
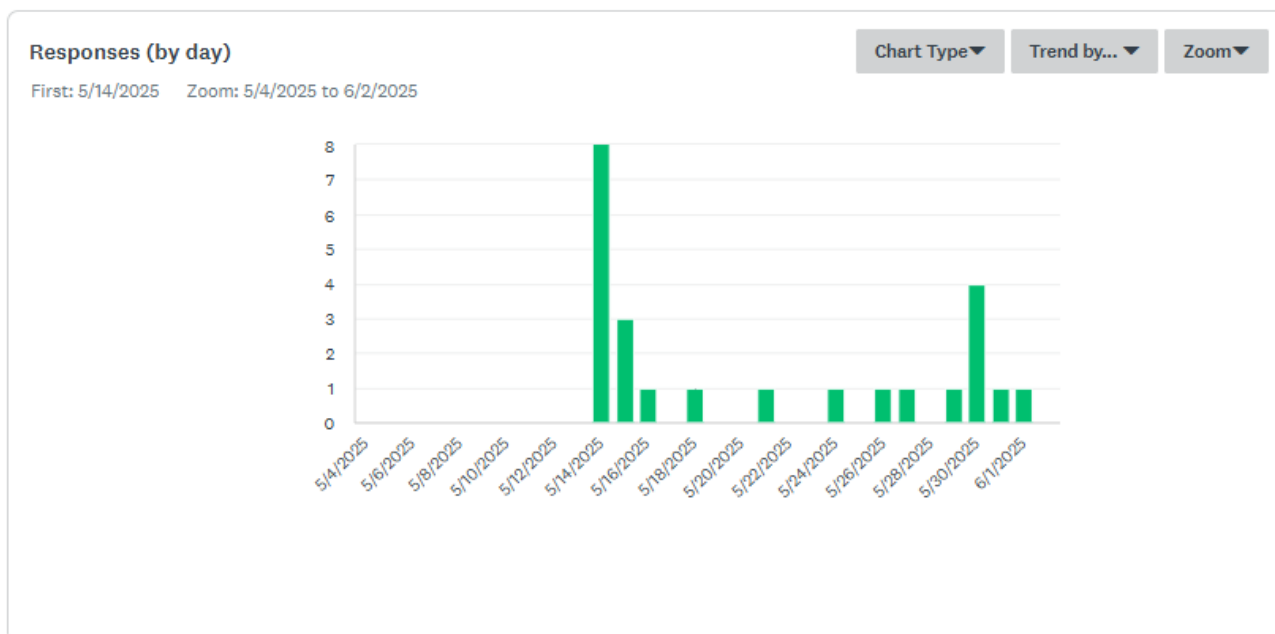


Port Strategic Plan Input Survey

Insights

TOTAL RESPONSES 24	COMPLETION RATE ⓘ 100%	TYPICAL TIME SPENT ⓘ 19m:53s	MOST-SKIPPED QUESTION ⓘ Q7-Are there any long-standing Port policies or practices to change or eliminate as part of the Strateg... Skipped:9	 What would you like to see here?
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Trends



Q1 What is your relationship to the Port? (e.g., resident, business owner, employee)

tenant boat owner **Business Owner** user resident
port

Port Strategic Plan Input Survey

Q2 What are the 3-5 most important strategic opportunities or threats facing the Port of Port Townsend over the next 5 years?

sea level rise facilities Opportunities development housing
employees boats working port workforce Threat
infrastructure maintenance servicing use

Q3 What 3-5 tangible results will be indicators of the Port's success over the next 5 years?

plan work facilities employees boats business Port community trades
Financial infrastructure

Q4 If you could name one positive change for the Port of Port Townsend over the next 5 years, what would it be?

use Boat Haven spaces small good jobs port Continue boats policy
work rent need Marine Trades plans marina

Q5 What 3 organizational strengths should the Port leverage in the coming years?

projects maritime Leverage good grant supporting tenants local
community works Port School Strong build unique funding public

Port Strategic Plan Input Survey

Q6 What 3 Port weaknesses should the Port seek to "shore up" over the next 5 years?

public share **people** planning **Port** haul product

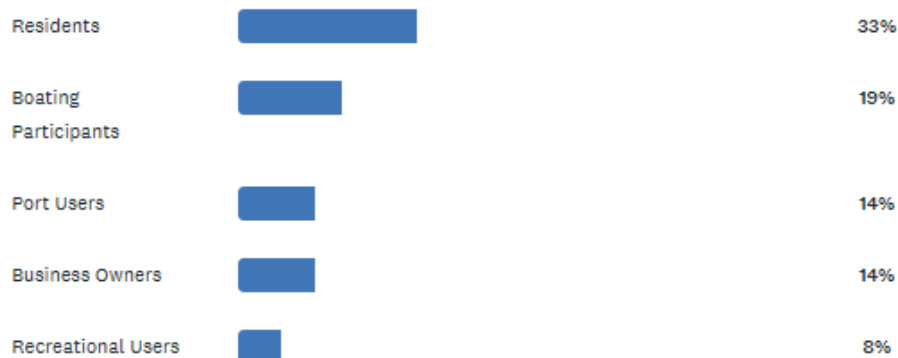
Q7 Are there any long-standing Port policies or practices to change or eliminate as part of the Strategic Planning Process?

policies boats **parking** stay

Q1 What is your relationship to the Port? (e.g., resident, business owner, employee)

Answered: 24 Skipped: 0

#	RESPONSES	DATE
1	Customer of port, local resident, business	6/2/2025 12:30 AM
2	abutting resident, slip tenant	5/31/2025 7:03 PM
3	Boat owners and marine business owners. Powerflow & Social Nomad Media	5/31/2025 9:35 AM
4	Tenant at Herb Beck Marina	5/30/2025 12:32 PM
5	seasonal RVer	5/30/2025 10:38 AM
6	boat owner, shipwright, neighbor, frequent user of port services	5/30/2025 10:29 AM
7	Resident	5/29/2025 9:19 PM
8	pt resident	5/27/2025 5:45 AM
9	Business Owner & Tenant	5/26/2025 11:24 AM
10	Resident ,boat owner, port user	5/24/2025 6:34 PM
11	Resident	5/21/2025 10:27 AM
12	Business owner	5/18/2025 9:12 AM
13	Business owner	5/16/2025 5:29 PM
14	Boater, Marine Trades Advocate, friend, and small maritime business owner not on port property.	5/15/2025 4:17 PM
15	Prolific user of the Herb Beck Marina	5/15/2025 2:20 PM
16	PT resident	5/15/2025 12:44 PM
17	resident	5/15/2025 12:07 PM
18	Business Owner	5/14/2025 7:19 PM
19	Resident, want to be slip occupant.	5/14/2025 12:44 PM
20	Resident	5/14/2025 12:36 PM
21	Town resident	5/14/2025 11:45 AM
22	Resident	5/14/2025 11:37 AM
23	Former 20-year port tenant.	5/14/2025 10:51 AM
24	Tourist/long term advocate	5/14/2025 10:33 AM



Q2 What are the 3-5 most important strategic opportunities or threats facing the Port of Port Townsend over the next 5 years?

