

DRAFT

V. Strategic Directions

Sustainable Economic Development

Goal 1: To promote, develop and manage the Port’s properties and facilities to stimulate countywide economic vitality.

The Port of Port Townsend is the only entity within Jefferson County whose primary purpose under state law is economic development. A number of Port facilities also provide a vital transportation mission that supports economic activity and commerce. The Port is dedicated to supporting sustainable growth in the community – not merely growth for the sake of growth. To accomplish this, the Port will balance the economic, environmental and social consequences of its decision-making in a manner that contributes to the well being of our community for generations to come.

Policy 1.1: Promote sustainable economic development opportunities that create family wage jobs.						
Implementation Actions for Policy 1.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)*	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Conduct a “green focused” rural light industrial rezoning study for Port property immediately adjacent to the Airport.	X			Medium (\$85,000)	Senior Port staff & consultant in consultation w/County staff	Adoption of County Comprehensive Plan text and map amendments in 2009
b. Collaborate with Jefferson County in the designation of the Tri-Area UGA: provide technical assistance (as appropriate) and advocate that adequate acreage be zoned for industrial use.	X			Low	Senior Port staff in consultation w/County staff	Successful adoption of a Tri-Area UGA w/urban industrial zoning

* **Key to estimated cost terminology:** “Low” = up to \$10,000; “Moderate” = \$10,001 - \$100,000; “High” = over \$100,000.

Implementation Actions for Policy 1.1, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
c. Work with private and public interest groups on workforce housing issues to retain and expand family-wage jobs.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Joint City/County Committee w/support from senior Port staff	Increased opportunities for affordable workforce housing
d. Update and prepare promotional brochures for Port properties and facilities highlighting business opportunities consistent with community needs.		X		Low	Public relations consultant & senior Port staff	Available brochures
e. Target economic development opportunities on marine trades, manufacturing and non-retail service jobs that pay family wage jobs for current county residents.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff in collaboration w/local businesses	Increases in local employment & wages
f. Promote general aviation-related and air freight businesses at the Jefferson County International Airport (JCIA).	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff & Port Commission	Expanded aviation-related & air freight business at JCIA
Policy 1.2: Collaborate with stakeholder groups to provide an integrated, countywide approach to economic development.						
Implementation Actions for Policy 1.2	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Coordinate the Port's visitor service strategy with the marketing efforts of the City and County Lodging Tax Advisory Committee (LTAC) programs.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Improved Visitor Survey results
b. Collaborate with maritime non-profits and downtown Port Townsend businesses to attract boating regattas and maritime educational activities on Port properties.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff in concert w/NWMC & WBF	Increased frequency of maritime events & educational activities

Implementation Actions for Policy 1.2, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
c. Work with Team Jefferson to attract and expand private sector businesses at Port properties.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Expanded businesses on Port properties
d. Convene an annual economic development summit for elected officials, private sector businesses, public agencies, and other groups interested in assessing and recommending solutions to economic development challenges facing the community.	X			Low	Senior Port staff in collaboration w/Team Jefferson	Summit conducted & well-attended
Policy 1.3: Serve both residents and visitors by providing accessible Port properties, recreational opportunities, and by protecting historic and community resources.						
Implementation Actions for Policy 1.3	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Obtain Conditional Use Permit (CUP) approval from Jefferson County for RV Campground Use at the Quilcene Marina.	X			Low	Consultant under the direction of senior Port staff	Issuance of the CUP
b. Conduct a feasibility study to assess the potential for establishing passenger only ferry service between Port Townsend and the greater Seattle area.	X			Low	Senior Port staff	A study informing the Port Commission as to whether PoF service is viable
c. Seek public funding to rehabilitate historic buildings at Point Hudson.		X		Low	Senior Port staff	Funding obtained
d. Explore collaborating with the City of Port Townsend and the Northwest Maritime Center (NWMC) to install way-finding and directional signage on Port properties, including kiosks and monument and landmark signs.	X (initiated)	X (completed)		Low	Senior Port staff	Signage installed

