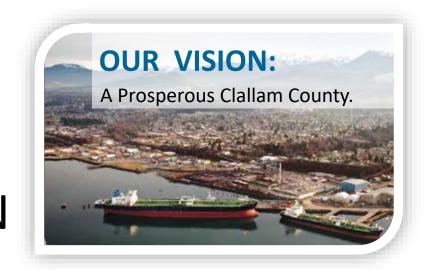


2023-2028 STRATEGIC PLAN





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.
- 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.