

ATTACHMENT “A”

Short’s Family Farm Plan - Implementation Actions

Successful implementation of this Farm Plan will require the Port to undertake a variety of studies, programs and capital investments. The following matrix identifies priority studies, programs and capital projects to be initiated over the coming years. Items in the matrix are not listed in order of priority. The matrix should be reassessed periodically to ensure that the correct priorities have been identified, consistent with the direction outlined in this Plan.

RESEARCH PRIORITIES, MANAGEMENT ACTIONS & CAPITAL PROJECTS						
Plan Goals & Action Items	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude) ^{1*}	Implementation Leaders & Partners	Measuring Success
	2024-2026	2027-2030	2031 & Beyond			
Goal #1 - Support, Sustain & Expand Local Ag						
Collaborate with WSU Extension to complete an updated Farm Census for Jefferson County.	X			Low	Port staff	A completed census that helps inform future Port infrastructure investments.
Research the on-site infrastructure requirements and potential to attract a regional meat processor to periodically use the Short Farm as a location for a Mobile Slaughter Unit (MSU).	X			Moderate	Port staff in collaboration w/local livestock ranchers and WSU Extension	Construction of necessary on-site improvements and a license and use agreement with regional meat processor – or a determination that such investment is not economically viable.
Conduct a feasibility analysis to determine the viability of developing infrastructure for processing, cold storage, and distribution of agricultural products on-site.		X		Moderate	Port staff w/consultant support (grant funded)	A completed Feasibility Analysis meeting the requirements of the Community Economic Revitalization Board (CERB) to ascertain the viability of establishing a Food Hub on the site.
Delineate parcels available for lease to farmers.	X			Low	Port staff	Complete “lease up” of available fields to local growers.
Research and, if feasible, construct vehicular access to the farm from West Valley Road.		X		High	Port staff	Construction of a second means of access to facilitate more efficient use of land and outbuildings on the west side of Chimacum Creek.
Extend irrigation to portions of the farm not presently supplied with water.	X			Moderate	Port staff	More irrigated acreage available for crops, perennials and orchards.
Goal #2 – Restore Habitat						
Under the JCCD’s Hydraulic Project Approval (HPA) permit, mechanically remove Reed Canary Grass and other invasive species along Chimacum Creek.	X			Moderate	Port management to retain contractor; coordinate activities w/JCCD	Active/ongoing management of Reed Canary Grass/invasives – improved stream flow.
Seek funding to replace the Naylor’s Creek culvert to improve fish passage.	X			Moderate to High	Port staff	Securing grant funding and proceeding with the design, permitting and construction of a new culvert to improve fish passage.

^{1*} Key to estimated cost terminology: “Low” = up to \$10,000; “Moderate” = \$10,001 - \$100,000; “High” = over \$100,000.

**RESEARCH PRIORITIES, MANAGEMENT ACTIONS & CAPITAL PROJECTS,
Continued**

Action Item	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude) ^{2*}	Implementation Leaders & Partners	Measuring Success
	2024-2026	2027-2030	2031 & Beyond			
Goal #2 – Restore Habitat, continued						
Develop and implement a Habitat Restoration Plan.		X	X	High	Port staff w/consultant support in coordination with agencies and non-profits	A Habitat Restoration Plan that, as it is implemented, materially improves habitat functions and values, especially for migratory fish.
Complete a refined and updated topographical survey of the property to inform the design of a Habitat Restoration Plan.	X			High	Port consultant selected via RCW 39.80	Sufficiently detailed topographic data to inform the design of a Habitat Restoration Plan.
Develop a Public Access Plan which is sensitive to habitat functions.	X	X		Low	Port staff w/consultant support in coordination with agencies and non-profits	A Public Access Plan that facilitates increased public use without compromising habitat functions or agricultural activities.
Goal #3 – Seek a Return on Port Investments						
Aggressively seek grant funding for capital improvements and habitat restoration efforts.	X	X	X	Low to Moderate (depending on complexity of grant)	Port staff	Funding for key habitat restoration and infrastructure projects, leveraging Port contributions to help achieve of Port’s standard rate of return.
Negotiate and execute short-term license & use agreements to generate an immediate income stream (e.g., hunting/birding access agreement(s) with WDFW).	X			Low	Port staff	Generation of an immediate return on investment; continued (limited) public recreational access.
Negotiate and execute short-term lease agreements (i.e., not to exceed 24 months) to ensure that the farm remains in active use while long-term use/development plans are formulated.	X			Low	Port staff	Generation of immediate return on investment; continued active agricultural use of the farm.
Goal #4 – Buy Time - Conduct Further Research & Investigation						
Immediately develop (i.e., before September 1, 2024) and implement a Farm Operations Plan.	X			Low	Port staff in collaboration w/the Short Family and local farmers	A Plan outlining day-to-day, month-to-month, year-to-year activities that must occur to keep the farm viable, and documentation of locations of key utilities & improvements on-site.
Assess, and if appropriate, retain a part-time/temporary caretaker (i.e., up to 24 months) to routinely inspect the farm/structures and oversee implementation of the Farm Operations Plan.	X			Moderate	Port Commission decision in consultation w/Port staff	Active oversight and management of the farm while a long-term management plan is developed.

^{2*} Key to estimated cost terminology: “Low” = up to \$10,000; “Moderate” = \$10,001 - \$100,000; “High” = over \$100,000.

**RESEARCH PRIORITIES, MANAGEMENT ACTIONS & CAPITAL PROJECTS,
Continued**

Action Item	Timeline for Initiation/Completion			Estimated Cost (Rough Order of Magnitude) ^{3*}	Implementation Leaders & Partners	Measuring Success
	2024-2026	2027-2030	2031 & Beyond			
Goal #4 – Buy Time - Conduct Further Research & Investigation, continued						
Negotiate and execute short-term lease agreements (i.e., not to exceed 24 months) to ensure that the farm remains in active use while long-term use/development plans are formulated. ⁴	X			Low	Port staff	Generation of immediate return on investment; continued active agricultural use of the farm.
Develop and implement a Best Management Practices (BMPs) Manual for use by farm tenants and lessees.	X			Moderate	Port staff in collaboration w/local farmers, JCCD, NRCS and WSU Extension	Adherence to BMPs that promote human and environmental health and high-quality farm products.
Develop and apply evaluation/decision criteria to fairly select future lessees (i.e., an equitable land access strategy).	X			Low	Port staff in consultation w/FSC or successor	Equitable treatment in the selection of lessees that advance the goals of the Farm Plan.
Consider establishing either an ad hoc committee(s) or the Farm Steering Committee (as a standing committee) to assist in future research, investigation and plan implementation efforts	X			Low	Port Commission/Port staff	Continued help, guidance, and alignment with community values in determining the future of the farm.
Research and determine appropriate future use of the existing residence on-site.	X			Low	Port staff in consultation w/General Counsel and Port Commission	An actionable plan for beneficial use of the farmhouse.
Develop and implement a Public Access Management Plan that delineates areas of the property that are open and accessible on a full-time or limited basis.		X		Low	Port staff in consultation w/FSC or successor	Implementation of rules that ensure that public recreational access to the property is in harmony agricultural uses and maintenance of habitat functions and values.

^{3*} Key to estimated cost terminology: “Low” = up to \$10,000; “Moderate” = \$10,001 - \$100,000; “High” = over \$100,000.

⁴ Negotiating and executing short term leases is a high priority under both Goal #3 and #4.