscaping
- Jefferson County International Airport (JCIA):
  - Proceed with scheduled infrastructure improvements – including non-precision GPS approach
  - Airport Fire Station

#### **2010 - 2012:**

- Boat Haven Marina/Boat Yard – Continue to Upgrade Infrastructure:
  - Boat yard paving
  - Sandblast containment facility
- Quilcene Coast Seafoods Saltwater Intake Upgrades

#### **2013 & Beyond:**

- Boat Haven Marina Expansion (if feasible)