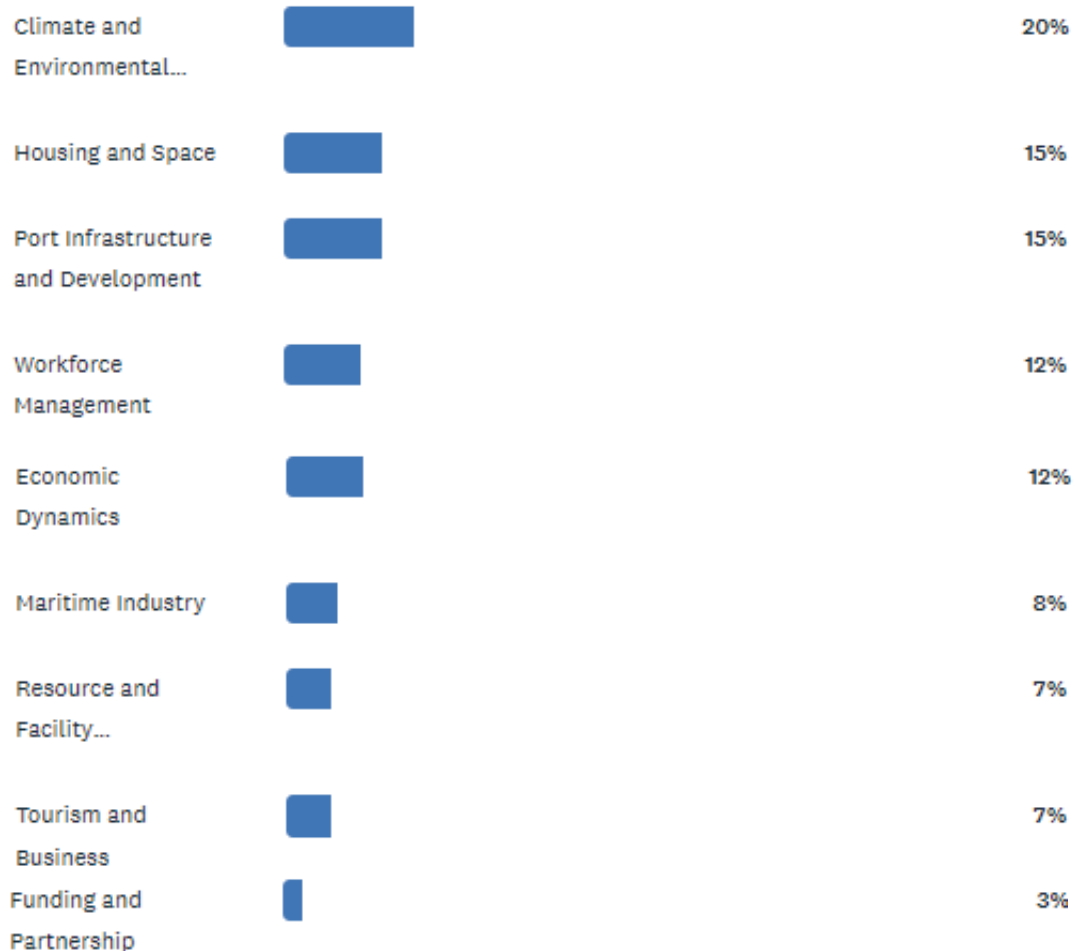
Answered: 24 Skipped: 0

#	RESPONSES	DATE
1	Threat: gentrification gets too much leverage over working town. Working town is actually a retirement community - housing is a threat particularly when few make enough money , delicate economic balancing need apply	6/2/2025 12:30 AM
2	1. Opportunity. Continuing to attract and provide facilities for the construction and maintenance of wooden boats. 2. Threat. Attracting and servicing a large percentage of large metal boats, with increasing and ongoing noise hazards (sand blasting, needle guns, etc.), that will negatively impact not only neighbors and tenants in the Port, but also the "cherished community assets entrusted to our care".	5/31/2025 7:03 PM
3	Power Grid reliability. Affordable housing for employees. Access to employees locally. Dinghy dock for employers to use during the summer as they are in the marinas during the winter months	5/31/2025 9:35 AM
4	Getting Herb Beck renewed and dredged	5/30/2025 12:32 PM
5	1 - Keeping employees who enjoy what they do 2 - Maintaining the facilities in good working order 3 - Find a way to encourage RVers to use the campground in the middle of the week	5/30/2025 10:38 AM
6	The fishing industry and it's certain decline, and the effect thereby on the Port . Over reaching of port upgrades. (paying for the newly ordered and far more complex (far more maintenance) Travelift) Basing port futures too heavily on models from the past, ie: using the Covid timeframe as a basis for future projections for port needs/usage.	5/30/2025 10:29 AM
7	Sea level rise	5/29/2025 9:19 PM
8	costs of labor and materials for small businesses, customers shifting priorities, sea level rise, workforce housing, workforce skill development	5/27/2025 5:45 AM
9	There is an opportunity to formulate a plan for the Port's physical resources namely land and buildings. Historically each tenant seems to be approached as an unique financial target and there is not a consistent approach that puts fairness and uniformity foremost.	5/26/2025 11:24 AM
10	Threat as always = gentrification attempts, opportunities = chance to adapt to new, straining economy & new commercial uses.	5/24/2025 6:34 PM
11	Opportunities: Deepening partnerships with local organizations (e.g., EDC, Tribes, nonprofits) to align infrastructure and workforce development goals. Integrated leadership and capacity building for leaders. And a true economic framework to help with prioritizing initiatives. Expanding sustainable maritime industries and green innovation (e.g., electrification of marine equipment, clean tech startups) Leveraging Port assets to support blue economy sectors (aquaculture, boatbuilding, eco-tourism) Threats: Sea level rise and climate-related disruptions to coastal infrastructure Inconsistent or insufficient state and federal funding for small ports Workforce shortages in skilled trades, especially marine services and facilities maintenance	5/21/2025 10:27 AM
12	Locals being priced out, unable to keep up with demand,	5/18/2025 9:12 AM
13	Affordable worker housing, climate change, recession	5/16/2025 5:29 PM
14		5/15/2025 4:17 PM

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Threats: Gentrification that increasing costs making boating a thing for the exclusively rich as well as pricing out independent trades entrepreneurs. Climate Change. Opportunities: Collaborative policies. Incorporating local talent into projects.

15	Insufficient staff to execute staff; backlog of maintenance; climate change threats	5/15/2025 2:20 PM
16	Threat: sea level rise. Housing: Port could provide more housing in upper levels, boats, airport for transient port related workers.	5/15/2025 12:44 PM
17	reduction in federal funding, planning for sea level rise, aging infrastructure	5/15/2025 12:07 PM
18	Unaffordability (for shopspace/moorage/hired help), Loss of decades old experience (due to retirement/death), loss of working boats (fishing boats, charter boats), Over-promoted tourism invading our Boat Haven 'working marina'	5/14/2025 7:19 PM
19	Maintain "working waterfront" jobs, protect from water level rise, maintain facilities, upgrade 300 ton travel lift.	5/14/2025 12:44 PM
20	Rising water	5/14/2025 12:36 PM
21	Sea rise, competition?	5/14/2025 11:45 AM
22	Decline in Fishing Industry. Infrastructure maintenance (docks, breakwater)	5/14/2025 11:37 AM
23	Improve the quality of the existing facilities, developing a customer service port employee orientation, move economic development to the bottom of the list as reflected in the original state port document,	5/14/2025 10:51 AM
24	Increased use. Decreased space for development. Increased costs for maintenance.	5/14/2025 10:33 AM



Q3 What 3-5 tangible results will be indicators of the Port's success over the next 5 years?

Answered: 22 Skipped: 2

#	RESPONSES	DATE
1	Economic resilience Historic preservation of facilities and the trades themselves, creating truly a more iconic hold on this niche. Wage growth commensurate with port salary growth. Business - employees making more, attracting more talent and longevity. Solid infrastructure Balanced with a welcoming and capable facility that accommodates outsiders looking in on us. Making good on port investments - like the farm - to truly serve the community and not just a 9% rate of return.	6/2/2025 12:30 AM
2	1. Ensuring that the Western Boatyard Expansion and the planned spur trail/road connecting to the Park and Ride area enhances the natural environment of the area, and prioritizes preservation of wetland areas, wildlife, and native plants/planting. 2. Continued and increasing use of Port by wooden boat owners and medium sized fishing vessels from all over the PNW. 3. Continuing to keep prices as low as possible for slip rental and also haul-out fees. 4. Finding a way to move unused boats and ideally boats owned by out-of-state tenants out of the Boat Haven moorage, so that the space can be given to active and more local boat users. 5. A modest discount in moorage and haul out fees for local residents.	5/31/2025 7:03 PM
3	Younger population moving here. Expansion of training programs for trade schools. Internship programs between Universities and the Port. Housing designated to the younger work force and not vacationers or second home owners.	5/31/2025 9:35 AM
4	Progress on the proposal	5/30/2025 12:32 PM
5	1 - Low overturn in employees 2- Facilities regularly maintained (avoiding breakdowns 3- More usage of the RV park during the middle of the week (Tues. - Thurs.)	5/30/2025 10:38 AM
6	Holding on to what it's got currently with both the various fisheries and their associated boats, and the recreational boating community and it's trend away from wooden boats, and toward boats that require less care and different skills to provide that care.	5/30/2025 10:29 AM
7	Cooperate with city/state re sea level rise	5/29/2025 9:19 PM
8	navigating the changing economy and ensuring small businesses are supported, seeing business growth and success at farm and airport	5/27/2025 5:45 AM
9	A strategic plan that is actually followed that takes into account the sunseting funding from the IDD Future initiatives should have a written business plan to support and to be adhered to.	5/26/2025 11:24 AM
10	If it is still operating in the green, slips are full of boats owned by nearby residents, marine trades = still healthy	5/24/2025 6:34 PM
11	Improved physical infrastructure at key sites like Boat Haven, Point Hudson, and Quilcene Increased year-round living-wage job opportunities in maritime, trades, and visitor industries Expanded community access to Port spaces and transparent engagement processes Visible leadership in climate adaptation and shoreline resilience Financial self-sufficiency with diversified revenue sources	5/21/2025 10:27 AM
12	Employment in the trades No flooding due to high tides Financial reserves that are adequate	5/16/2025 5:29 PM

