



Port of Port Orford Strategic Business Plan



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IV. Port of Port Orford Action Programs

The ‘Action Program’ section of the *Port of Port Orford Strategic Business Plan* describes specific prioritized programs that support achieving each of the prioritized Goals.

Action Programs are manageable increments of work. They can be arranged in groups separately from the plan document to form work packages for accomplishment by others.

Each Action Program is described on a single sheet. It is a manageable increment of work to achieve the related Goal.

Goal:	Infrastructure Goal		
Action Program:	Install High Dock Shoaling Submersible Pump		
Manager:	Port Manager		
Associates:	Corps of Engineers, City of Port Orford & Curry County		

Prepare and implement development plans for the installation submersible pump, hoses, piping and electric service to transport shoaling sand from the High Dock access channel and turning basin to the west side of the Jetty. Prepare and implement development plans for the installation of the system.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Prepare development plans and specifications for the submersible pump sand transport system.
2. Enlist US Army Corps of Engineers cooperation and funding for operating and capital maintenance needs.
- >. Obtain grant funding assistance from Coos Curry Electric, their electricity provider, Curry County and others as available.
4. Implement development plans with a view toward least cost of ownership.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to needs.

FYE	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Install High Dock Shoal Submersible Pump Transport																					
Work Schedule																					
Operating Budget	\$1				\$1																

← The upper section describes the Goal being supported, gives it a number, name and assigns a manager

← A single sentence summarizes the Action Program

← Responsibilities are covered in this portion. ‘TBD’ is used where the choice is ‘To Be Determined’.

← ‘Action Steps’ is a rough specification providing guidance and suggestions for major work to complete the program.

← The last section provides a schedule and budget graphic for program management.

As Action Programs are successfully completed, they can be replaced. Drafting of new Action Programs can employ an Action Program Template provided separately in electronic form with this plan.

Goal:	Transportation Infrastructure Goal
Action Program:	Install High Dock Shoaling Submersible Pump
Manager:	Port Manager
Associates:	Corps of Engineers, State of Oregon, Coos Curry Electric

Prepare and implement development plans for the installation submersible pump, hoses, piping and electric service to transport shoaling material from the High Dock access channel and turning basin to the west side of the Jetty. Prepare and implement development plans for the installation of the system.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Engineering & Construction Overseer	X

Action Steps:

1. Prepare development plans and specifications for the submersible pump sand transport system.
2. Enlist US Army Corps of Engineers cooperation and funding for operating and capital maintenance needs.
3. Obtain grant funding assistance from Coos Curry Electric, their electricity provider, Curry County and others as available.
4. Implement development plans with a view toward least cost of ownership.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Install High Dock Shoal Submersible Pump Transport Work Schedule																					
Operating Budget	\$1				\$1																

Goal:	Transportation Infrastructure Goal
Action Program:	Retain High Dock Shoaling Maintenance Dredging
Manager:	Port Manager
Associates:	Corps of Engineers, State of Oregon, Sister Ports

Prepare and implement plans for continuing the current Corps of Engineers maintenance dredging project for Port of Port Orford’s fourteen (14) foot access channel and turning basin. Cooperate with the State of Oregon and sister Oregon coast ports in their efforts to keep Corps of Engineers funding for this effort.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Academia & Engineering	X

Action Steps:

1. Prepare plans for participation in lobbying efforts to keep Corps of Engineers maintenance dredging funding.
2. Implement plans including regular participation in fora actively pursuing funding for maintenance dredging like the Oregon Coastal Ports Association.
3. Implement a regular schedule of in-person contact with the Corps of Engineers Portland offices to reinforce Port requirements—including Port’s economic impact.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. Retain High Dock Shoal Maintenance Dredging Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Transportation Infrastructure Goal
Action Program:	Perform High Dock Shoaling Engineering Study
Manager:	Port Manager
Associates:	Corps of Engineers, State of Oregon, University of Oregon

