

RESOLUTION NO. 849-25

A Resolution of the Commission of the Port of Port Townsend

ADOPTING AN UPDATED STRATEGIC PLAN FOR THE PORT OF PORT TOWNSEND

WHEREAS, the Port of Port Townsend (the Port) is a municipal corporation established in 1924 under Title 53 of the Revised Code of Washington; and

WHEREAS, following many hours of citizen and stakeholder involvement, the Port Commission adopted its first Strategic Plan (the “original Plan”) on March 24, 2010 (Port Resolution No. 535-10); and

WHEREAS, the original Plan has provided critical guidance for decision-makers over the last fifteen years and shaped positive outcomes for the Port and community; and

WHEREAS, the Commission directed staff to initiate a process to update the original Plan to ensure that it continues to provide relevant and effective guidance for the years ahead; and

WHEREAS, on April 9, 2025, the Commission adopted Port Resolution No. 840-25 outlining the objectives for the planning effort, a planning process and schedule, and authorizing the Port’s Executive Director to appoint a Strategic Plan Review Committee (SPRC) to work with staff to develop an updated Strategic Plan; and

WHEREAS, the Port’s Executive Director duly appointed twelve interested and involved citizens to the SPRC, and the SPRC met on May 8, May 15, May 29, June 5 and June 12 to review and provide critical feedback on an updated draft of the Strategic Plan, consider public input, and direct further changes to the draft; and

WHEREAS, all SPRC meetings were duly noticed, open to the public, and subject to RCW Chapters 42.30 (Open Public Meetings Act) and 42.56 (Public Records Act), respectively; and

WHEREAS, consistent with the Commission’s commitment to sustaining a high level of community engagement, building public trust, and informing Port decision-making, the Port maintained a project webpage throughout the update process, encouraged and accepted written public comment to be considered by the SPRC, and more directly solicited public feedback via both an online questionnaire as well as a public Open House event conducted on May 29, 2025; and

WHEREAS, the Port of Port Townsend Strategic Plan recommended by the SPRC provides a useful framework to guide Port decision-making in a manner aligned with the needs and desires of Port stakeholders and the wider Jefferson County community; and

WHEREAS, adoption and implementation of the SPRC’s recommended Strategic Plan achieves the planning objectives established by the Commission in Resolution 840-25 in that:

- a. It streamlines and simplifies the Plan to be more user friendly;
- b. It incorporates new policy guidance to help steer the Port in an era of environmental uncertainty;
- c. It affirms and restates a commitment to triple bottom line principles as a sound framework for Port decision-making; and
- d. Changes directed by the SPRC ensure that the Plan is up to date and relevant to our current time.

NOW, THEREFORE, BE IT RESOLVED by the Port Commission of the Port of Port Townsend, as follows:

1. **Findings:** The recitals above are incorporated into this resolution as findings.

2. **Strategic Plan Adopted:** The Port Commission hereby adopts the updated Strategic Plan as recommended by the SPRC on June 12, 2025, and presented to the Commission on July 9, 2025 (see attached).

ADOPTED this 9th day of July 2025, by the Commission of the Port of Port Townsend and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the Seal of the Commission duly affixed.

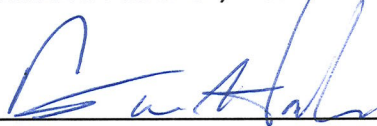
ATTEST:



Carol L. Hasse, President



Pamela A. Petranek, Vice President



Peter W. Hanke, Secretary

APPROVED AS TO FORM:



Port Attorney



PORT OF PORT TOWNSEND STRATEGIC PLAN

Maintaining a Steady Helm into the Future, While Preserving the Traditions of the Past



Image: Point Hudson – Annual Wooden Boat Festival

Port Commission

Pamela A. Petranek, President (District 1)

Carol L. Hasse, Vice President (District 2)

Peter W. Hanke, Secretary (District 3)

Strategic Plan Review Committee

Robert D’Arcy

Sarah Fisker

Bob Frank

Scott Freeman

Dave Griswold

Stephanie Jones

Sarah Kolbeck

Pete Langley

Gary Lanthrum

Martin Mills

Anne Ricker

Gwendolyn Tracy

Port Staff Team

Eron Berg, Executive Director

Eric Toews, Deputy Director

Connie Anderson, Director of Finance & Administration

Matthew Klontz, Director of Capital Projects – Port Engineer

Joanna Sanders, Administrative Assistant & Public Records Officer

ADOPTED JULY 9, 2025

Charting a Vision for Our Future



Images above: The Boat Haven Industrial Park, Port Townsend

Together with the Port of Port Townsend Commissioners, we are pleased to share the Port's updated Strategic Plan. This updated Plan is our roadmap for the coming years, laying out the Port's goals and strategies to achieve these goals. We thank stakeholders and citizens for their time and expertise in helping to formulate this update, and the Port Commission for leading and supporting this effort.

Port staff will use this Strategic Plan to maintain, improve and grow our operations in a fiscally, environmentally, and socially responsible manner to drive prosperity for the whole of Jefferson County.



Images above: Point Hudson Marina and Station Buildings, Port Townsend.