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13	A busy yard	5/15/2025 4:17 PM
	built on a positive reputation. Ability to fund and complete projects without the trades and marina users bearing the heavier burden. A growing and thriving maritime culture from regattas and active boaters, to a growing workforce.	
14	Complete two PT marina projects;	5/15/2025 2:20 PM
	complete Gardiner launch project; complete the Quilcene dredge, bathrooms, parking lot, ramp, camping	
15	Maintaining a fully functioning	5/15/2025 12:44 PM
	port, airport, farm during current and immediate US/world financial upheaval.	
16	A plan for	5/15/2025 12:07 PM
	addressing sea level rise that is consistent with the City of PT and has had meaningful community engagement. Plans for dealing with aging infrastructure, and for reduction in federal funding.	
17	Year round slips full in both Point	5/14/2025 7:19 PM
	Hudson and Boat Haven (Point Hudson and Boat Haven had many empty slips much of 2024 summer), Full working boatyard besides just in the springtime, busier shops (some of our bigger shops have been slower than usual this spring) Happy farmers working with your new agricultural ventures!	
18		5/14/2025 12:44 PM
	Steady stream of boats hauling out and getting work done, growing number of well paying boatyard jobs, maintaining clean environment around all Port properties.	
19	Wages. Housing	5/14/2025 12:36 PM
20	Financial	5/14/2025 11:45 AM
	viability, reputation, employee satisfaction	
21	Greater satisfaction with Port	5/14/2025 10:51 AM
	employee customer service, Port customer facilities will match those of local marinas like Hadlock, less spending on Staff facilities and more on customer infrastructure.	
22	More users. Investment in	5/14/2025 10:33 AM
	infrastructure that decrease future costs, increases income.	

Strategic Economic Development		20%
Infrastructure Management		14%
Maritime Industry Strategy		14%
Environmental Strategy		10%
Financial Management		10%
Community Development		6%
Workforce Development		6%
Facility Management		6%

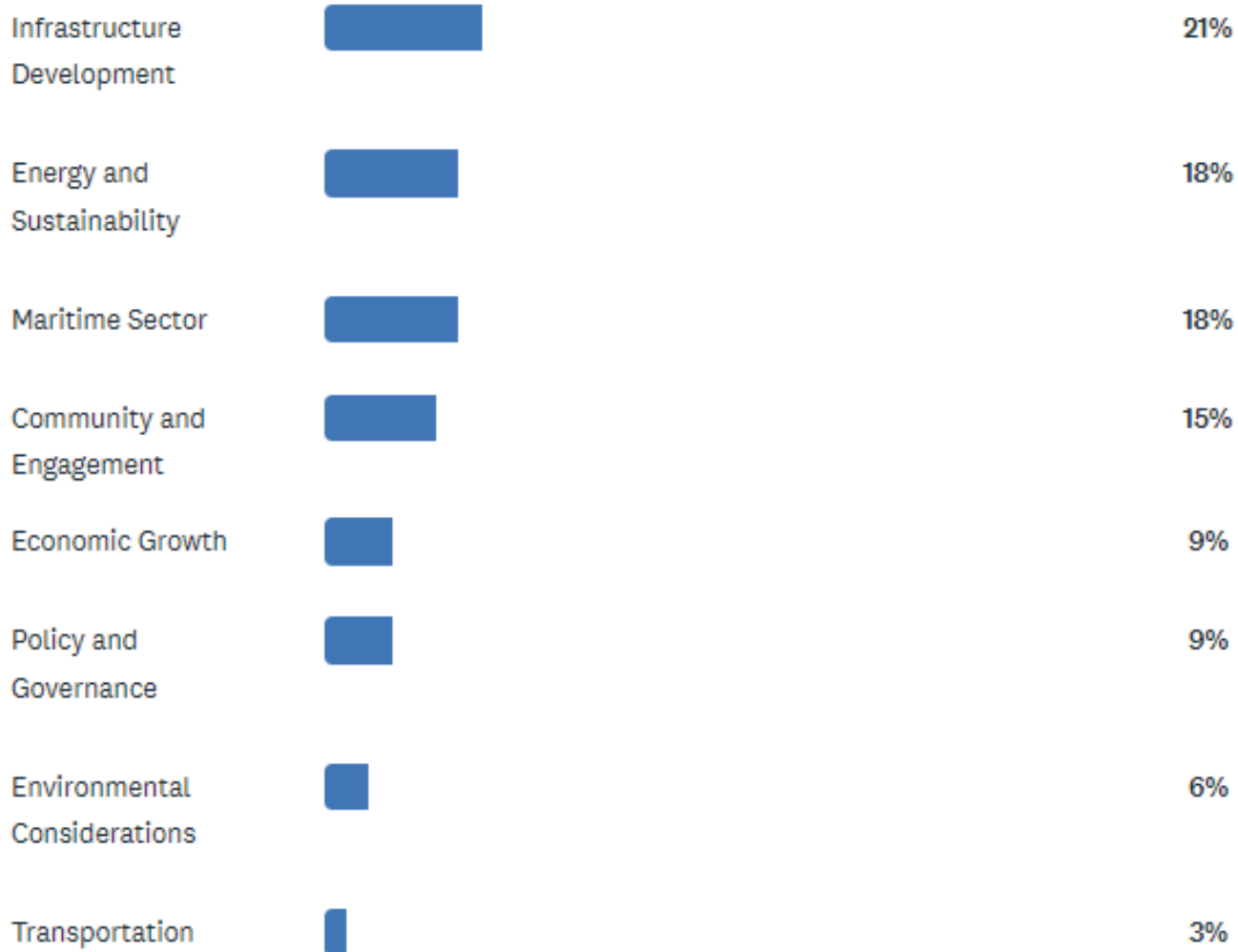
Organizational Strategy		6%
Housing and Land Use		4%
Historic Preservation		2%

Q4 If you could name one positive change for the Port of Port Townsend over the next 5 years, what would it be?