Prepare and implement plans to perform an engineering and hydrology study of the High Dock shoaling problem. Study results will include recommended modifications to the current Jetty and to the western edge of nearby Graveyard Point—to mitigate waves overtopping the High Dock. Enlist the oversight and support of University of Oregon hydrology specialists.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Engineering Oversight	X

Action Steps:

1. Prepare plans and specifications for the proposed engineering study in collaboration with Corps of Engineers and University of Oregon hydrology specialists.
2. Obtain grant funding to perform the study and pay for oversight specialists.
3. Review engineering study progress and evaluate alternatives as to their practicality and the source of Corps of Engineers funding—among four or more funding sources.
4. Prepare detailed implementation plans and specifications based on the selected modification alternative.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Perform High Dock Shoaling Engineering Study Work Schedule																					
Operating Budget					\$1				\$1												\$2

Goal:	Transportation Infrastructure Goal
Action Program:	Install High Dock Jetty Modifications
Manager:	Port Manager
Associates:	Corps of Engineers, State of Oregon, University of Oregon

Prepare and implement High Dock Jetty Modification plans and specifications based on the results of the engineering study. Select a Construction Management specialist to monitor project implementation on the Port's behalf.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Construction Management	X

Action Steps:

1. Prepare development plans and specifications for High Dock Jetty modification.
2. Obtain Corps of Engineers funding and participation for the implementation effort.
3. Obtain necessary supplemental grant funding from OECDD.
4. Implement development plans.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4. Install High Dock Jetty Modifications Work Schedule																					
Operating Budget									\$1				\$1								\$2

Goal:	Transportation Infrastructure Goal
Action Program:	Install High Dock Jetty Revetment Final Build-out
Manager:	Port Manager
Associates:	Corps of Engineers, State of Oregon, University of Oregon

Prepare and implement plans for installing measures to mitigate waves overtopping the High Dock. If practical, performing this work during the Jetty modifications, possibly employing excess Jetty rock to construct a sloping revetment to absorb wave energy. Select a Construction Management specialist to monitor project implementation on the Port’s behalf.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Construction Management	X

Action Steps:

1. Prepare development plans and specifications for the implementation of measures to mitigate wave overtopping of the High Dock.
2. Obtain Corps of Engineers funding and participation for the implementation effort—including selection of the best funding source, among many.
3. Obtain grant funding assistance as needed from OECDD.
4. Implement development plans.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Install High Dock Jetty Revetment Final Build-out Work Schedule																					
Operating Budget													\$1				\$1				\$2

Goal:	Existing Asset Revenue & Development Goal
Action Program:	Increase Revenue with Value- & Cost-Based Pricing
Manager:	Port Manager
Associates:	Fishers, Charter Boat Owners, Fish Buyers, Tenants

Prepare and implement plans for increasing revenue from existing assets with value- and cost-based pricing strategies. Shift costs current paid by the Port to the commercial and sport fishers including utilities, trash disposal, and operational liability insurance. Raise prices in a stepwise program to reflect the extra value and money saved by customers by the Port’s location and dry storage facilities. Implement a program for regular computer model price reviews and increases.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Agreement Drafting & Approval	X
Office Assistant	Program Support	X
Consultant Services	Financial Analysis	X

Action Steps:

1. In conjunction with fisher customers, implement a program to shift costs paid by the Port to commercial and sport fisher clients.
2. In conjunction with fisher customers, implement a stepwise program to increase prices to reflect the value added and cost savings provided by the Port’s location and dry storage.
3. Using the cost price computer model, perform regular updates to the price list to reflect recovery of Port’s cost of providing services and facilities.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Increase Revenue with Value- & Cost-Based Pricing Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Existing Asset Revenue & Development Goal
Action Program:	Add Revenue Sources, Expand Port District Boundaries
Manager:	Port Manager
Associates:	County Assessor, County Counsel, District Stakeholders

Prepare and implement plans for the expansion of Port district boundaries to add property tax revenue for the Port General Fund. Work with the Curry County Assessor, County Counsel, and County Commission for the stepwise addition of enclaves and townships to the Port district boundary in a stepwise manner—adding the most tax productive areas first.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Legal	X

