

STAKEHOLDER GROUP MEETING NOTES

Port Employees

June 5, 2008

General Notes:

Question: *Looking out 5 years how would you define success for the Port's strategic plan?*

- Customer satisfaction
- Better public perception of the Port's role in the community
 - Foster public support for the port
 - Build level of trust
 - Build public/private partnership
 - Get past 'we vs. them'
 - We are so diverse—we serve hundreds of tenants and clients
- Our goal should be economic development
 - Provide good jobs—family-wage jobs
 - It provides a social contract—the port is a good model which is based on performance standards
 - It reduces the 'make' fit issue which creates friction, fear and uncertainty
 - The port's success is the city's success
- Better Stewardship
 - Address aging infrastructure—fix A & B docks
 - We need future planning and how we will pay for it
 - We shouldn't expand until we can take care of what we have (example of Point Hudson)
 - Replacing what we have is not enough—we need to be proactive and plan for marine trades growth and economic development
- Are we a blue collar port?
 - What is our level of service?
 - What is the cost per level of service?
 - Higher value of boats coming over the last three years. Should we separate recreational boats from working boats? Can we afford to?
 - Moorage and slip growth needs to be tied to upland growth and economic development goals—employment
- How can the Port grow marine trades and airport?
 - Provide environmental infrastructure

- We need a sandblasting facility (eco friendly)
- We need a painting facility
- Plan for upland space usage
 - We are out of room at shipyard
 - Consider raising rates to promote turnover/growth
- Provide additional moorage
 - What are the priorities for moorage?
- Clarify port/marine trades roles and responsibilities
 - Marine trades expectations are huge
 - Limited number of 50 foot slips
 - Address other in-water constraints (e.g., draft at low tide)
- Employees need clearer roles and responsibilities
 - Update job descriptions
 - Need a new organization chart—chain of command
 - Address overwork and burn out
 - Need more training opportunities
 - Career paths defined/future opportunities for advancement
 - Customer service training
 - Conflict management training

Question: *What are the threats facing the Port over the next 5 years?*

- Environmental
 - Increased regulations
 - Insurance requirements
- Emergency planning and response
- Aging infrastructure
- Gas prices
- Public understanding/expectations
- Gentrification—changing demographics and client base
- Maintaining affordable moorage

Question: *What is the Port's competitive advantage?*

- We allow do it yourselfers
- People come from all over Puget Sound to work on their boats here
- Liveboards allowed
- Quality of marine trades
- Openness of port (however that raises safety and security issues)
- Port Townsend's maritime character and culture (Victorian seaport)

Question: *What are the 3 most important changes you would like to see in the next 5 years?*

- A & B dock replacement
- Need to address customs limited hours of operation (400 boats last year)
- Better communication and responsiveness
 - Port/marine trades relations
 - Transition plan for retirements—new employees
 - Clearer discussion and understanding of policy→management→operations
- Webpage upgrades
 - Auctions and price lists

Question: *What do you think is the brand or image of the Port?*

- The face of the marine trades
- Point Hudson
- A blue collar port

Question: *What is your hope for this process?*

- Promotes communication→builds trust and awareness
- Builds relationships→identifies priorities→generates support→creates action & results