For over a century, the Port of Port Townsend has served Jefferson County by providing marine and aviation facilities that connect us to the wider world (see Appendix "A"). Today, the Port is a community cornerstone helping to sustain our local economy and maritime cultural heritage, provide businesses with the infrastructure to succeed, and

support families. The Port is committed to strong fiscal stewardship of public funds, maintaining cherished public assets, supporting new development to sustain thriving businesses and good jobs, and promoting a healthy natural environment.

This plan updates and streamlines the guidance provided by the Port’s 2010 Strategic Plan, which was the product of countless hours of work by community stakeholders, staff, and the Port Commission. In formulating this update, we pursued several different avenues to connect with stakeholders and citizens. We consulted with a Strategic Plan Review Committee (SPRC), conducted a public open house and Commission workshops, and took comments via the Port’s website. We considered and appreciated the feedback we received from all who participated in the process.



Image: Herb Beck Marina & Industrial Park (Pacific Seafoods), Quilcene.

As we work to achieve our Strategic Plan goals, we recognize that the success of this Plan depends upon collaborative relationships with our stakeholders and tenants, public agency partners, and continued support from our constituents. We are thankful for these partnerships and are privileged to serve the Jefferson County community.

Carol Hasse, Commission President
Port of Port Townsend

Eron Berg, Executive Director
Port of Port Townsend

I. Purpose, Mission, Values, Goals & Vision

OUR PURPOSE

To promote a vibrant and healthy Jefferson County community.

OUR MISSION

To serve the citizens of Jefferson County by responsibly maintaining and developing property and facilities to promote sustainable economic growth, provide community access to Port facilities and services, and protect and maintain our environment, community resources, and maritime heritage.

OUR CORE VALUES

These core values guide us as government officials and staff, working together to serve the wider Jefferson County community:

Integrity

We never compromise our integrity. To be honest, fair, reliable, and sincere in our communication is the way we earn each other's trust and build long-term relationships that serve the public.

Transparency

For democracy to be successful, the public must have access to information. We strive to be open and accessible in serving the public, and not to keep secrets from them.

Accountability

We are employed by the public and expect to be held accountable for our words and actions. We strive to be professional, dependable, and maintain the public's trust by doing what we say we are going to do.

Public Service

We serve the people of Jefferson County and are committed to looking beyond narrow interests and serving the community.

Leadership

Our vision motivates and inspires others and gives us the courage to act on our values, make tough decisions, and advance the common good.

Excellence

Each day, we strive to be the best that we can be, using our talents and abilities to fulfill our individual and collective potentials.

Respect

We respect the public we serve and each other as government officials and staff. We listen to gain understanding, strive to enrich the lives of those with whom we work, and celebrate each other's successes.



Images above: Jefferson County International Airport (JCIA).

KEY GOALS OF THE STRATEGIC PLAN

Economic Vitality

We take our mission of promoting a healthy local economy seriously. We are committed to facilitating economic vitality based on a triple bottom line approach that factors economic, environmental, and social consequences into our decision-making, to ensure our community's long-term wellbeing.

Infrastructure Maintenance & Development

We manage and maintain facilities and infrastructure throughout East Jefferson County. We recognize our fiduciary duty to maintain these facilities for the long-term benefit of the community and develop new facilities that serve as a catalyst for community prosperity.

Environmental Leadership

We strive to lead by example, and to preserve and enhance the environment of the Salish Sea for current and future generations. We are committed to cleaning up contaminated sites, improving water quality and habitat, minimizing air pollution from Port operations, and making our facilities and operations more resilient and secure.

Fiscal Transparency & Accountability

We challenge ourselves to find new and better ways of being fiscally responsible. We are committed to a budgeting process that is sound and transparent, where we balance operational and capital budgets, and examine the financing of capital infrastructure from short and long-term perspectives.

Community Access

We exist to serve the community. We are committed to providing facilities that are open and accessible – both physically and financially – to the community and visitors alike.

Community Partnerships

We are committed to playing a leadership role in our community. Creating strong partnerships with other governments, stakeholder groups, and businesses can provide more efficient and helpful services to the people we serve.

Public Involvement & Responsiveness to Community Needs

We listen to our citizens and customers. Being receptive and prompt in responding to public input and new opportunities demonstrate our care and intent to work together to make a difference.

Community Stewardship

We recognize that we are caretakers of cherished public properties. We are dedicated to safeguarding community character, restoring historic assets, and responsibly managing the facilities entrusted to our care.

OUR VISION - 2045

Jefferson County is a magnificent place to live, work, and play. It's a community that has long been shaped by its connection to the waters of the Salish Sea. The Port of Port Townsend supports these connections, and we have promoted a vital and healthy local economy with vibrant Port properties and facilities that respect our natural and cultural heritage and community desires.

The Port and other local governments partner with business and industry to support and enhance the County's diverse economic base. The fruits of the Port's efforts include an industrial boatyard, the two marinas that anchor Port Townsend's historic waterfront, and a newly renovated marina and launch ramp facility in Quilcene. A nucleus of smaller-scale, low-impact industrial uses are thriving at the Jefferson County International Airport (JCIA), and the Port's ownership and management of the Short's Family Farm is expanding agricultural opportunities for the farmers of Jefferson County, enhancing the resilience of the local food system, and improving fish and wildlife habitat along Chimacum and Naylor

Creeks. In all, the Port has succeeded in sustaining living-wage jobs, fostered a balanced and flourishing local economy, and promoted a healthy social environment.