Implementation Actions for Policy 1.3, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
e. Aggressively pursue the development of new and expanded commercial air service to the JCIA.		X		N/A	Senior Port staff	Expanded commercial air service available
f. Evaluate the potential for acquiring and managing Old Fort Townsend State Park and/or Fort Flagler State Park.	X			Low	Senior Port staff	Final decision as to whether the property (or properties) should be acquired
Policy 1.4: Ensure that all new development of Port properties is integrated with existing uses, well planned, fiscally prudent, and consistent with City and County Comprehensive Plans.						
Implementation Actions for Policy 1.4	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Complete a binding site plan process for the Boat Haven Boat Yard that addresses: street vacations; the potential location for a future sandblast containment facility; land trades with the City (e.g., Kah Tai properties); expansion of the Boat Yard to the southwest (north of the Scott Trail); and the potential for a relationship with the PT Paper Mill for future industrial development.		X		Moderate	Consultants w/support from senior Port staff in consultation with City staff	Preparation & adoption of a binding site plan for the Boat Yard that makes more effective use of available space
b. Update the Jefferson County International Airport Master Plan.		X		Moderate	Consultants w/support & direction from senior Port staff	Adoption of an Updated Master Plan

Implementation Action for Policy 1.4, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
c. Actively participate in the periodic updates of the comprehensive plans of Jefferson County and the City of Port Townsend. Advocate the inclusion of policies and implementation steps that support sustainable economic development.	X (recurrent)	X (recurrent)	X (recurrent)	Low, but recurrent (i.e., every 7 years in each jurisdiction)	Consultant under the direction of senior Port staff	Local comprehensive plan policies consistent w/Port policies
Policy 1.5: Employ a “triple bottom line” approach that factors the economic, environmental and social consequences of in Port decision-making.						
Implementation Action for Policy 1.5	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Develop and implement a “Decision Support Matrix” to help guide Port Commission and Staff decision-making. Ensure that the matrix provides criteria addressing the following: <ul style="list-style-type: none"> • Direct, indirect and intangible costs and benefits of decisions; • Environmental consequences of the decision; and • Community-wide social impacts, costs and benefits of the decision 		X		Low	Senior Port staff in consultation w/local “key knowledge” experts	A completed-matrix routinely employed by Port staff and Commission in day to day decision-making

Community Access

Goal 2: To ensure that Port facilities, services and the shoreline environment are accessible to the community and visitors alike.

The Port of Port Townsend exists to serve the Jefferson County community and its visitors. We recognize our responsibility to provide Port facilities that are physically and economically accessible to the community.

Policy 2.1: Maintain and expand opportunities for small recreational boat owners and pedestrian shoreline access.						
Implementation Actions for Policy 2.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Maintain and expand existing boat ramp access points for recreational boaters. Work with private and public entities to encourage maintenance and repair of existing boat ramps.	X (ongoing)	X (ongoing)	X (ongoing)	High	Senior Port staff in collaboration w/small boat owners	Expanded boat ramp access to marine waters
b. Maintain and expand trails and pedestrian points of access to shoreline areas.	X (ongoing)	X (ongoing)	X (ongoing)	Low to moderate	Senior Port staff	Expanded community access to Port-owned shoreline areas
c. Evaluate the potential for acquiring and managing Old Fort Townsend State Park and/or Fort Flagler State Park.	X			Low	Senior Port staff	Final decision on whether or not to acquire the property or properties
d. Maintain moorage fees at rates that seek to sustain the community's boating culture, while at the same time recognizing regional trends.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff	A vigorous and expanding community of boat owners/users
e. Seek to maintain an open Boat Yard at the Boat Haven.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff	Boat Yard remains open to the public

Infrastructure Maintenance & Development

Goal 3: To develop and maintain sound, safe and self-financing infrastructure at all Port properties.

The Port of Port Townsend manages and maintains a variety of infrastructure, buildings and properties throughout east Jefferson County. Port properties are home to a diversity of private businesses and recreational opportunities, from larger water dependent businesses (e.g., ship repair) to small sole proprietors. Providing adequate land and infrastructure to support Port tenants and visitors is vital to the long-term success of the Port. The Port seeks to manage its properties utilizing a “cost center” approach in order that each facility be as self-supporting as possible, recognizing that the objective of all Port operations is to serve as a catalyst for sustainable economic growth that serves the entire east Jefferson County community.