Answered: 24 Skipped: 0

#	RESPONSES	DATE
1	Supportive growth, improving from within not just adding more to the machine.	6/2/2025 12:30 AM
2	Moving forward with future plans in a way that also beautifies and respects the natural environment, especially along the water's edge, the Larry Scott Trail, and the planned new spur connecting trail in Boat Haven.	5/31/2025 7:03 PM
3	Power grid reliability and the use of renewables for the Port.	5/31/2025 9:35 AM
4	A renewed marina	5/30/2025 12:32 PM
5	Continue a good working relationship with the local community	5/30/2025 10:38 AM
6	Supporting it's wooden boat history and the skilled workers in that industry over seeking to shift to a more industrial type of yard serving the steel boat side of the industry and the very different work climate and crews that that side of the industry brings with it.	5/30/2025 10:29 AM
7	Parking/continuation of bike path through the Port.	5/29/2025 9:19 PM
8	the trades continue to feel seen and heard, the marinas are protected and the expansion of boat haven results in more jobs	5/27/2025 5:45 AM
9	A uniform consistent leasing policy with a foundation that is universally applied. A plan for dealing with rising sea level for all exposed assets. A clear and coherent policy towards the Marine Trades that sets priorities that are easily understandable and attainable.	5/26/2025 11:24 AM
10	Strict land use policy keeping the Boat Haven strictly maritime, a solid program encouraging young farmers	5/24/2025 6:34 PM
11	A proactive and collaborative approach to climate adaptation and shoreline resilience that sets a regional example. And/or better zoning	5/21/2025 10:27 AM
12	Get a hoier lift to help disabled people board boats. Get a crane so small boats can be easily launched and you don't need a slip to enjoy boating.	5/18/2025 9:12 AM
13	Continued marine trade employment	5/16/2025 5:29 PM
14	Right now things seem pretty positive in general. Maintaining that is a good goal. I am always a big advocate for good customer service and strengthening positive reputation. Seems like you are on the right path.	5/15/2025 4:17 PM
15	Public perception of the Port as working for everyone	5/15/2025 2:20 PM
16	For years I have rented out an AUD. I often have applicants who come to PT for short term maritime speciality jobs, wooden boat school attendance, ag labor, etc. Mostly they need a bedroom +. The port should encourage creating living spaces in upper floors of buildings, boats, spaces at the airport, some of the spaces at Point Hudson. They do not need to be elaborate, might have to get rule modifications from the city, use port showers, etc.	5/15/2025 12:44 PM
17	Embrace EVs, and build strength as a port that helps transition boats and port infrastructure to electric.	5/15/2025 12:07 PM

18	You're all doing so well with such a great crew keeping it all happening so smoothly, that's hard to say. Maybe - incorporating small low-cost 'incubating shops' for those small time shopkeepers who tend to work alone and need space and those newcomers stepping into the marine trades business world for the first time (So the inexperienced won't need to charge top dollar to our boatowners just to cover their rent). Much of our trades world of the marina was able to start because of low rent shop space! That's how we were able to charge so reasonably for so many years and earn the reputation we once had as being 'an affordable place to have your boat worked on'.	5/14/2025 7:19 PM
19	Better/updated list of boatyard workers and companies doing work in port.	5/14/2025 12:44 PM
20	Careful expansion With. Environment Big boat Harbor More labor talent. Jobs	5/14/2025 12:36 PM
21	Addressing sea rise	5/14/2025 11:45 AM
22	Improved parking, especially D dock.	5/14/2025 11:37 AM
23	Stop pretending you are doing economic development when you are just looking for a "cooler" project.	5/14/2025 10:51 AM
24	More partnerships.	5/14/2025 10:33 AM



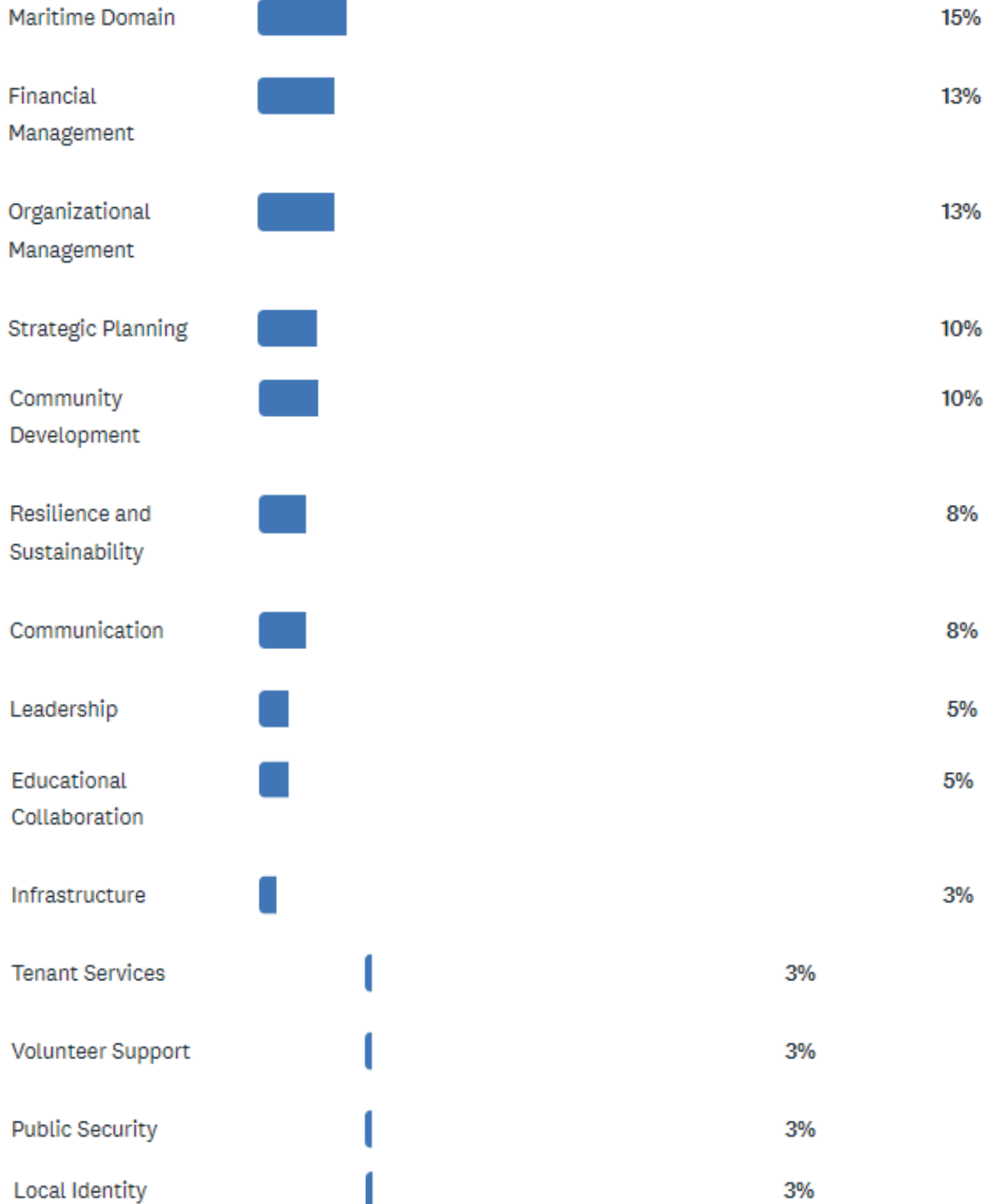
Q5 What 3 organizational strengths should the Port leverage in the coming years?

Answered: 20 Skipped: 4

#	RESPONSES	DATE
1	Strong leadership with more humility to current day economics. Leverage the powerful experience that our leaders have. Leverage the niche that is unique but vulnerable to outside forces.	6/2/2025 12:30 AM
2	Availability of information and projects to the public. Younger generation is interested in cleaner public works and reducing waste. Alternative energy projects using programs at the local school and colleges.	5/31/2025 9:35 AM
3	Work more with the locals who use the grounds without respecting the facilities	5/30/2025 10:38 AM
4	1. and again - It's incredible workforce in the wooden boat world, and supporting that workforce. 2 - expanding it's moorage by adding on to the existing moorage towards the mill.	5/30/2025 10:29 AM
5	Continue boat yard bbq to build community goodwill.	5/29/2025 9:19 PM
6	PR/communication (and public celebration), and fiscal sustainability project management,	5/27/2025 5:45 AM
7	Do what the they are good at; Keeping the Port in compliance with State and Federal requirements and supporting the tenants to do the same. Leverage funding opportunities on the behalf of the community at large and the tenant pool specifically. Assist tenants in finding and securing funding for physical improvements that benefit the Port and the Tenant's ability to succeed and be resilient.	5/26/2025 11:24 AM
8	Build a strong volunteer culture to fill many voids now filled with expensive grant funded contracts. We've the talent! Motivation needed.	5/24/2025 6:34 PM
9	Strong place-based identity and community support Unique mix of maritime infrastructure and environmental assets Experienced operations and facilities staff with deep local knowledge	5/21/2025 10:27 AM
10	Good financial management Clear communications with tenants and greater community Holding to the mission	5/16/2025 5:29 PM
11	Obtaining grants has been a huge strength. Friendly and accessible staff and commissioners has been very important for trust building. Public accessibility coupled with non obtrusive security.	5/15/2025 4:17 PM
12	Administrative intelligence, unique quality of Jefferson County's waterways, communication to the public of accomplishments	5/15/2025 2:20 PM
13	You have a real gem of an administration. Hold on to them.	5/15/2025 12:44 PM
14	Vibrant maritime community, engaged community, recognition of the importance of agriculture for community resilience.	5/15/2025 12:07 PM
15	Working with the Maritime Center/Economic Development (Recompete Grant)/Marine Trades Association/The Wooden Boat School as you've been doing. Any and all grant \$\$ (you're already so good at that one!)	5/14/2025 7:19 PM
16	Strengthen tie between port and NW School of	5/14/2025 12:44 PM

Boatbuilding, strengthen presence at WBF.