Image: Boat Haven Trades & Port Staff assembled for a portrait with the “Pacific Grace” in the 300-Ton Travel Lift.

Over the years, businesses, customers, and nonprofits have joined forces with the Port to create an impressive array of public and private facilities on Port lands (see Appendix “A”). These facilities provide year-round commercial, recreational and educational activities at three public marinas, an international airport, a 253-acre working farm, and promote public access to shorelines, opportunities for outdoor recreation, and connections to our magnificent natural environment. The Port’s efforts have helped make Jefferson County a place where boaters, pilots, and businesses wish to locate, and where visitors come to experience an authentic, local, place-based culture.

The Port has listened and been responsive to the community’s desire to maintain Port facilities that are physically and economically accessible to residents and visitors alike. Marine trades and local farmers are strongly supported by the public as vital sectors of the local economy. The Port has collaborated effectively with nonprofit organizations to offer educational opportunities that take full advantage of our community resources and heritage, ranging from specialized vocational training programs to personal-enrichment activities. The Port has enjoyed great success in marketing the special character and outstanding reputation of Port Townsend’s historic working seaport and has secured and expanded its position as an international capital of contemporary and traditional maritime culture.

The Port of Port Townsend has become a national leader in environmental stewardship, building partnerships with private businesses, public agencies, and nonprofit groups to

apply a triple bottom line approach in all its activities. Economic, environmental, and social consequences are factored into decision-making. By honoring these principles of sustainability, the Port has fostered a flourishing local economy that focuses on meeting the needs of Jefferson County residents, rather than seeking growth and development for its own sake.



Image: Port Townsend Boat Haven – aerial view looking northeast.

II. Strategic Guidance

INTRODUCTION & LEGISLATIVE INTENT

This section outlines eight strategic directions to guide the Port in carrying out its mission. Each is integral to the Port’s success. They are not listed in order of priority and focusing on any provision in isolation could create conflicts with the others. For this reason, it is important that the Port carefully balance and pursue all eight in concert.

The Purpose, Mission, Values, Goals, and Vision outlined previously provide the context for interpreting and advancing the strategic directions and objectives outlined below.



Image: Port Townsend’s historic waterfront, with Port-owned Union Wharf (with cruise ship) and City Dock.

STRATEGIC DIRECTIONS & OBJECTIVES

Economic Vitality

Strategic Direction #1: *Promote, develop, and manage the Port’s properties and facilities to stimulate countywide economic vitality.*

Context: The Port of Port Townsend is the only local government entity within Jefferson County whose primary purpose under state law is economic development. Port facilities also fulfill an important transportation mission that supports economic activity and commerce.

Objective 1.1: Employ a triple bottom line approach that factors economic, environmental and social consequences in Port decision-making (see Appendix “B”).

Objective 1.2: Promote sustainable economic development opportunities that create family-wage jobs.

- Collaborate with private and public interest groups on workforce housing issues.
- Maintain updated marketing materials and social media content for Port properties and facilities, highlighting business opportunities consistent with community needs.
- Increase market opportunities through collaboration with maritime non-profits, Port tenants, and businesses.
- Pursue economic opportunities that support the retention and growth of interconnected businesses, suppliers, and associated trades. Seek to develop businesses that sustain and create family-wage jobs.
- Promote general aviation-related manufacturing and air freight businesses at the Jefferson County International Airport (JCIA).
- Develop infrastructure to enable rural-scale light industrial development at the JCIA.
- Develop and manage the Short’s Family Farm to sustain and expand local agricultural production, processing, and food system resilience.
- Make infrastructure investments to ensure that Port facilities at Boat Haven, Quilcene and Point Hudson continue to attract and support a diverse range of businesses and trades, including:
 - Commercial and recreational boat building, repair and maintenance;
 - Tribal and non-tribal commercial fishing, aquaculture, and seafood processing;
 - Maritime support services; and
 - Passenger water transportation.

Objective 1.3: Collaborate with stakeholder groups to provide a coordinated, countywide approach to economic development.

- Coordinate with Port businesses to develop and implement a visitor experience strategy that is integrated with the efforts of the City and County Lodging Tax Advisory Committees (LTACs).
- Encourage the establishment of scheduled public transit or on-demand private shuttle service from JCIA to Port Townsend’s Commercial Historic District to connect visitors with the cultural and historical amenities of the area.
- Coordinate with the Recreational Aviation Foundation (RAF), the Aircraft Owners and Pilots Association (AOPA), and the Port Townsend Aero Museum to attract fly-ins, air shows, Experimental Aircraft Association (EAA) meetings, aviation-related seminars, and other aviation-related events to the JCIA.

- Collaborate with maritime non-profits, sailing associations, yacht and fishing clubs, and Jefferson County businesses to attract boating events, fishing tournaments, and maritime educational events to the community.
- Work with EDC Team Jefferson and other organizations to attract, retain, and expand private businesses at Port properties.
- Convene regular meetings of elected officials, private businesses, public agencies, and other groups interested in developing solutions to economic challenges facing the community.
- Participate in the periodic updates of the comprehensive plans of Jefferson County and the City of Port Townsend. Advocate for the inclusion of policies and implementation steps that support a healthy and thriving local economy.

Objective 1.4: Ensure that all new development of Port properties is compatible with existing uses, well planned, fiscally sound, and consistent with City and County comprehensive plans and development regulations.



