



# 2023-2028 STRATEGIC PLAN



*Board of Commissioners:*  
Colleen McAleer, District 1  
Steven Burke, District 2  
Connie Beauvais, District 3  
Geoff James, Executive Director

## OUR MISSION:

*Bring people, resources and industry together to foster economic prosperity and living wage jobs.*

## OUR VALUES:

- **LEADERSHIP**

*Bringing together private and public entities to promote economic development.*

- **STEWARDSHIP**

*Managing resources for long-term sustainability and proactively pursue new opportunities.*

- **INTEGRITY**

*Doing the right thing in a responsible manner.*

- **EXCELLENCE**

*Seeking out opportunities for continuous improvement.*

- **ACCOUNTABILITY**

*Accepting responsibility and embracing professional and ethical standards.*

- **TRANSPARENCY**

*Openly share with the public by explaining actions, decisions and resulting consequences.*



# OUR GOALS:

## 1 AGGRESSIVELY MARKET THE PORT AND MAKE STRATEGIC INVESTMENTS TO FOSTER LIVING WAGE JOBS.

- Strategy 1: Expand maritime commerce opportunities through the development of the Marine Trades Center and additional industrially zoned waterfront properties.
- Strategy 2: Promote innovative value-added wood products manufacturing while working to achieve a reliable and sustainable timber harvest.
- Strategy 3: Market and leverage companies to develop industrial clusters at the Port's Industrial Park.
- Strategy 4: Establish and maintain sustainable air service at Fairchild International Airport (FIA).
- Strategy 5: Develop/lease vacant industrial Port properties with focus on the industrial park at FIA.

## 2 ASSURE SOUND FINANCIAL AND ECONOMIC RETURN ON PORT ASSETS.

- Strategy 1: Annually generate a positive cash flow in all business lines, mirroring market rates.
- Strategy 2: Actively market available Port properties, and to achieve and maintain minimum 90% occupancy in Port-owned buildings.
- Strategy 3: Preserve and create asset through strategic investments.
- Strategy 4: Develop strategies to reduce operating and capital expenses.
- Strategy 5: Leverage Port resources to attract public and private investment.
- Strategy 6: Acquire strategically located industrial property for future development.

## 3 IMPROVE ENVIRONMENTAL STEWARDSHIP.

- Strategy 1: Continue clean-up of the Port's upland contaminated sites.
- Strategy 2: Demonstrate leadership in the western Port Angeles harbor clean-up.
- Strategy 3: Ensure Port properties are maintained and/or improved to ensure compliance with Department of Ecology stormwater permits.
- Strategy 4: Employ best practices and industry standards to ensure compliance of local, state and federal environmental rules and regulations.

## 4 ENHANCE STAKEHOLDER ENGAGEMENT AND OUTREACH EFFORTS.

- Strategy 1: Provide excellent customer service through transparency and fairness across all business lines.
- Strategy 2: Develop partnerships with other public agencies in furtherance of economic development and growth.
- Strategy 3: Educate and collaborate with Clallam County citizens on Port activities and future efforts.
- Strategy 4: Advocate to advance the development and retention of a diversified and skilled workforce in sectors earning family wage level jobs.