Action Steps:

1. In collaboration with the County Assessor, determine the property tax produced by the various townships and enclaves not currently in the Port District.
2. In collaboration with the County Counsel, determine the best approach for the stepwise addition of the townships and enclaves through action by the County Commission.
3. In collaboration with the Curry County Commission, implement the plan for the stepwise additions to the Port district boundaries.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. Add Revenue, Expand Port District Boundaries																					
Work Schedule																					
Operating Budget	\$1				\$1																\$2

Goal:	Existing Asset Revenue & Development Goal
Action Program:	Increase Revenue with Fisher Incentive Pricing
Manager:	Port Manager
Associates:	Fishers, District Stakeholders

Prepare and implement plans for fisher incentive pricing to motivate the less productive fishers and reward the most productive fishers. Prepare and implement plans to increase the percentage fee charged by the Port to fish buyers, when fish buyer leases are due for renewal. When these leases are renewed ensure that the terms include the Port’s ability to change the percentage fee as needed.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Financial Analysis	X

Action Steps:

1. Prepare and implement a fisher incentive pricing schedule to motivate the less productive fishers and reward the most productive—increasing total landed catch.
2. Prepare and implement plans to increase the percentage fee collected from fish buyers when leases are renewed.
3. Prepare and implement plans to change fish buyer lease terms to include the Port’s ability to change the percentage fee as needed.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Increase Revenue with Fisher Incentive Pricing																					
Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Existing Asset Revenue & Development Goal
Action Program:	Pursue Litigation of High Dock Construction Claims
Manager:	Port Manager
Associates:	OECD, Oregon Department of Justice, County Counsel

Prepare and implement plans to determine the feasibility of litigating High Dock construction claims. If determined feasible, enlist OECD grant funding support, and pursue claims litigation. Determine if Oregon Justice Department has grant funding sources to support Port’s litigation effort. When successful deliver the litigation awards accruing to OECD—as required by loan agreement.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Legal	X

Action Steps:

1. Prepare and implement a plan to determine the feasibility of pursuing High Dock construction claims.
2. Enlist the grant funding support of OECD and Oregon Justice Department.
3. If feasible, pursue litigation of High Dock Construction claims.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4. Pursue Litigation of High Dock Construction Claims Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1								\$4

Goal:	Existing Asset Revenue & Development Goal
Action Program:	Reduce & Restructure OECDD SPWF \$500,000 Loan
Manager:	Port Manager
Associates:	OECDD

Prepare and implement plans to reduce and restructure the OECDD SPWF \$500,000 loan. If pursuit of High Dock construction claims is determined to be feasible, reduce the loan amount by the feasible recovery. Reduce the loan amount by available grant funding from OECDD. Restructure the payment schedule to provide for a level amortization of the loan amount.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Legal	X

Action Steps:

1. Prepare and implement a plan to reduce and restructure the OECDD SPWF \$500,000 loan.
2. Obtain available OECDD and Oregon Justice Department grant funding.
3. Reduce the loan amount by the amount of feasible High Dock construction claims.
4. Reduce the loan amount by the amount of available OECDD grant funding.
5. Restructure the payment schedule to achieve a level payment program.
6. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
7. Adjust and modify the plan according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Reduce & Restructure SPWF \$500,000 Loan Work Schedule																					
Operating Budget	\$1				\$1																\$2

Goal:	New Asset Revenue & Development Goal
Action Program:	Prepare Facility Master Plan for Phased Re-development
Manager:	Port Manager
Associates:	OECD, City of Port Orford, Curry County, Stakeholders

Prepare a combined Facility Master Plan for the phased re-development of the High Dock, adjacent upland property, and the 5th and Washington site. Obtain OECD and other grant funding to support the planning effort. Plans should not foreclose future development of the Port’s adjacent hillside property or interrupt ongoing business activities.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Planning Consultant	X

Action Steps:

1. Prepare a combined Facility Master Plan for phased re-development of Port property.
2. Obtain OECD and other grant funding to support the planning effort.
3. Collaborate with City of Port Orford, Curry County, customers, and district stakeholders in plan preparation.
4. Prepare and present a business case based on the Master Facility Plan.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Prepare Facility Master Plan for Re-development Work Schedule																					
Operating Budget	\$1																				\$1

Goal:	New Asset Revenue & Development Goal
Action Program:	Complete 5th & Washington Re-development
Manager:	Port Manager
Associates:	OECD, City of Port Orford, Curry County, Stakeholders

Using the new Facility Master Plan, prepare a detailed plan for the re-development of the 5th and Washington property. Development will be intensive, including retail, commercial, and an over-story of residential within the 45-foot height available. Obtain participation of a commercial developer and grant funding for infrastructure.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review & Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Re-development Partner, Port Overseer	X

Action Steps:

1. Prepare plans and specifications for the full development of the 5th and Washington property.
2. Prepare and present a business case based on the plans and specifications.
3. Obtain low-cost financing and grant assistance available from OECD and others.
4. Implement development plans.
5. Prepare and implement marketing plans for the leasing of the newly available space.
6. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
7. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. Complete 5th & Washington Re-development Work Schedule																					
Operating Budget					\$1				\$1				\$1								\$3

Goal:	New Asset Revenue & Development Goal
Action Program:	Implement Cannery, High Dock Upland Re-development
Manager:	Port Manager
Associates:	OECDD, City of Port Orford, Curry County

Prepare and implement a detailed plan for the stepwise re-development of the Cannery Building, adjacent High Dock, and adjacent upland property. Developments will include stepwise installation of new fish buyer facilities, eventual demolition of the current buildings, and new commercial, retail, and tourist facilities with a central hub fishery research and education center.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Engineering & Construction Overseer	X

Action Steps:

1. Prepare a detailed plan and specification.
2. Prepare and present a business case based on the plans and specifications.
3. Select and deploy the Port’s Construction Manager.
4. Obtain grant funding available from OECDD and others.
5. Implement stepwise installation of facilities—with first priority given to the highest revenue producers.
6. Implement sales and marketing plans for the newly available space.
7. Provide Commission with quarterly reports in written and oral form covering Action Program efforts. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Implement Cannery, Upland Re-development Work Schedule																					
Operating Budget									\$1				\$1				\$1				\$3

Goal:	New Asset Revenue & Development Goal
Action Program:	Increase Sport Fishing & RV Camping Activity
Manager:	Port Manager
Associates:	OECDD, City of Port Orford, Curry County

Based on the Facility Master Plan, prepare and implement detailed plans for the addition of High Dock RV camping facilities, nearby beach tent camping facilities, and improved sport fisher amenities—to attract new diverse revenue sources.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Engineering & Construction Overseer	X

Action Steps:

1. Prepare detailed plans and specifications.
2. Prepare and present a business case based on the plans and specifications.
3. Select and deploy the Port’s Construction Manager
4. Obtain grant funding or low-cost financing assistance from OECDD and others.
5. Implement the development plans.
6. Prepare and implement marketing plans for the leasing of the newly available space.
7. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
8. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4. Increase Sport Fishing & RV Camping Activity Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	New Asset Revenue & Development Goal
Action Program:	Add Sport Boat Ramp, Parking, Revise Road Access
Manager:	Port Manager
Associates:	OECD, City of Port Orford, Curry County

Based on the Facility Master Plan, prepare and implement a plan for adding a new free-standing sport boat ramp, added parking, and revise the Port’s main road access to improve space utilization.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Engineering & Construction Overseer	X

Action Steps:

1. Prepare plans and specifications for new facilities.
2. Prepare and present a business case presentation based on the plans
3. Obtain grant and low-cost financing assistance available from OECD and others.
4. Select and deploy the Port’s Construction Manager.
5. Implement development plans.
6. Prepare and implement marketing plans for the using the newly available space.
7. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
8. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Add Sport Boat Ramp, Parking, Revise Road Access																					
Work Schedule																					
Operating Budget													\$1				\$1				\$2