17	Engagement Clear thinking Vision	5/14/2025 12:36 PM
18	N-A to me	5/14/2025 11:45 AM
19	I am unaware of any Port strengths.	5/14/2025 10:51 AM
20	Place, partnerships, shared purpose	5/14/2025 10:33 AM



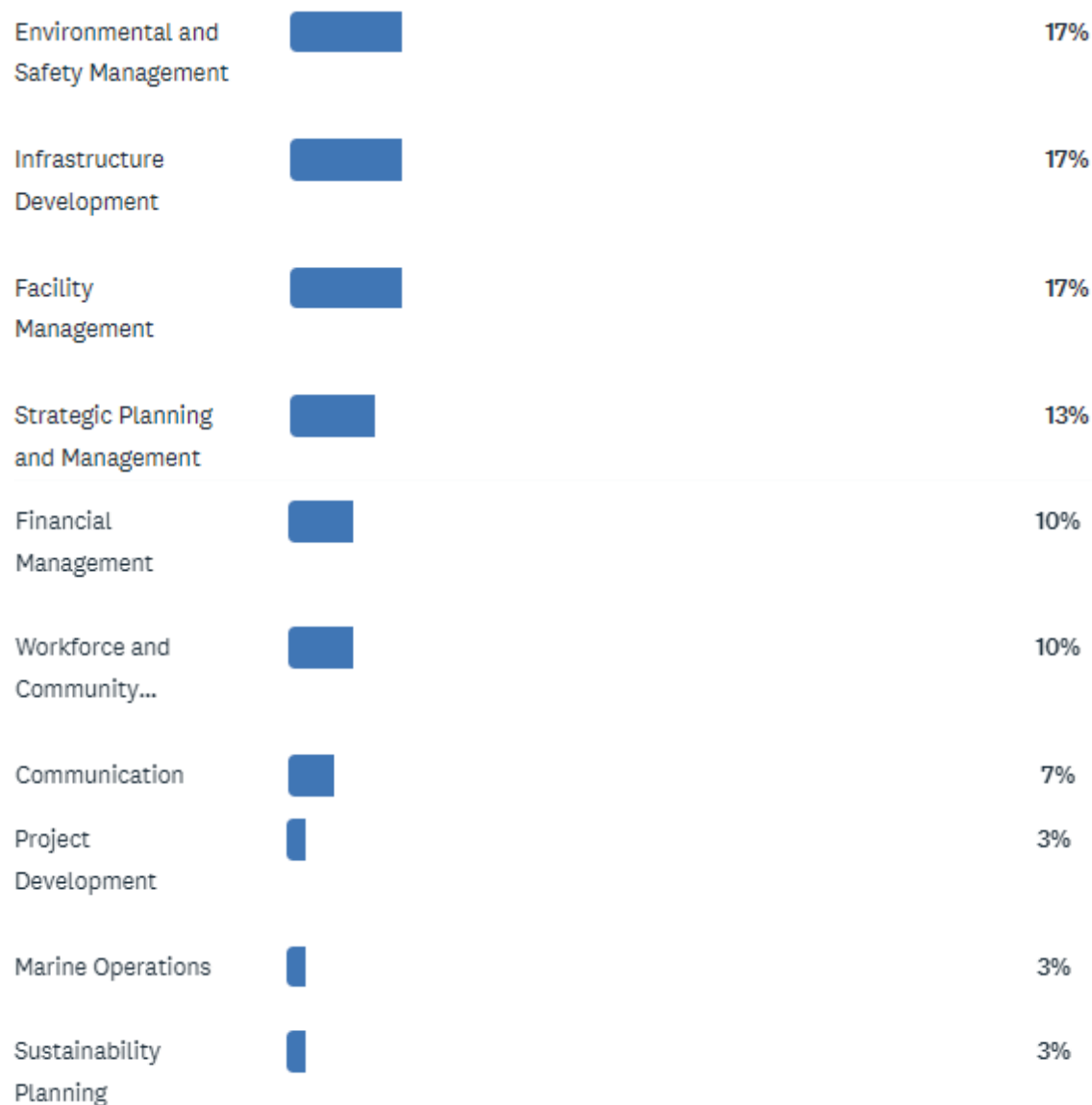
Q6 What 3 Port weaknesses should the Port seek to "shore up" over the next 5 years?

Answered: 20 Skipped: 4

#	RESPONSES	DATE
1	Poor quality infrastructure - carefully managing improvements for results that lend to our marketed mantras	6/2/2025 12:30 AM
2	Hazardous waste disposal for individuals.	5/31/2025 9:35 AM
3	The inability to get rolling on Herb Beck	5/30/2025 12:32 PM
4	Actually, enforce the rules on dogs running loose in Point Hudson. I've observed employees reminding people and being "blown off". It is worse to have a rule that you don't enforce than having no rule at all. I'm told that the City of Port Townsend has 20 police officers, but it is extremely rare to see one in the area, and it is even more rare to see them get out of their vehicle. This is meant as no disrespect towards the officers.	5/30/2025 10:38 AM
5	1 - Sticking to the water. Buying farms seems to me to be a distraction we can easily do without in the name of caring for the Port (marine) we have. 2 -	5/30/2025 10:29 AM
6	Parking	5/29/2025 9:19 PM
7	emergency preparedness? i don't know if this is a weakness, but i'm not sure how prepared we are.	5/27/2025 5:45 AM
8	The port has historically attempted to make arbitrary decisions to guide the direction of businesses. For profit business management is not a core strength of the Port nor should it be.	5/26/2025 11:24 AM
9	Reliance on gvt.. Grants which could be very tough to get. The idea for a cold storage plant for valley farmers who say such would be a boondoggle, "This ain't Yakima with huge apple harvests & needs to hold product for market improvements." Consider new uses for some of our hangar space when the economy brings fewer aircraft. Small craft facilities to encourage "hill people" to enjoy rowing, paddling & simple small boat sailing, thus winning more gentry to look favorably on our maritime world instead of wanting to get rid of it.	5/24/2025 6:34 PM
10	Fragmented communication and public engagement Deferred maintenance and aging infrastructure Limited capacity for long-range planning and grant readiness	5/21/2025 10:27 AM
11	Spending too much staff time on farm project Moorage tenant relationship with mgt No clear forecast of rates (or rate methods) into the future	5/16/2025 5:29 PM
12	1-New and renewing leases seems like a hugely stressful item. Again, I don't lease from the port but as a long time board member of the PTMTA, it was often the biggest issue for our members. 2- I wish there was a way to get more trades people to attend Port meetings and to share concerns and ideas with the port more regularly. Again promoting collaboration. 3-I don't know	5/15/2025 4:17 PM
13	Sharing of budget funding with the public, inattention to crowding, lack of progress on some projects	5/15/2025 2:20 PM
14	Encourage local kids and young people to get the skills and be welcomed into training for jobs related to port activities.	5/15/2025 12:44 PM
15	Strengthen collaborations with city and community on sea level rise planning; better education of commissioners and	5/15/2025 12:07 PM

staff on the pros/cons of Electric Vehicles; more planning for addressing climate impacts.

