



PORT OF PORT ANGELES

STRATEGIC PLAN

2015-2020

Updated December 2017

OUR VISION:
A Prosperous Clallam County.



Board of Commissioners:

Colleen McAleer, District 1
Steven Burke, District 2
Connie Beauvais, District 3

Karen Goschen, Executive Director

OUR MISSION:

We bring people, resources and industry together to foster economic prosperity and living wage jobs.

OUR VALUES:

- **LEADERSHIP**

Bringing together private and public entities in the community to lead economic development.

- **STEWARDSHIP**

Responsibly managing resources for long term sustainability and to quickly respond to new opportunities.

- **INTEGRITY**

Doing the right thing in a responsive manner.

- **EXCELLENCE**

Striving for continuous improvement.

- **ACCOUNTABILITY**

Accepting responsibility and embracing professional and ethical standards.

- **TRANSPARENCY**

Openly sharing information with the public by explaining actions, decisions and resulting consequences.



Port Management Team



OUR TARGETS: FIVE IN FIVE YEARS



Use Port resources to assist industry efforts to create 1250 new jobs by 2020.



Increase revenue diversification by increasing non-timber dependent revenue at the Marine Terminals by 30% by 2020.



Re-establish daily commercial air service at Fairchild International Airport.



Strive to achieve a reliable and sustainable timber harvest by 2020.



Complete the Port's upland clean-up and develop the Marine Trades Industrial Park by 2020.

OUR GOALS:

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AGGRESSIVELY MARKET THE PORT AND INVEST IN STRATEGIC INFRASTRUCTURE TO FOSTER LIVING WAGE JOBS.

- Initiative 1:** Expand maritime commerce through the development of the Marine Trades Industrial Park and additional acres of industrially zoned waterfront properties.
- Initiative 2:** Promote innovative value-added wood products manufacturing while working to achieve a reliable and sustainable timber harvest.
- Initiative 3:** Market and leverage the Composite Recycling Technology Center (CRT) to bring composite companies, research and investment dollars to Clallam County.
- Initiative 4:** Acquire strategically located industrial property for future development.
- Initiative 5:** Establish and maintain sustainable air service at Fairchild International Airport. Secure TSA service if available.
- Initiative 6:** Develop 25 acres of industrial airport property.

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ASSURE SOUND FINANCIAL AND ECONOMIC RETURN ON PORT ASSETS.

- Initiative 1:** Annually generate a positive cash flow.
- Initiative 2:** Actively market available Port properties and maintain minimum 90% occupancy in Port-owned buildings.
- Initiative 3:** Preserve and create asset value through strategic investments.
- Initiative 4:** Leverage Port resources to attract public and private capital.

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IMPROVE ENVIRONMENTAL PERFORMANCE.

- Initiative 1:** Complete clean-up of the Port's upland contaminated sites.
- Initiative 2:** Demonstrate leadership in the western Port Angeles harbor clean-up.
- Initiative 3:** Ensure Port properties are in compliance with Department of Ecology stormwater permits.
- Initiative 4:** Develop an environmental management system (EMS) to prioritize investments and achieve responsible oversight of Port properties.

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ENHANCE STAKEHOLDER ENGAGEMENT AND OUTREACH EFFORTS.

- Initiative 1:** Provide excellent customer service.
- Initiative 2:** Foster partnerships with other public agencies in furtherance of economic development.
- Initiative 3:** Engage citizens in Port activities.
- Initiative 4:** Advocate to advance the development and retention of a diversified and skilled workforce within the County.