Policy 3.1: Maintenance of existing infrastructure should be the Port’s top budgetary priority.						
Implementation Actions for Policy 3.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Develop an Infrastructure Management Methodology to prioritize necessary maintenance projects. When implemented, the methodology should result in at least two infrastructure maintenance projects being completed annually.		X		Low	Consultant team & senior Port staff	Infrastructure Management Methodology completed & in use
b. Distinguish between capital projects, maintenance projects, and operations in the annual budgetary information prepared for each Port facility.	X			Low	Port Finance Director	New informational materials prepared & available concurrent with 2010 Budget
c. Identify public funding opportunities for specific high priority infrastructure maintenance projects. Lobby to secure funding for public infrastructure projects at Port facilities. Work to ensure that funding requests are broadly supported by the community and local government decision-makers.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Consultant team & senior Port staff	Public funding matrix prepared and made available to decision-makers bi-annually

Implementation Actions for Policy 3.1, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
d. Repair/replace A/B Dock at the Boat Haven Marina.	X			High (\$5,500,000)	Senior Port staff	A/B Dock repair/replacement completed on-time and in budget
e. Implement Washington State Department of Ecology grant-related Shipyard storm water improvements.	X			High (\$500,000)	Senior Port staff	Storm water improvements completed on-time and in budget
f. Continue programmed and budgeted improvements to Point Hudson buildings and facilities (e.g., Nurses' Quarters, Armory Building, landscaping, etc.).	X	X		High	Senior Port staff	Programmed improvements completed
Policy 3.2: Pursue opportunities for new development and redevelopment of Port properties.						
Implementation Actions for Policy 3.2	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Conduct an Expansion Feasibility Study for the Boat Haven Marina.			X	High (\$125,000)	Consultants in collaboration with senior Port staff	A final study supporting an informed Port Commission as to whether or not to proceed with marina expansion

Implementation Actions for Policy 3.2, Continued	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
b. Proceed with planned infrastructure improvements at the Jefferson County International Airport, including non-precision GPS approach capability and construction of an Airport Fire Station.	X			High	Senior Port staff	Completion of infrastructure improvements
c. Continue upgrading infrastructure at the Boat Haven Marina & Boat Yard, including: boat yard paving; and siting and construction of a sandblast containment facility.			X	High	Senior Port staff	Completion of paving & sandblast facility construction
d. Upgrade the saltwater intake capacity for Coast Seafoods in Quilcene.		X		High	Senior Port staff	Complete required infrastructure upgrades
e. If determined to be feasible (see _____, above), initiate Boat Haven Marina Expansion permitting and construction.			X	High	Senior Port staff	Initiation of construction of expanded marina
f. Evaluate the potential for expanded boat ramp access for recreational boaters.	X			Low	Senior Port staff	Evaluation completed, expansion options identified

Public Involvement & Responsiveness to Community Needs

Goal 4: To sustain a high level of community involvement, that informs Port decision-making and builds public support.

The Port exists to serve the Jefferson County community. To more effectively serve, we are dedicated to actively listening to our citizens and customers. Providing ample opportunities for the community to be involved in Port decision-making helps both to inform our decisions as well as the public. Supporting on-going opportunities for public involvement also helps us to be more creative and responsive to community needs, while demonstrating the depth of our commitment to community service.

Policy 4.1: Create and sustain positive relationships with stakeholders and the wider Jefferson County community.						
Implementation Actions for Policy 4.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Host periodic countywide “State of the Port” Summits (e.g., every 5 years).	X (2010)		X (2015)	Low	Senior Port staff	Initial summit conducted by the end of 2010
b. Annually review the progress made in implementing this Strategic Plan. Conduct annual stakeholder meetings to identify key concerns prior to the initiation of the budget process.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Initial round of stakeholder meetings held by the end of 2009
c. Conduct quarterly “leadership” meetings involving non-profit directors and local public agency representatives.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Initiate leadership meetings in 2009
d. Implement the recommendations of this Strategic Plan. Use the Community Advisory Committee (CAG) as a sounding board for new Port initiatives and business ventures not anticipated in this Plan.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Incremental but consistent implementation of the Action Steps of this Strategic Plan

Policy 4.2: Maintain public outreach and education of the Port’s mission and activities through a variety of media.

Implementation Actions for Policy 4.2	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Develop a Benchmarks Program to measure the Port’s success in achieving its strategic goals; prepare a periodic report documenting Port successes and areas requiring improvement and/or changes in Port policy; publish and publicize the results.		X		Low to Moderate	Consultants under the direction of senior Port staff	Preparation & publication of a Benchmarks Report once each 5 years
b. Continue publication of the Port’s Quarterly Newsletter (i.e., for customers/tenants & community).	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Consistent quarterly publication
c. Initiate periodic bus/walking tours of Port properties to educate and inform community members and elected officials about the importance of marine trades and the economic, social and environmental benefits of Port properties and operations.	X (initiated)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Periodic (annual) tours of Port properties conducted
d. Continue to inform and include key stakeholders in Port planning and development activities. As appropriate, establish community advisory committees for specific Port projects.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff in collaboration w/CAG	Regular consultation w/stakeholder groups/CAG
e. Quantify the direct and indirect economic impacts of Port activities and operations to the economy of east Jefferson County and Port Townsend. Disseminate these findings to inform the public of the positive effects of Port operations and activities.	X (initiated)	X (ongoing)	X (ongoing)	Low	Senior Port staff w/consultant support	Periodic (every 2-3 years) publication & distribution of a Port of PT Economic Impact Report

Policy 4.3: Encourage an internal Port culture of learning and growth.