Goal:	Strategic Partnering Development Goal
Action Program:	Corps of Engineers Strategic Partnering Program
Manager:	Port Manager
Associates:	Academia & Engineers as Needed

Prepare and implement a ‘strategic partnering’ agreement with the Corps of Engineers for all infrastructure Action Programs—1.1 through 1.5.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review and Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Academia & Engineers	X

Action Steps:

1. In collaboration with the Corps of Engineers, prepare a strategic partnering charter.
2. Implement the charter including providing the Corps of Engineers with all necessary data, and academic support and oversight.
3. Provide Commission and Corps of Engineers with quarterly reports in written and oral form covering Action Program efforts.
4. Adjust and modify the charter according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Corps of Engineers Strategic Partnering Program Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Strategic Partnering Development Goal
Action Program:	State of Oregon, OECDD Strategic Partnering Program
Manager:	Port Manager
Associates:	Legal

Prepare and implement a ‘strategic partnering’ charter with OECDD for all of the Action Programs that require their involvement.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review and Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Obtain a ‘strategic partnering’ charter with OECDD.
2. Implement the charter including providing OECDD with all necessary data.
3. Provide Commission and OECDD with quarterly reports in written and oral form covering Action Program efforts.
4. Adjust and modify the charter according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. State of Oregon, OECDD Strategic Partnering Program Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Strategic Partnering Development Goal
Action Program:	Curry County, City, Sister Ports Strategic Program
Manager:	Port Manager
Associates:	Curry County, City, Sister Ports Cooperation

Prepare and implement a ‘strategic partnering’ agreement with Curry County, and City of Port Orford for ALL of the Action Programs that require their involvement. Prepare and implement a plan for regular participation in regional Port activities that support mutual needs—especially maintenance dredging.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review and Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Obtain separate ‘strategic partnering’ charters with Curry County and City of Port Orford.
2. Participate in Oregon Coastal Ports Association activities.
3. The charter will be for the re-development of the shuttered or un-used Curry County, and City of Port Orford properties and for support of other Action Programs.
4. Explore other opportunities with Curry County, and the City of Port Orford, including possible involvement of other third-party businesses or government entities.
5. Provide Commission, Curry County, and the City of Port Orford with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the charters according to needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Curry County, City, Sister Ports Strategic Program Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Strategic Partnering Development Goal
Action Program:	Western States Strategic Partnering Program
Manager:	Port Manager
Associates:	Current Owner of Western States, Curry County

Prepare and implement a ‘strategic partnering’ charter with the current owner of the Western States mill property for cooperative re-development of the site.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review and Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Obtain a ‘strategic partnering’ charter with Western States’ owner.
2. The agreement will be for the stepwise re-development of property using Port funding tools for infrastructure.
3. The ‘Strategic partnering’ agreement must include a mechanism for Port to gain equity in the re-developed property, either through direct purchase or the use of Port proceeds from the lease or use of the property.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the charter according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4. Western States Strategic Partnering Program Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Strategic Partnering Development Goal
Action Program:	Cape Blanco Airport Strategic Partnering Program
Manager:	Port Manager
Associates:	State of Oregon Aeronautic Division

Prepare and implement a ‘strategic partnering’ charter with State of Oregon Aeronautic Division for the cooperative airside industrial re-development of Cape Blanco Airport. At minimum, the charter should include the routine maintenance of airport infrastructure to keep it operationally improved.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	Review and Approve Agreements	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Obtain a ‘strategic partnering’ charter with State of Oregon Aeronautic Division.
2. The agreement will be for the stepwise re-development of property using Port funding tools for infrastructure.
3. The ‘strategic partnering’ agreement must include a mechanism for Port to gain equity in the re-developed property, either through direct purchase or the use of Port proceeds from the lease or use of the property.
4. Provide Commission and Aeronautic Division with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the charter according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Cape Blanco Airport Strategic Partnering Program Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Financial Policy Development Goal
Action Program:	Cost Based Price Setting & Computer Model Policy
Manager:	Port Manager
Associates:	Port Commission