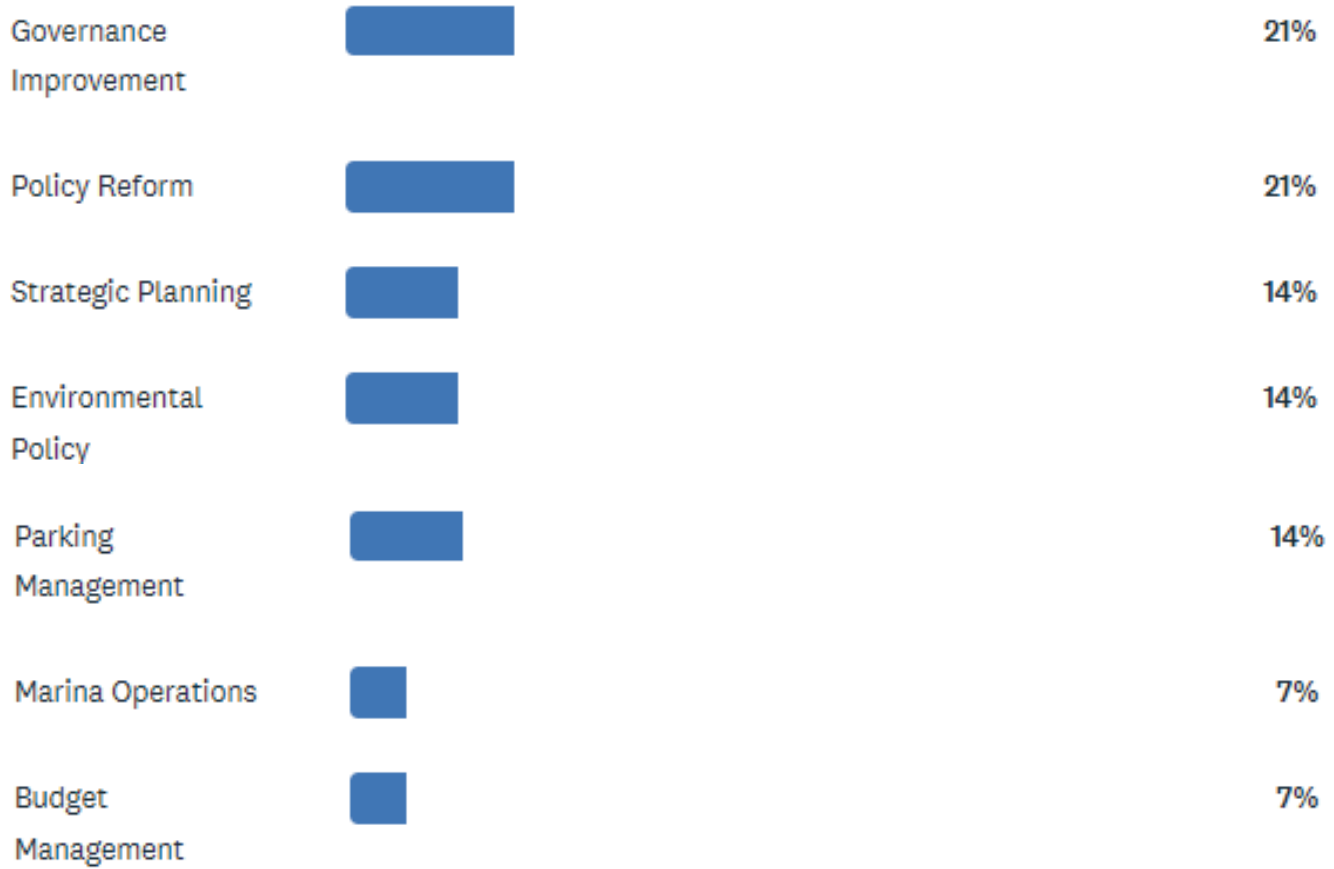
16	Fix the leaking stainless water fountain at the head of C Dock! Communication with boatowners hauling out about any Sims Way tree cutting/other expansion work happening - so they can choose to be put away from all that fenceline dirty work or not haul at all if they haven't a choice but to go along fenceline. Having a toxic waste facility would be a good thing. Or, re-incorporating the 'left-over' paint/product locker that so many workers and boatowners found very beneficial! Products are so expensive for haul outs - sharing leftovers is quite thrifty and environmentally friendlier. Public bathrooms at the Airport (besides the Spruce Goose).	5/14/2025 7:19 PM
17	Not sure...	5/14/2025 12:44 PM
18	See rise meditation	5/14/2025 11:45 AM
19	Both C and D docks and pilings need replacement. Dredge entrance.	5/14/2025 11:37 AM
20	See above	5/14/2025 10:51 AM



Q7 Are there any long-standing Port policies or practices to change or eliminate as part of the Strategic Planning Process?

Answered: 15 Skipped: 9

#	RESPONSES	DATE
1	I'm not familiar enough with the past history to have an opinion on this.	5/31/2025 9:35 AM
2	What's with farmland?	5/30/2025 12:32 PM
3	Find a way to allow RVers to stay more than 14 days in a row but not to stay more than two weekends in a row as is the current policy.	5/30/2025 10:38 AM
4	The number of out of state boats in the port tying up slips for very occasional usage is a real problem. A plan for dealing with that needs to be addressed. In water "storage" should not be allowed.	5/30/2025 10:29 AM
5	Sea level rise	5/29/2025 9:19 PM
6	Addressed above	5/26/2025 11:24 AM
7	Reduce the grandiose plans in favor of smart, interesting improvements that can be accomplished with far less spent. Belt-tightening is in our future.	5/24/2025 6:34 PM
8	Reevaluate leasing policies to support small, local, and emerging businesses Improve transparency around decision-making and budget priorities Review environmental policies to align with state goals on climate resilience and habitat protection	5/21/2025 10:27 AM
9	Quit trying to waste resources trying to make money off of Point Hudson parking	5/16/2025 5:29 PM
10	Tough one. The population of Jefferson County does not have the numbers or the dollars to balance the large portfolio of the Port of PT. Eron's creative thinking has been a huge improvement as well as presenting an ambitious agenda. However that is managed, staying tuned into our community, especially the workforce, is really the best guide. That is not always easy when folks are busy working but, generally speaking, it seems so very important not to make assumptions from a place of power.	5/15/2025 4:17 PM
11	I don't know yet	5/15/2025 2:20 PM
12	Even though people complain about parking, there is ALWAYS a space to be had! Sure, sometimes you need to do a round up and down to get one, or park near the Administration building, but there are always spaces to be held. I don't recommend changing much with the parking in the Boat Haven. Signs for bicyclists to use caution while riding through along the marina would be wise to help them realize that's not so much a ROAD, but a glorified parking lot with many cars backing out - so they should proceed slowly with caution through the marina if they must travel that route. I'm quite pleased with the shape of our long term policies that I've witnessed getting fine-tuned over the decades. They seem adequate and comprehensive to cover most topics to promote playing and working with our boats in a responsible and environmentally conscious manner.	5/14/2025 7:19 PM
13	Not sure...	5/14/2025 12:44 PM
14	N/A	5/14/2025 11:45 AM
15	Where does continuous customer service appear in any strategic document? Successful companies focus on customer service.	5/14/2025 10:51 AM



Q8 What non-traditional “off the wall” or “out of the box” ideas should the Port consider as it updates its Strategic Plan? Please offer no more than 3 ideas.