Implementation Actions for Policy 4.3	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Conduct annual Port Staff training sessions in customer and community relations. These sessions could become part of the Port's annual staff retreat.	X (initiated)	X (ongoing)	X (ongoing)	Low, but recurrent	Senior Port staff	Conduct initial staff training session
b. Complete the Port's Personnel Manual. Ensure that it includes: clear job descriptions for all employees; a clear organizational structure specifying lines of communication & responsibility; and an employee code of behavior/ethics.	X			Low	Senior Port staff	Completion & distribution of the Personnel Manual in 2009
c. Hold annual Port staff retreats to discuss the annual work plan, budget issues, staff training opportunities, and internal career advancement possibilities.	X (ongoing)	X (ongoing)	X (ongoing)	Low	Senior Port staff	Annual staff retreats conducted

Goal 5: To improve service to Port tenants, customers and the public.

Quality customer and public service is central to the Port’s mission and vision. We are dedicated to being good listeners, and to providing prompt, responsive, and reliable service. We are also determined to deal effectively with complaints, and to make the “extra” effort to assist our customers. Ensuring that our staff is adequately trained to always be helpful, courteous and knowledgeable is critically important in fulfilling this goal

Policy 5.1: Identify and implement methods to improve customer service.						
Implementation Actions for Policy 5.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Identify “mission critical” Port staff positions needed to provide improved customer service. Potential positions to consider might include the following: <ul style="list-style-type: none"> • Environmental/land use compliance officer • Property acquisition & development manager • Additional property maintenance personnel • Accounting assistant • Economic development specialist • Communications specialist 	X			Low (hiring additional staff could be moderate to high)	Senior Port staff	Evaluation completed, decisions on additional hire(s) made
b. Conduct periodic customer satisfaction surveys (e.g., moorage tenants, RV users, pilots, etc.).	X (ongoing)	X (ongoing)	X (ongoing)	Low, but recurrent	Consultant under the supervision of senior Port staff	Periodic surveys conducted – customer satisfaction indices improving
c. Update and maintain the Port’s web page. Highlight vacant and available buildings, properties and development opportunities on the website.	X (ongoing)	X (ongoing)	X (ongoing)	Low, but recurrent	Senior Port staff	A “fresh” and regularly updated Port website
d. In partnership with marine trades businesses, develop a coordinated Advertising, Marketing & Public Relations Plan.		X		Low to moderate	Senior Port staff in collaboration w/Marine Trades Association	Completion & implementation of new Marketing Plan

Fiscal Comprehensibility, Transparency & Accountability

Goal 6: To strengthen the Port's accounting practices and financial performance.

The Port challenges itself to find new and better ways of being fiscally responsible. We are dedicated to pursuing budgeting processes that are wholly consistent with state law and state auditor recommendations to ensure transparency, while also developing user-friendly informational materials to enable ordinary citizens to better understand and participate in Port budgetary decision-making. We are also committed to ensuring that our operational budgets are balanced and that capital infrastructure financing is examined from both short and long-term perspectives.

Policy 6.1: Maintain a financial plan that prioritizes funds for facilities maintenance, capital projects, and operating budgets, and that provides for prudent levels of financial reserves.						
Implementation Actions for Policy 6.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Provide economic development opportunities that are consistent with the core values, mission and vision of this Strategic Plan to generate family wage jobs that benefit the community.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff & Port Commission	Expanding employment on Port lands, consistent w/this Plan
b. Conduct periodic Market Rent Surveys.	X (periodic)	X (periodic)	X (periodic)	Low	Senior Port staff	Maintain up to date information on market rents in the region
c. Moorage and lease rates should be fair and reasonable, factoring local social and economic conditions, as well as market demand. The Port should carefully weigh other considerations such as the demonstrated public benefits provided by certain non-profit tenants in setting rent and lease rates and user fees.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff & Port Commission	Rents, lease rates & user fees widely perceived as fair & reasonable in the community
d. Develop a Five-Year Financial Plan to identify funding sources for high priority un-funded projects.	X			Low to moderate	Senior Port staff, w/consultant support	Funding sources for priority projects ID'd