Beginning in FYE 05, prepare and implement a cost based pricing policy that requires financial analysis and review of current and newly proposed Port pricing to ensure that in total, Port pricing is set above the cost of providing the Port’s services and facilities.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Financial Analysis	X

Action Steps:

1. Prepare and implement a written policy that requires financial analysis and review of all current Port pricing—to ensure that in total Port pricing exceeds the cost of providing services and facilities.
2. Prepare and implement a written policy that requires financial analysis and review of all newly proposed pricing and newly proposed business ventures—to ensure that in total Port pricing exceeds the cost of providing services and facilities.
3. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
4. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Cost Based Price Setting & Computer Model Policy Work Schedule																					
Operating Budget	\$1																				\$1

Goal:	Financial Policy Development Goal
Action Program:	Improved Financial Reporting Policy
Manager:	Port Manager
Associates:	Port Commission

Beginning in FYE 05, prepare and implement a written reporting policy that requires the analysis of the Port’s financial performance using easily recognized standards and ratios including presentation of the results on a regularly scheduled basis—at minimum quarterly.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Financial Analysis	X

Action Steps:

1. Prepare and implement a written reporting policy that requires the analysis of the Port’s financial performance on a regularly scheduled basis—at minimum quarterly.
2. Adopt easily recognized values ratios for reporting on a month to month and quarter to quarter basis including: Net Operating Income, Net Asset Ratio, Revenue and Expense Ratio, Return on Investment, and for specific business areas—Net Present Value, and Internal Rate of Return.
3. Present written and graphic analyses of the Port’s financial performance on a regular basis—at least quarterly.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. Improved Financial Reporting Policy																					
Work Schedule																					
Operating Budget	\$1																				\$1

Goal:	Financial Policy Development Goal
Action Program:	Financial Risk Management Policy
Manager:	Port Manager
Associates:	Port Commission

Prepare and implement a written risk reduction policy that requires the presentation of a written financial analysis of proposed business ventures, preparation, and screening of narrative business-case analyses, and cost-based pricing for providing services and leased facilities.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Risk Management	X

Action Steps:

1. Prepare and implement a written risk reduction policy that requires the presentation of a written financial analysis of all proposed business ventures and purchases exceeding \$5,000.
2. Prepare and implement a written risk reduction policy that requires preparation and screening of narrative business-case analyses for all proposed business ventures.
3. Prepare and implement a written risk reduction policy that requires cost-based pricing for providing all Port services and lease facilities, including preparation of a written analysis.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Financial Risk Management Policy																					
Work Schedule																					
Operating Budget	\$1																				\$1

Goal:	Financial Policy Development Goal
Action Program:	Asset Sales & Long-Term Leasing Policy
Manager:	Port Manager
Associates:	Port Commission

Prepare and implement a written asset sales and leasing policy that increases Port equity and adds long-term revenue sources.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Prepare and implement a written policy that increases Port equity—not decreases it through asset sales.
2. Prepare and implement a written policy that requires long-term leasing in lieu of selling Port assets—creating long-term revenue sources.
3. Prepare and implement a written policy that requires any water-dependent assets to be sold as a last resort only—and then only after any upland assets are first liquidated.
4. Raise awareness with federal, state, county, and regional economic development agencies that the Port prefers long-term leasing rather than sale of its assets.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4. Asset Sales & Long Term Leasing Policy																					
Work Schedule																					
Operating Budget	\$1																				\$1

Goal:	Financial Policy Development Goal
Action Program:	Computer Equipment & Software Upgrades
Manager:	Port Manager
Associates:	Port Commission, OECDD

Increase Port staff and Port Commission effectiveness by requiring staff training in computer software skills and acquiring new or updated computer equipment and software each 36 months.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Computer /Communication Technician	X

Action Steps:

1. Require regularly scheduled cross training of Port staff in all office functions, software, and computer skills.
2. Require regular upgrades to staff computer skills to achieve at least intermediate level for all MS Office Professional basic software programs, Word, Excel, PowerPoint, Access, and Publisher.
3. Upgrade computer hardware and software each 36 months to assure efficiency and compatibility with sister organizations.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Computer Equipment & Software Upgrades Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Organizational Development Goal
Action Program:	Staff & Commission Training Policy
Manager:	Port Manager
Associates:	Port Commission, SDAO, OECDD