Image: Round Bale Hay, Jefferson County, WA.

Infrastructure Maintenance & Development

Strategic Direction #2: Maintain and develop sound, safe, and sustainable infrastructure at all Port properties.

Context: The Port of Port Townsend owns, manages, and maintains properties and infrastructure throughout east Jefferson County, including marinas, an airport, and a farm. These assets are held in trust to benefit all citizens of Jefferson County, not merely our tenants and facility users. Port properties are home to a diversity of private businesses

and recreational opportunities. Providing adequate land and infrastructure to support tenants and visitors is vital to our long-term success. The Port manages its properties to serve as a catalyst for economic activity and development that serves the entire east Jefferson County community.

Objective 2.1: Develop and adopt a multi-year Capital Facilities Plan (CFP) that prioritizes funding for maintenance and repair of existing Port facilities and infrastructure.

- Ensure that the CFP contains an inventory of Port facilities and identifies deficiencies and the actions necessary to eliminate those deficiencies.
- Incorporate a minimum five-year financing plan for all cost centers that lists sources of funding and the anticipated schedule for capital projects.
- Evaluate, select, and prioritize capital projects in light of the Strategic Directions and Objectives of this Plan.

Objective 2.2: Identify public funding opportunities for capital projects.

- Pursue grant funding opportunities for high priority Port projects.
- Engage with state and federal lawmakers to communicate the need for public infrastructure funding support.
- Build community and local government support for all funding requests.

Objective 2.3: Evaluate opportunities for new development and redevelopment of Port properties based on triple bottom line factors.



Image: Port Engineer Matt Klontz Oversees Reconstruction of the Point Hudson Jetty – Summer 2023.

Environmental Leadership

Strategic Direction #3: *Integrate environmental awareness into all aspects of the organization from capital projects to everyday operations, including communications with customers and tenants.*

Context: The Port seeks to be a leader in protecting the natural environment. We are dedicated to sustaining the health of the Salish Sea by cleaning up contaminated Port properties, improving habitat and water quality, and minimizing our carbon footprint.



Images: Port staff rescue a salamander during reed canary grass removal efforts at the Short's Farm, Summer 2024; Port Environmental Specialist Kimberlie Webber cleaning up hazardous waste on the vessel Elmore, Summer 2024.

Objective 3.1: Independent of regulatory requirements, invest in projects that improve the quality of stormwater runoff from Port properties and exemplify best practices.

Objective 3.2: Where possible, protect and restore wetland and nearshore habitats, independent of regulatory obligations.

Objective 3.3: Seek to remediate legacy contamination at Port properties to restore the environment, protect human health, and sustain the community's economic vitality.

Objective 3.4: Undertake restoration efforts at the Short's Family Farm to improve habitat functions and values, especially for migratory fish.

Objective 3.5: Continue to work closely with DNR’s Derelict Vessel Removal program to mitigate damage to the marine environment and minimize hazards to navigation caused by derelict and abandoned boats.

Objective 3.6: Invest in projects that reduce harmful emissions from Port operations and protect Port operations from the impacts of climate change.

- Support efforts of the Port Townsend-Jefferson County Climate Action Committee to reduce greenhouse gas emissions.
- Consider the use of biofuels and electrification in procurement decisions for vehicles, vessels, and construction equipment, factoring total lifecycle costs.
- Prioritize energy efficiency repairs and upgrades to Port buildings.
- Prioritize efficiency, durability, and reliability in all purchases of new fleet vehicles, as well as rigorous maintenance to optimize long service life.
- Purchase only ENERGY STAR certified office equipment and implement a strategy to replace all Port lighting with energy-efficient fixtures.
- Consider installing solar photovoltaics on Port-owned properties and buildings and encourage Port land lessees to install solar arrays on their buildings.
- Support the efforts of the Federal Aviation Administration (FAA) to safely eliminate lead emissions from General Aviation; ensure that fueling infrastructure at the JCIA is designed to seamlessly transition to dispense unleaded fuels.

Objective 3.7: Invest in projects that build resilience and better prepare the Port for the social and economic changes likely to be occasioned by environmental disruptions.

- Diversify Port operations and lines of business to build resilience in anticipation of potential physical, environmental, economic and natural disaster dislocations.
- Ensure that the basis of design for each capital project incorporates the best available science concerning projected sea level rise.
- Support the expansion of the agricultural and aquacultural sectors of the local economy (e.g., agricultural and aquacultural processing, storage, and distribution).
- Sustain the inter-generational viability of Jefferson County businesses, recognizing that practical skills and knowledge are vital to community well-being now, and in the future.

Objective 3.8: Build partnerships with non-profits, the tribes, schools, businesses, and other governmental agencies to offer education and training in environmental leadership and best management practices and to support a sustainable workforce.

- Partner with non-profits and educational institutions and government sector partners (e.g., DNR, WDFW and Ecology) to marine trades training opportunities

associated with environmental best management practices (BMPs) and innovative technologies.

- Work with Jefferson County and the City of Port Townsend to apply green building standards to new permanent structures on Port properties (e.g., LEED or equivalent).
- Champion the environmental stewardship efforts of local businesses, non-profits, and the Jefferson Marine Resources Committee.
- Collaborate with Jefferson County to implement the Sustainable Forestry Plan (2019) and support regulatory changes that encourage a sustainable and ecologically sound local forest products economy.