Policy 6.2: Develop new ways to present budgetary information in “laymen’s” terms to facilitate an open budgeting process understandable to the general public.						
Implementation Actions for Policy 6.2	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Develop a graphic budget information template to effectively communicate key budget concepts in layperson’s terminology.		X		Low	Senior Port staff	Up to date & understandable budget information for public use
b. Develop and implement a fair system of user charges that distributes the burden of capital projects, operations and maintenance costs equitably between direct users and indirect beneficiaries of the system.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff & Port Commission	User charged widely perceived as fair & reasonable in the community
c. Develop a “Public Benefit Rating System” to fairly and equitably evaluate requests by non-profit groups, charities and community event organizers to use Port facilities and properties for below market rate fees.		X		Low to moderate	Senior Port staff w/consultant support	Completed & consistently implemented Public Benefit Rating System

Policy 6.3: Diversify the Port’s revenue base.

Implementation Actions for Policy 6.3	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Assess options to lease out certain Port operations (e.g., Boat Haven, Boat Yard, Boat Haven fuel operations)	X			Low	Senior Port staff	“Lease-out” options assessed – decisions made
b. Seek to establish a “green focused” rural light industrial park on Port owned land adjacent to the JCIA.	X (rezoning)	X (BSP permitting process)	X (construction)	High	Senior Port staff w/consultant support	Establishment of “lease ready” industrial buildings or spaces/building pads
c. Seek to identify, acquire and rezone/develop land for light industrial use within the future Tri-Area UGA.	X (identification /acquisition)	X (acquisition)	X (permitting & construction)	High	Senior Port staff w/consultant support & County collaboration	Acquisition, rezoning & development of “lease ready” industrial space
d. Evaluate the pros and cons and decide whether or not to acquire and manage the Port Ludlow Marina		X		High	Senior Port staff	A final decision on marina acquisition & management

Community Stewardship

Goal 7: To become a recognized leader in environmental stewardship and the protection of community assets.

The Port is attentive in its role as the caretakers of a number of unique public properties. We seek to protect our community's shorelines, improve stormwater management techniques, and safeguard Jefferson County's maritime culture. We are dedicated to protecting the historic character of our properties and their important ecological features for current and future generations.

Policy 7.1: Provide innovative and proactive management and control programs to address specific environmental issues.						
Implementation Actions for Policy 7.1	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Develop & implement an Environmental Initiatives Strategy that addresses: <ul style="list-style-type: none"> • Environmentally safe bottom paint • Improved sand blast containment/bottom cleaning practices & facilities 		X		Low	Senior Port staff	Strategy developed & being implemented
b. Develop an Environmental Compliance Assessment Program to identify potential environmental issues at Port facilities, and to ensure that federal, state and local regulations are observed in and by, Port operations and tenants.		X		Low	Senior Port staff	Compliance Program developed & being implemented

Policy 7.2: Build partnerships with non-profit organizations, schools and other governmental agencies to offer education and training in environmental stewardship and best management practices.						
Implementation Actions for Policy 7.2	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude)	Lead Responsibility	Measuring Success
	2009-2010	2011-2012	2013 & On			
a. Partner with non-profits and educational institutions to seek funding to expand marine trades training opportunities, particularly those associated with environmental best management practices (BMPs) and innovative technologies.	X (ongoing)	X (ongoing)	X (ongoing)	N/A	Senior Port staff & Port Commission	Funding obtained, expanded training opportunities available
b. Initiate a program to evaluate and select key educational and training efforts to be supported by the Port (e.g., on the job training programs – apprenticeship and skill-based, and specific Marine Trades Association activities)		X		Low	Senior Port staff	Increasingly high reputation of local marine trades
c. Support non-profit educational initiatives to enhance marine trades and expand on-the-water maritime experience programs, particularly introductory and youth-oriented programs.		X		N/A	Senior Port staff	Increased maritime educational opportunities
d. Collaborate with non-profits in developing a Maritime Heritage Action Plan aimed at deepening education/experience-based relationships with non-profits to benefit youth, the boating community and maritime economy.		X		Low	Senior Port staff & Community Advisory Group (CAG)	Adoption & implementation of a Maritime Heritage Action Plan