Prepare and implement a policy to increase Port effectiveness with added training for Commissioners and Port staff.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	SDAO	TBD

Action Steps:

1. Ensure that ALL Port Commissioners receive the Special Districts Association of Oregon’s (SDAO) board member training in the first year of their service.
2. Require regularly scheduled cross training of Port staff in all office functions, software, and computer skills.
3. Determine which operational and maintenance skills and routines are critical to the ongoing operation of the Port.
4. Schedule and begin the cross-training of staff members in those skills.
5. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
6. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Staff & Commission Training Policy Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Organizational Development Goal
Action Program:	Add Staff Resource, Intern & Extern Policy
Manager:	Port Manager
Associates:	Port Commission, UofO, OU, OECDD, Grant Agencies

Increase Port organizational resources with graduate interns or externs, regional volunteer assistants, electronic interchange with sister ports and implementation of time management skills.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Add one stipend-only graduate intern or extern from regional higher education (University of Oregon, Oregon State University) or business (Georgia Pacific) to Port staff on an ongoing basis.
2. Create an Internet exchange of labor resources—e.g. equitably exchanging computer-based clerical and spreadsheet tasks on an ongoing basis.
3. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
4. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2. Add Staff Resource, Intern & Extern Policy Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Organizational Development Goal
Action Program:	Business Case Preparation & Use Policy
Manager:	Port Manager
Associates:	Port Commission

Increase Port staff and Port Commission effectiveness by requiring staff training to prepare and present business-case reports, financial analysis of business opportunities, and analysis of the Port's finances including preparing and presenting reports on a scheduled basis.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Financial Analysis	X

Action Steps:

1. Implement staff *training* in the preparation of business-case reports, financial analysis of business opportunities, and preparing and presenting analysis of the Port's financial information.
2. Prepare and adopt a Port policy requiring *presentation* of written business case and financial analysis of business opportunities for Commission consideration.
3. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
4. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3. Business Case Preparation & Use Policy																					
Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5

Goal:	Organizational Development Goal
Action Program:	Strategic Plan Management & Use Policy
Manager:	Port Manager
Associates:	Port Commission

Prepare and implement a policy for strategic plan-based management, reporting progress on the strategic plan, and updating the strategic plan on a regularly scheduled basis.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Implement strategic plan-based management to establish management staff priorities and Commission expectations.
2. Implement strategic plan-based report to progress achieved toward the strategic plan, covering all Action Programs at least once within each quarter.
3. Update the strategic plan document once annually to suit changes in the marketplace and business environment.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Strategic Plan Management & Use Policy																					
Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$3

Goal:	Organizational Development Goal
Action Program:	Facility Master Plan Development & Use Policy
Manager:	Port Manager
Associates:	Port Commission

Prepare and implement a Port Facility Master Plan than will be used as an awareness-raising tool in a campaign that connects the activities of the Port to district stakeholders’ activities.

Port Commission	Set Policy	X
Port Manager	Overall Management & Execution	X
Port Counsel	As Needed	X
Office Assistant	Program Support	X
Consultant Services	Specialty Support	TBD

Action Steps:

1. Prepare a basic Port Facility Master Plan in drawing and narrative form for use in communicating the Port’s impact on the district.
2. The Facility Master Plan should depict the long-term development prospects for Port-owned facilities and their connection to the community and other government agency efforts—most notably Curry County, and the City of Port Orford.
3. In addition to the Port’s website, prepare and implement a news release, newsletter, and advertorial awareness raising campaign for Port activities.
4. Provide Commission with quarterly reports in written and oral form covering Action Program efforts.
5. Adjust and modify the plan according to marketplace needs.

FYE Quarter >	05				06				07				08				09				Total Budget
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5. Facility Master Plan Development & Use Policy Work Schedule																					
Operating Budget	\$1				\$1				\$1				\$1				\$1				\$5