Answered: 22 Skipped: 2

ANSWER CHOICES	RESPONSES
Idea 1:	100.00% 22
Idea 2:	68.18% 15
Idea 3:	45.45% 10

#	IDEA 1:	DATE
1	Stop the modern light polluting obnoxious retrofits	6/2/2025 12:30 AM
2	Powerflow Micro Grid for module power supply system to support small business, Point Hudson or col storage operations	5/31/2025 9:35 AM
3	Charge RVers by the size of their unit	5/30/2025 10:38 AM
4	Fork lift "small" boat storage rack for the storing, launching and hauling of boats under 30(?)for daily or occasional use.The feet.	5/30/2025 10:29 AM
5	More launch ramps in our county	5/29/2025 9:19 PM
6	seaplanes / commercial flights to the san juans?	5/27/2025 5:45 AM
7	Write a public and uniform leasing plan is simple and consistent in respect to rates and how assets and improvements will be treated so that businesses can plan long term.	5/26/2025 11:24 AM
8	See above	5/24/2025 6:34 PM
9	Create a community maritime innovation hub at Boat Haven—combining vocational training, maker space, and co-working for marine trades and tech	5/21/2025 10:27 AM
10	Be a public resource - invest in bathroom, laundry and shower services.	5/18/2025 9:12 AM
11	Port provides affordable housing for marine trade workers	5/16/2025 5:29 PM
12	I have wondered if semi and full governments can have and manage a non-profit foundation to incentivize the bigger players and stakeholders to help slow price increases through tax deductible donations, like the symbolic adoption of wildlife or endangered species. ...ie "Adopt a Project" or adopt a dock, etc. Seems like a win win collaboration where the business can brag about 'doing good' and the port has additional cash flow for said "adoptee" projects.	5/15/2025 4:17 PM
13	Investigate future food insecurity	5/15/2025 2:20 PM
14	Coordinate youth [17-30] exposure & training to jobs, skill training, attending port meetings [port politics/ how the system works], starting new businesses etc.	5/15/2025 12:44 PM
15	Build solar with battery backup to provide power in case of emergencies for port operations	5/15/2025 12:07 PM
16	Consider the limits of our experienced (boatyard) workforce before expanding to bring in acres of more boats!! There are ONLY so many of us. Often, there aren't enough EXPERIENCED workers for the (usual) load already. Many shops/workers are booked out months, if not years ahead already! Throwing inexperienced workers on projects if too many boats come, is not good for our reputation.	5/14/2025 7:19 PM
17	“Boat Haven Days” tour of major shops highlighting major projects and skills.	5/14/2025 12:44 PM
18	Use solar power. !!!!!!!!!	5/14/2025 12:36 PM

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19	Keep the party at the port	5/14/2025 11:45 AM
20	Move ACI employee parking	5/14/2025 11:37 AM
21	See above	5/14/2025 10:51 AM
22	Small tour boats, sailing adventures.	5/14/2025 10:33 AM
#	IDEA 2:	DATE
1	More connectedness in crosstown port properties	6/2/2025 12:30 AM
2	Social Media presence to communicate updates and plans to the community	5/31/2025 9:35 AM
3	Have different rate for 30A units versus 50A units	5/30/2025 10:38 AM
4	Out of state restrictions on moorage.	5/30/2025 10:29 AM
5	school field trips to boat haven & point hudson to "meet the trades"	5/27/2025 5:45 AM
6	" "	5/24/2025 6:34 PM
7	Develop floating infrastructure (e.g., docks, platforms) that can adapt to sea level rise while supporting public uses	5/21/2025 10:27 AM
8	Get a fixed crane to allow people to launch their own boats from trailers and step their own masts.	5/18/2025 9:12 AM
9	Volunteer program in place to meet and educate boaters visiting PT	5/16/2025 5:29 PM
10	Workforce housing or ground leases for folks to build or install (sweat equity) starter homes and/or "shop+apartment combos". https://www.strongtowns.org/journal/2025/3/10/the-starter-home-a-forgotten-path-to-affordable-housing	5/15/2025 4:17 PM
11	Sponsor school art and boating projects at marinas	5/15/2025 2:20 PM
12	Low-cost small 'incubator' shops for inexperienced workers 'getting their business legs' in the trades	5/14/2025 7:19 PM
13	Filter sea water	5/14/2025 12:36 PM
14	Keep attracting the young people	5/14/2025 11:45 AM
15	More marine biology.	5/14/2025 10:33 AM
#	IDEA 3:	DATE
1	Keep focusing on authenticity and experience	6/2/2025 12:30 AM
2	Community tool sharing program	5/31/2025 9:35 AM
3	allowing other types of businesses to occupy airport hangers (like a climbing gym)	5/27/2025 5:45 AM
4	Erect a simple small-boat boathouse with easy access to launching..	5/24/2025 6:34 PM
5	Host an annual Port-wide open house or festival to demystify Port operations and build public pride	5/21/2025 10:27 AM
6	Incentivising employee and visitor parking at the Park & Ride freeing up the waterfront track of parking, and with more free (even wildly colorfully spray painted) 'grab & go' beater bikes available at either end of the route. ;-)	5/15/2025 4:17 PM
7	Participate in local parades and events	5/15/2025 2:20 PM
8	Low-cost small shop spaces for individual trades workers.	5/14/2025 7:19 PM
9	Get marine life back	5/14/2025 12:36 PM
10	As a visitor and possible local in want to feel connected.	5/14/2025 10:33 AM

Q9 What 3 near-term priorities most urgently require the Port’s attention?

Answered: 19 Skipped: 5

ANSWER CHOICES	RESPONSES	
Priority 1:	100.00%	19
Priority 2:	63.16%	12
Priority 3:	36.84%	7

#	PRIORITY 1:	DATE
1	Facilitating conditions that foster wage growth in the trades	6/2/2025 12:30 AM
2	affordable dinghy dock for long term residents	5/31/2025 9:35 AM
3	A deeper look into the plan to become a sand blasting industrial site. This has deep implications for the port in terms of it's history and thus it's "draw" from the boating world.	5/30/2025 10:29 AM
4	Sea level rise planning	5/29/2025 9:19 PM
5	Boat Haven jetty health	5/26/2025 11:24 AM
6	Preserving Boat Haven’s breakwater using relatively inexpensive methods from the ‘30s.	5/24/2025 6:34 PM
7	Shoreline infrastructure upgrades for sea level rise and storm surge protection	5/21/2025 10:27 AM
8	Bathroom shower laundry facilities	5/18/2025 9:12 AM
9	Coming serious recession- book a rainy day fund	5/16/2025 5:29 PM
10	Identifying and implementing ways to promote JC Maritime as an industry in its own right that shows up in state and county reports under its own heading. So far, Tourism (a lesser revenue generator for Jefferson County) gets its own paragraph and everything else is lumped into generalized categories making maritime under-rated in terms of consideration for decision makers. This may have to do with there not being a maritime box to check when registering a business. How to fix this?	5/15/2025 4:17 PM
11	Delinquent maintenance of facilities	5/15/2025 2:20 PM
12	You're doing great. Best run government organization I have ever seen.	5/15/2025 12:44 PM
13	Develop a climate adaptation plan for the Port	5/15/2025 12:07 PM
14	Planning your fall-time boatyard party.	5/14/2025 7:19 PM
15	Sea level rise	5/14/2025 12:44 PM
16	Modern berths	5/14/2025 12:36 PM
17	Docks in disrepair	5/14/2025 11:37 AM
18	See above	5/14/2025 10:51 AM
19	Infrastructure costs	5/14/2025 10:33 AM

#	PRIORITY 2:	DATE
1	Energy efficiency and lowering emissions and consumption in workspaces	6/2/2025 12:30 AM
2	Micro Grid power supply system	5/31/2025 9:35 AM
3	Sea level rise, determining its speed & how best to confront it.	5/24/2025 6:34 PM
4	Securing multi-year funding streams for capital projects and deferred maintenance	5/21/2025 10:27 AM
5	Climate change- water level rising	5/16/2025 5:29 PM

6	managing climate change threats to port property and infrastructure.	5/15/2025 4:17 PM
7	Promoting diverse uses of all facilities	5/15/2025 2:20 PM
8	Develop a funding plan to address aging infrastructure and climate impacts	5/15/2025 12:07 PM
9	Fixing the stainless water fountain at the head of dock C	5/14/2025 7:19 PM
10	Maintaining 300 ton travel lift capacity	5/14/2025 12:44 PM
11	Light. Solar	5/14/2025 12:36 PM
12	Marina entrance too narrow/shallow	5/14/2025 11:37 AM
#	PRIORITY 3:	DATE
1	Bring all infrastructure up to weather period of inability to do much	5/24/2025 6:34 PM
2	Strengthening collaboration with Tribes, workforce agencies, and economic development partners	5/21/2025 10:27 AM
3	Infrastructure on available properties to allow for the humble workforce housing and shop spaces.	5/15/2025 4:17 PM
4	Completing a detailed action plan and executing it	5/15/2025 2:20 PM
5	Keep that water truck rolling through the yard - twice a day!	5/14/2025 7:19 PM
6	Maintain stormwater and environmental containment facilities	5/14/2025 12:44 PM
7	Safe docks. Do not get in the water"	5/14/2025 12:36 PM

Q10 Please review the Port's proposed mission (why we exist) and vision statements (what we hope to achieve). Do you believe these statements are "on target?" If not, what would you change?