Transparency & Accountability

Strategic Direction #4: *Strengthen the Port’s financial performance and provide user-friendly financial and budgetary information to the public.*

Context: The Port seeks out new and better ways of being fiscally responsible that are transparent and wholly consistent with State law and State Auditor recommendations. We are dedicated to developing user-friendly informational materials that enable 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.

Objective 4.1: Maintain a financially solvent Port, while remaining accessible to wage-earners.

Objective 4.2: Maintain a financial plan that balances funds for capital maintenance, operations, and replacement of existing capital facilities with new capital projects, and which provides for prudent levels of financial reserves.

- Maintain financial guidelines that identify the accounts within the Port’s budget, the minimum funding level for each, the procedures for adding or eliminating accounts, and the process for changing minimum funding levels.
- Distinguish new capital projects, capital replacement projects, capital maintenance projects and operations in the annual budget for each Port cost center.
- Maintain the funds needed to meet financial contingencies and maintain financial solvency in the following reserve accounts:



- *New Capital Projects Account* – to provide for installation, development and/or purchase of major equipment (e.g., travel lifts) or facilities and infrastructure (e.g., docks and marinas) necessary for new or expanded operations; and
- *Capital Replacement Account* – to provide for major repairs to, and replacement of, existing capital infrastructure owned by the Port (e.g., replacement of existing docks).
- Ensure that rents, leases, rates, and fees are fair and reasonable, factoring local social and economic conditions, cost, and market demand.
- Conduct periodic surveys to inform changes in Port rent, lease, moorage rates, and user fees.
- In establishing rent and lease rates and user fees for 501(c)(3) non-profit organizations, factor the degree to which the organization is delivering programs or services within the Port’s scope of powers under Title 53 RCW.
- Maintain a system of user charges that fairly distributes the burden of capital projects, capital replacement projects, and operations and maintenance costs between direct users and indirect beneficiaries of the system.

Objective 4.3: Present budgetary information in lay person’s terms to facilitate an understandable budgeting process.

Objective 4.4: Diversify the Port’s revenue base in a manner consistent with the triple bottom line approach to decision-making.

- Evaluate the advantages and disadvantages of contracting certain Port operations.
- Identify, acquire, and develop lands for industrial use throughout Jefferson County.

Objective 4.5: Develop a Capital Projects Evaluation Matrix (see Appendix “B”) to guide executive staff recommendations and Port Commission decisions, consistent with triple bottom line principles. Ensure that decision-support tools used by the Port address the following:

- Clear thresholds to identify which types of projects and decisions require assessment.
- Direct, indirect, and intangible economic costs and benefits.
- Environmental consequences.
- Community-wide social impacts, costs, and benefits.
- Consequences to existing customers.

Objective 4.6: Collect and maintain data to better understand and explain the multiplier effect of Port infrastructure investments on Jefferson County’s economy.

Objective 4.7: Collaborate with local business and industry organizations to help develop and maintain updated studies documenting the impacts key industry clusters have on our local economy.

Community Access

Strategic Direction #5: *Ensure that Port facilities and services and the shoreline environment are accessible to residents and visitors.*

Context: The Port of Port Townsend exists to serve the Jefferson County community and its visitors.

Objective 5.1: Provide facilities and services that are physically and economically accessible to all.

Objective 5.2: Maintain and expand recreational opportunities.

- Preserve and enhance boat launch access points for recreational boaters.
- Provide access points with equipment and nearby storage for small, trailer-able boats, kayaks and rowing shells that cannot be ramp launched.
- Preserve and expand trails and pedestrian points of access to shoreline areas.
- Maintain moorage fees that support the community's boating culture.
- Improve and maintain aviation tie-down spaces and vehicle parking for recreational aviators at the JCIA.
- Ensure that JCIA rates and fees support resident aviators.

Public Involvement & Responsiveness to Community Needs

Strategic Direction #6: *Sustain a high level of community involvement that informs Port decision-making and builds public support.*

Context: The Port exists to serve the Jefferson County community and its visitors. We are dedicated to listening to our citizens and customers. Providing ample opportunities for the community to be involved in Port decision-making helps inform our decisions and build trust.

Objective 6.1: Convene a broadly representative advisory body every five to seven years to review the progress made in implementing this Strategic Plan, and to recommend potential amendments.

Objective 6.2: Appoint ad hoc stakeholder advisory committees to review and provide input concerning specific Port initiatives and business ventures.

Objective 6.3: Sustain positive relationships with stakeholders and the wider community.

- Conduct periodic stakeholder meetings to identify key concerns.
- Conduct quarterly meetings involving community leaders from both the public and private sectors.
- Conduct periodic tours of Port properties and provide countywide briefings to educate and inform community members and elected officials about the economic, social, and environmental benefits of Port properties and operations.

Objective 6.4: Maintain public outreach and education about the Port’s mission and activities through a variety of media, including the quarterly “Port Report”.



Images: The community gathers to celebrate at the inaugural “Boat Yard BBQ”, September 2023.

Strategic Direction #7: *Improve service to Port tenants, customers, and the public.*

Context: Quality customer and public service is central to the Port’s mission. We are dedicated to being good listeners and providing prompt and reliable service. Ensuring that our staff is adequately trained to be helpful, courteous, and knowledgeable is critically important.

Objective 7.1: Identify and implement methods to improve customer service.

- Conduct periodic customer satisfaction surveys.
- Maintain a log of customer complaints and Port staff responses.
- Ensure that all communications received are responded to in a prompt and courteous manner.
- Port executive staff should visit Port properties on an impromptu basis to meet with tenants and business owners and maintain an “open door” policy for members of the public.

Objective 7.2: Encourage an internal Port culture of learning, growth, and excellence.

- Provide opportunities for professional development and training to enhance and build the capacity, skills, excellence, and professionalism of Port employees.
- Where possible, look to existing Port staff to fill emerging needs as senior staff retire or leave the organization.

Objective 7.3: Develop and implement a succession plan to address both short-term business interruption and replacement of key staff and management functions.

Community Stewardship

Strategic Direction #8: *To lead in the stewardship and the protection of community assets.*

Context: The Port is attentive in its role as the caretaker of unique public properties. We seek to protect Jefferson County’s heritage and culture and are dedicated to protecting the community character and historic features of our facilities.

Objective 8.1: Serve both residents and visitors by providing accessible Port properties, recreational opportunities, and by protecting historic and community resources.

- As appropriate, evaluate the potential for acquiring and managing public lands being transferred or sold by government entities.
- Seek public and private funding to rehabilitate historic buildings at Port facilities.

Objective 8.2: Build partnerships with non-profit organizations, schools, and other governmental agencies to offer education, mentorship programs and training that sustain and enhance the community’s maritime and agricultural heritage and aviation connections.

- Support non-profit educational initiatives to enhance marine trades and expand on-the-water maritime experience programs, particularly introductory and youth-oriented programs.
- Encourage and support the aircraft restoration and flight training mentorship programs offered to area youth by the Port Townsend Aero Museum.
- Collaborate with ongoing efforts to maintain Port Townsend interpretive signs and maker buoys that foster better education.

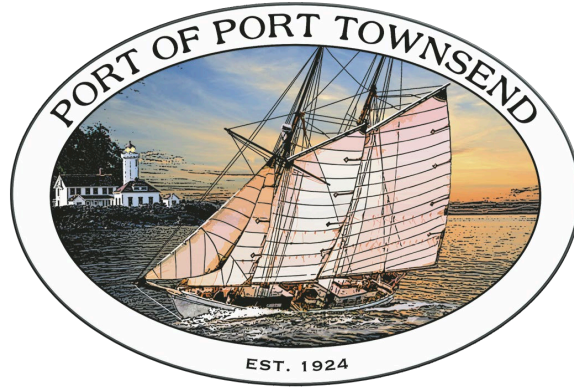


Image: Boat Haven Marina sunset, Port Townsend.



Image: 1940 Fairchild PT-19, one of many historic aircraft at JCIA's Port Townsend Aero Museum.

APPENDIX “A”:

Port Facilities that Connect Us to the Wider World

Introduction

East Jefferson County and the Port’s facilities are located at the intersection of the Strait of Juan de Fuca and the entrances to Hood Canal and Puget Sound. This advantageous location, somewhat isolated from the I-5 corridor, better positions the Port to preserve, protect and maintain the legacy industries that have long thrived here.

From the early days in the 1880’s as a booming timber town, through farming and forestry, the establishment of a world class maritime trades hub, to a budding center of northwest aviation history and mentorship training programs at JClA’s Aero Museum, today Jefferson County is more easily accessed by water, air and land than ever before. Key Port facilities that link us to our history and the wider world, are outlined below.

Port Townsend Boat Haven Marina

This full-service marina provides permanent and transient moorage year-round. It is home to 475 commercial and recreational vessels and each year provides more than 6,000 overnight guest moorage accommodations for visiting vessels. Boat Haven amenities include a fuel dock, pump-out station, showers and a laundry. A net float for fisherman, a seafood loading dock, and a crane support the fishing fleet in the commercial basin. The U.S. Coast Guard Cutter Osprey is stationed here. The Port’s first developed property, Boat Haven is a 19-acre rectangle protected by a riprap breakwater. The first pile was driven in 1931, and the floating moorage has been expanded several times to produce the present facility.

Port Townsend Boat Yard

Featuring a heavy boat haul-out facility, the Port Townsend Boat Yard has a regional reputation for quality and economy and is a destination of choice for vessel maintenance, refits and new construction of all types. It provides access to more than 100 marine trades businesses in the Port Townsend area. The Port operates four travel lifts, the largest of which can lift vessels up to 150 feet long and weighing up to 330 tons. The Yard’s 17-acre dry-land work yard area can hold more than 200 vessels “on the hard,” and owners are allowed to work on their own boats (something most work-yards prohibit). Constructed in 1997, the western portion of the Boat Yard provides a variety of spaces and buildings for the marine trades. It supports over 450 people working in approximately 100 marine trades businesses, comprising the third-largest employment sector in Jefferson County. The security of long-term leases has encouraged many marine boat building and repair businesses to construct specialized facilities for their operations. In 2025, constructed a new central stormwater collection and treatment facility to ensure that runoff from industrial activities complies the requirements of the Boatyard General Stormwater

Permit, and to safeguard the waters of Port Townsend Bay. In addition to myriad industrial tenants, the Yard is also home to marine supply and equipment retailers, and several eateries.