Answered: 16 Skipped: 8

ANSWER CHOICES	RESPONSES	
Change 1:	100.00%	16
Change 2:	25.00%	4
Change 3:	18.75%	3

#	CHANGE 1:	DATE
1	What is a living wage job? Have some humility on this one. Thriving economy? Vibrant? Healthy economics? Let's address this with humility please.	6/2/2025 12:30 AM
2	I couldn't review it. I think it's a glitch with my computer.	5/30/2025 10:38 AM
3	for the most part absolutely, though I think having farming included in the Port's purview is perhaps and outdated model. I would suggest that perhaps forming a new and focused "Farm" dept. would serve all better.	5/30/2025 10:29 AM
4	no mention of Tribes in statement - not sure why - are they a partner in environmental work, and/or economic development?	5/27/2025 5:45 AM
5	Pretty on-target, thanks!	5/24/2025 6:34 PM
6	Clarify and shorten the mission statement to make it more direct and memorable. For example, "To serve Jefferson County by responsibly managing Port assets to promote a resilient local economy, protect our natural environment, and support community well-being." This keeps the triple bottom line emphasis but in clearer terms.	5/21/2025 10:27 AM
7	I like it- keep this	5/16/2025 5:29 PM
8	Pretty ON TARGET. I especially like the inclusion of the "Triple Bottom Line". This is what maintains vibrant resilience here. I didn't want to use that overused word but there it is. If the internet suddenly dies, or an earthquake causes huge disruptions, this town will be OKAY because we all know how to problem solve, make things, grow things, and help each other. Short term financial gain over community values would not help this place remain strong.	5/15/2025 4:17 PM
9	The emphasis on making money seems a bit venal	5/15/2025 2:20 PM
10	Mission: add the word "people" as in ...maintaining and developing PEOPLE, property and facilities.....	5/15/2025 12:44 PM
11	Add in preparing for climate impacts, which will be key to long term sustainability of the port	5/15/2025 12:07 PM
12	Yes they are on target~	5/14/2025 7:19 PM
13	Vision statement seems appropriate to me and I completely agree with the goals	5/14/2025 12:44 PM
14	It's all fluff, no specifics.	5/14/2025 11:37 AM
15	See above	5/14/2025 10:51 AM
16	Increase food/local economics partnerships.	5/14/2025 10:33 AM

#	CHANGE 2:	DATE
1	The port does well to project and market the heritage, and that goes a long ways.	6/2/2025 12:30 AM
2	The vision is vivid but overly long and reads more like a retrospective success story than a	5/21/2025 10:27 AM

forward-looking, aspirational statement. A more effective vision would distill the key themes (e.g., sustainability, community partnerships, maritime leadership, and equitable access) into a concise and inspirational future state.

3	Speak to the development of Quilcene and Hoods Canal	5/15/2025 12:44 PM
4	Development/expansion of a sense of place and membership	5/14/2025 10:33 AM
#	CHANGE 3:	DATE
1	Use language with more humility - less brag - be careful when executives and business owners talk of "family wage" and "living wage" and thriving economy.	6/2/2025 12:30 AM
2	In both statements, the Port should more explicitly name equity, collaboration, and climate resilience—key pillars of strategic public work today. These elements are implied but not clearly centered, and their inclusion would strengthen alignment with current community priorities and state/federal funding frameworks.	5/21/2025 10:27 AM
3	Speak to joining with the local tribes in cooperative, intergrative projects	5/15/2025 12:44 PM

Q11 If the Port succeeds in implementing an updated Strategic Plan, what 3 key issues will we have addressed?

Answered: 15 Skipped: 9

ANSWER CHOICES	RESPONSES	
Issue 1:	100.00%	15
Issue 2:	93.33%	14
Issue 3:	80.00%	12

#	ISSUE 1:	DATE
1	Wage growth in the workforce - non executive	6/2/2025 12:30 AM
2	Demand for work force	5/31/2025 9:35 AM
3	moorage	5/30/2025 10:29 AM
4	Will read it now	5/24/2025 6:34 PM
5	Climate resilience – The Port will have adapted its infrastructure and operations to rising sea levels and extreme weather, protecting long-term community access, economic activity, and environmental assets.	5/21/2025 10:27 AM
6	Success for marine trades	5/16/2025 5:29 PM
7	adequate prosperity and opportunity for all	5/15/2025 4:17 PM
8	Improved public perception of Port priorities	5/15/2025 2:20 PM
9	Your strongest and most important statement is the last paragraph of the vision statement. Expand this. We must be aware of and prepare for the economic, environment and social issues that are starting to stir now but will impact hard in the near future. Every decision must answer this out loud.	5/15/2025 12:44 PM
10	climate impacts	5/15/2025 12:07 PM
11	Following the 'triple bottom line' - as you do a good job at already doing.	5/14/2025 7:19 PM
12	Growing a thriving, well paying work force.	5/14/2025 12:44 PM
13	Docks piers. Safety light	5/14/2025 12:36 PM
14	Maintenance	5/14/2025 11:37 AM
15	A well-articulated future	5/14/2025 10:33 AM
#	ISSUE 2:	DATE
1	Preservation	6/2/2025 12:30 AM
2	Access to land access for long term boat residents	5/31/2025 9:35 AM
3	The Port's serving of it's local tax paying constituents, the people who truly keep it alive.	5/30/2025 10:29 AM
4	Equity and community engagement – The Port will have strengthened its relationship with Jefferson County residents by ensuring transparent decision-making, inclusive access to Port facilities, and deeper partnerships with nonprofits and underserved groups.	5/21/2025 10:27 AM
5	Public access to water and waterfront	5/16/2025 5:29 PM
6	pre-emptive strengthening in the event of natural and man-made disaster	5/15/2025 4:17 PM
7	Cleaned up Port facilities and prevention of pollution	5/15/2025 2:20 PM

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8	Create strong political and working connections with the equivalent Port programs in Clallam, Grays Harbor, Island, Skagit, Whatcom counties and the Tribal organizations therein.	5/15/2025 12:44 PM
9	aging infrastructure	5/15/2025 12:07 PM
10	Supporting our agriculture community	5/14/2025 7:19 PM
11	Maintaining facilities at all locations.	5/14/2025 12:44 PM
12	Workers. Up to date facilites	5/14/2025 12:36 PM
13	Repairs	5/14/2025 11:37 AM
14	Economic stability and investment	5/14/2025 10:33 AM
#	ISSUE 3:	DATE
1	Experience - create more experience	6/2/2025 12:30 AM
2	Power grid reliability	5/31/2025 9:35 AM
3	Local economic vitality without overdevelopment – The Port will have supported living-wage jobs and diversified the economy through sustainable maritime industries, food systems, and trades — aligning growth with local values rather than pursuing expansion for its own sake.	5/21/2025 10:27 AM
4	Trust from stakeholders and visitors coming for services....Gosh these are hard questions! ;-)	5/15/2025 4:17 PM
5	Celebration of new and existing businesses and projects	5/15/2025 2:20 PM
6	Consider stronger ties to the other economic bases in this area: Glen Cove & small businesses beyond the marine, Centrum & Arts [Fort Worden?]; consious shaping the economic benefits of tourists while reducing the negative impacts	5/15/2025 12:44 PM
7	financial stability	5/15/2025 12:07 PM
8	Supporting diverse economic development out in the County.	5/14/2025 7:19 PM
9	Remaining a positive force in keeping Port Townsend funky.	5/14/2025 12:44 PM
10	Wages for all	5/14/2025 12:36 PM
11	Dredging	5/14/2025 11:37 AM
12	Innovation within a reasonable context	5/14/2025 10:33 AM