Point Hudson Marina & RV Park

Built out in the early 1930s as a federal quarantine station but instead used as a Coast Guard station, the property was deeded to the Port in 1956. The 4-acre marina has 44 slips, and 700 feet of linear docks dedicated to transient guest moorage. The 24 upland acres owned by the Port house a recreational RV park with 48 spots as well as several marine trades businesses - including a rigging loft, canvas shop, and marine architects, all in the historic Armory Building. The facility is also home to a small bodega, State DNR field offices, an historic B&B, several restaurants, and several small professional offices. In 2023, the Port completed replacement of the overlapping breakwaters that protect the entrance to this historic facility. Since 1978, Point Hudson has played host to the annual Wooden Boat Festival. The festival is now produced by Northwest Maritime whose campus lies immediately adjacent to the Port's facility.

Jefferson County International Airport (JCIA)

Begun by the US Army in 1920 as a grass strip at "Station Prairie" four miles southwest of Port Townsend, the JCIA is the county's only general aviation airport. It was originally developed as an auxiliary military training field prior to World War II and was transferred first to Jefferson County and then to the Port in 1959. In 1990, the FAA funded construction of a 3,000 foot long, 75-foot-wide runway and supporting taxiway. Until that time, JCIA was the only international airport in the lower 48 states without a paved runway. The Port has more than doubled its initial landholding at JCIA to 316 acres, and in 2020 the original paved runway was completely reconstructed.

Airport tenants offer a wide range of aviation support services, including aircraft rentals, flight instruction, aviation fuel, airframe and power plant maintenance and repair, and a restaurant. The Airport is both home to and a popular destination for recreational pilots and is an international airport of entry, used frequently by Canadian pilots. More than 154 aircraft are presently based at the JCIA. Private developers began construction in 2007 on 8 new hangar sites. Today, JCIA hosts 20 separate hangar buildings with 133 individual units, along with seven individual "T-Hangar" pads. In 2008 the Port Townsend Aero Museum opened its doors at JCIA, with a mission devoted to preserving the Pacific Northwest's aviation heritage and the future of flight.

In 2008, Jefferson County rezoned 24-acres of Port-owned land south of the runway for non-aviation-related light industrial development. This zoning was expanded to include a further 43.5 acres of Port-owned land (67.5 acres total) in 2024. Planning and development of this rural light industrial park is presently underway, and 12-acres have already been leased for industrial wood processing activities and the sale of products manufactured on-site.

Short’s Family Farm, Chimacum

In the summer of 2023, the Port acquired the 253-acre Short’s Family Farm in Chimacum, one of the largest contiguous agricultural land holdings in the County. The Commission authorized the purchase of the farm with the objective of developing and maintaining infrastructure and establishing uses of the property that will help sustain and expand agriculture in Jefferson County.

In purchasing and managing the farm, the Port’s central objective is to strengthen the agricultural sector of our local economy and support the health of our local food system. Since purchasing the farm, the Port has focused on addressing critical maintenance issues (e.g., electrical upgrades, improving drainage by removing reed canary grass in the creek, water line and pump improvements, etc.), and entering into short-term lease agreements to put the land and farm buildings back into active agricultural use. By spring of 2024, the Port had leased more than half of the acreage, mainly for livestock, hay and crops, as well as a few farm buildings. Because two salmon-bearing creeks traverse the property, the farm also presents an unprecedented opportunity for the Port to improve habitat conditions for migratory fish.

Herb Beck Marina, Quilcene

At the south end of Linger Longer Road on the west shore of Quilcene Bay, the Port owns about 50 acres of waterfront and uplands. The major tenant is Coast Seafoods (Pacific Shellfish), which operates a large shellfish hatchery and processing facility. The Herb Beck Marina (formerly Quilcene Boat Haven) primarily provides permanent moorage to accommodate about 50 small vessels. The marina’s small manmade harbor also has a boat launch ramp which, along with the docks and floats is slated to be replaced over the next three years. In 2008 the Port replaced the site’s septic system and sized it with extra capacity for future industry and possible expanded RV use. Parking and restroom facilities are provided next to the only warm-water swimming beach in the county.

Boat Launch Ramps

The Port owns and operates three boat launch ramps outside of its Quilcene and Port Townsend marinas. They are located at Gardiner on the western shore of Discovery Bay, at the southern end of Mats Mats Bay (a small embayment north of Port Ludlow), and at Port Hadlock on Port Townsend Bay. The Gardiner ramp provides access to an extensive salmon sport fishing area in Discovery Bay and is being fully renovated in 2025. The launch facilities at Mats Mats include a 150-foot loading float and a paved parking lot for about seven vehicles and trailers. The Port Hadlock ramp is adjacent to the Northwest School of Wooden Boatbuilding’s Heritage Campus and the launch facilities include a timber pier and two loading floats.

APPENDIX “B”: Decision-Support Tools – Capital Projects Evaluation Matrices

Directions: Please circle one number for each project evaluation criterion; carry that number to the right-hand column; and total each column. Highest possible score is 99.

MATRIX #1 – Proposed New Capital Project Evaluation

Name of Project: _____ (\$____,____., est. cost)

Project Evaluation Criterion	Weighting Factor	Priority Factor 1 = Low Impact	Priority Factor 2 = Moderate Impact	Priority Factor 3 = Direct Impact	Total (Weighting Factor x Priority Factor = __)
Strategic Plan Alignment Criteria					
Community Access: <ul style="list-style-type: none"> • Maintains or expands physical access to, and affordability of, Port facilities and services • Maintains or expands opportunities for recreational and/or pedestrian access to Port facilities (e.g., boating, aviation, shoreline enjoyment, etc.) 	3.5	3.5	7	10.5	3.5 x __ = __
Sustainable Economic Development: <ul style="list-style-type: none"> • Helps to stimulate countywide economic vitality • Supports a key component of the local economy or a sector likely to expand • Contributes to job creation, community well-being and resilience 	3.5	3.5	7	10.5	3.5 x __ = __
Infrastructure Maintenance & Development: <ul style="list-style-type: none"> • Maintains a core Port function/service • Preserves/replaces/repairs an existing asset • Addresses a deferred asset maintenance issue • Preserves a “mission critical”, high value asset 	3.5	3.5	7	10.5	3.5 x __ = __

MATRIX #1, Continued – Proposed New Capital Project Evaluation

Name of Project:

Project Evaluation Criterion	Weighting Factor	Priority Factor 1 = Low Impact	Priority Factor 2 = Moderate Impact	Priority Factor 3 = Direct Impact	TOTAL (Weighting Factor x Priority Factor = __)
Responsiveness to Community Needs: <ul style="list-style-type: none"> • Public involvement indicates broad support • Port Strategic Advisory Committee (PSAC) project recommendation • Improves service to public, tenants or customers 	3.5	3.5	7	10.5	3.5 x __ = __
Financial Stewardship/Accountability: <ul style="list-style-type: none"> • Reduces ongoing operating expenses • Increases revenues • Avoids future capital expenditures • Leverages outside funding sources/partnership availability 	3.5	3.5	7	10.5	3.5 x __ = __
Community/Environmental Stewardship: <ul style="list-style-type: none"> • Preserves or enhances important environmental resources • Provides innovative/proactive management to address identified environmental issues • Protects the historic character of Port properties and/or important ecological features 	3.5	3.5	7	10.5	3.5 x __ = __

MATRIX #1, Continued – Proposed New Capital Project Evaluation

Name of Project:

Project Evaluation Criterion	Weighting Factor	Priority Factor 1 = Low Impact	Priority Factor 2 = Moderate Impact	Priority Factor 3 = Direct Impact	TOTAL (Weighting Factor x Priority Factor = __)
Additional Evaluation Criteria					
Project Urgency/Risk Management: <ul style="list-style-type: none"> • Addresses a life/safety or public health emergency • Reduces legal liability • Necessary to satisfy a regulatory/legal requirement 	6	6	12	18	6 x __ = __
Volume of Use: Likely to be used by a high volume of public/tenants	3	3	6	9	3 x __ = __
Promotes Geographic Balance: Ensures a fair distribution of Port investments, functional benefits/impacts and community access to facilities across east Jefferson County	3	3	6	9	3 x __ = __
TOTALS (note: highest possible score = 99)					__/of 99

Additional Notes & Comments:

Directions: Please circle one number for each project evaluation criterion; carry that number to the right-hand column; and total each column. Highest possible score is 58.5.

MATRIX #2 – Proposed Capital Repair & Maintenance Project Evaluation

Name of Project: _____ (**\$** __, __. __, **est. cost**)

Project Evaluation Criterion	Weighting Factor	Priority Factor 1 = Low Impact	Priority Factor 2 = Moderate Impact	Priority Factor 3 = Direct Impact	Total (Weighting Factor x Priority Factor = __)
Community Access: <ul style="list-style-type: none"> • Maintains or expands physical access to, and affordability of, Port facilities and services • Maintains or expands opportunities for recreational and/or pedestrian access to Port facilities (e.g., boating, aviation, shoreline enjoyment, etc.) 	3.5	1	2	3	3.5 x __ = __
Sustainable Economic Development: <ul style="list-style-type: none"> • Helps to stimulate countywide economic vitality • Supports a key component of the local economy or a sector likely to expand • Contributes to job creation, community well-being and resilience 	3.5	1	2	3	3.5 x __ = __
Infrastructure Maintenance & Development: <ul style="list-style-type: none"> • Maintains a core Port function/service • Preserves/replaces/repairs an existing asset • Addresses a deferred asset maintenance issue • Preserves a “mission critical”, high value asset 	3.5	1	2	3	3.5 x __ = __
Project Urgency/Risk Management: <ul style="list-style-type: none"> • Addresses a life/safety or public health emergency • Reduces legal liability • Necessary to satisfy a regulatory/legal requirement 	6	1	2	3	6 x __ = __

MATRIX #2, Continued – Proposed Capital Repair & Maintenance Project Evaluation

Name of Project:					
Project Evaluation Criterion	Weighting Factor	Priority Factor 1 = Low Impact	Priority Factor 2 = Moderate Impact	Priority Factor 3 = Direct Impact	Total (Weighting Factor x Priority Factor = __)
Volume of Use: Likely to be used by a high volume of public/tenants	3	1	2	3	3 x __ = __
TOTALS (note: highest possible score = 58.5)					____ of 58.5

Additional Notes & Comments: