

APPLICATION FOR APPOINTMENT TO PORT COMMISSION

We consider applications for all positions without regard to race, color, religion, creed, sex, national origin, disability, sexual orientation, or any other legally protected status.

All applicants must completely fill out the application in order to be considered for this appointment.

Initial Applications for Nominee selection to be listed on the Notice of Vacancy are due by 5 p.m. on Wednesday, May 20, 2026, to the Clerk to the Board, Jenna Riley, via email at jennar@portofpa.com.

(PLEASE PRINT)

Last Name: ABSHIRE First Name: MARC Middle Name: _____
 Address: 121 E Railroad Avenue
 City: Port Angeles State: WA Zip: 98362 Home Phone Number: (360) 452-2364
 Cell Phone Number: (optional) (360) 775-5661
 Email Address: (optional) director@portangeles.org

- Are you a registered voter in Clallam County and do you live within the boundaries of Clallam County District 2?
 Yes No
- Have you been convicted of a crime by a court of law of a crime involving behavior that would adversely affect job performance, within the last ten years? Yes No

WORK HISTORY

Start with your present or last job. Include any job-related military service assignments and volunteer activities. You may exclude organizations which indicate race, color, religion, gender, national origin, disabilities or other protected status.

Dates of Employment (Month/Year) From: <u>2016</u> To: <u>Present</u> <small>Port Angeles Chamber of Commerce</small>	Title of Position: Executive Director
Brief Description of Work Performed: Selected by the Port Angeles Chamber Board of Directors to provide a new, inspired, and strategic focus to a business community that was in need of solid leadership, marketing experience, networking skills, and more effective and profitable business development and support programs. Implemented programs and practices increased revenues from \$263,000 in 2016 to more than \$1M in 2025.	

Dates of Employment (Month/Year) From: 2014 To: 2016 Poulsbo Chamber of Commerce	Title of Position: Executive Director
Description of Work Performed: Achieved unprecedented member retention numbers, business development programs, and net profit results. Built and sustained relationships with community, government, and higher education organizations, and forged new connections with strategic partners to ensure that the Chamber will remain a strong, relevant non-profit business and economic influence in the region.	

Dates of Employment (Month/Year) From: 2013 To: 2014 Corporation for Public Broadcasting	Title of Position: Vice President of Communications
Description of Work Performed: Developed and implemented strategic communications and public awareness strategies for CPB. Created marketing communications plans, website and Intranet content, and social media channels to effectively communicate CPB's mission, priorities, and values. Wrote speeches, press releases, & reports to the CPB Board of Directors and the U.S. Congress on behalf of the CPB President/CEO	

CHARITIES, SOCIAL AND CIVIC ACTIVITIES AND MEMBERSHIPS

Please list major activities you have participated in during the last five years.

Organization/Location: Clallam County Economic Development Council	Group's Purpose/Objective: Economic, job, & community wellbeing & growth	Number of members: not a "membership" organization ~100s
Brief description of your participation: I and currently a member of the EDC Board of Directors, have been for several years, and have served on several of their committees.		

Organization/Location: Port Angeles Waterfront District	Group's Purpose/Objective: Implement "ELEVATE PA" & improve downtown	Number of members: ~250
Brief description of your participation: I have been a member of the Waterfront District Board of Directors since the organization was founded in 2024.		

Organization/Location: Port Angeles Business Association	Group's Purpose/Objective: Business & policy forums and advocacy	Number of members: ~100
Brief description of your participation: I was a member of the PABA Board of Directors for about 7 years, from 2017 through 2023.		

EDUCATION

Circle the highest grade completed: 8 9 10 11 12 Some College AA/AS Bachelors Masters PhD

Name of high school, college or vocational school & location	Academic Major, Skills or Trade	Number of Years Attended	Degree Earned
U.S. Air Force Academy	Managment	4	Bachelor of Science
University of Colorado - Boulder	English Lit. - Creative Writing	2	Master of Arts

SPECIAL ATTRIBUTES

Please let us know what special attributes you would bring to the position of District 2 Port Commissioner, and why you are interested in serving.

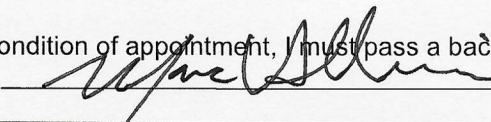
I have demonstrated that I value public service, am extremely collaborative, and care deeply about the future of the North Olympic Peninsula community and economy -- both of which are sustained and influence a great deal by the Port of Port Angeles.

APPLICANT SIGNATURE

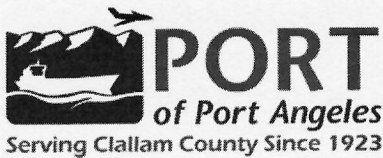
Here is I certify that all statements made in this application are true, complete, and correct to the best of my knowledge, and that any misrepresentation or omission shall be considered sufficient cause for employment disqualification or discharge.

I authorize my current or former employer(s) to provide to Port of Port Aneles representatives any information regarding my current or former employment. I understand that such information may or may not help my application for appointment to the Port Commission. My authorizations to current or former employers to release information are knowing, intelligent, and voluntary acts.

I understand that as a condition of appointment, I must pass a background check. See my signed Consent Form.

Signature of Applicant:  Date: May 20, 2026

Please submit a completed application form by Wednesday, May 20, 2026, at 5:00 p.m. to the Clerk to the Board, Jenna Riley, via email at jennar@portofpa.com.



Supplemental District 2 Commissioner Candidate Questionnaire

1. Why are you interested in serving as a Port Commissioner?

I have been a fan of the Port since even before I arrived here 10 years ago. But I've been increasingly impressed more recently as the Port has improved in just about every way. I would support policies and decisions that preserve that momentum and I think I can help the Port find sustainable ways to connect more meaningfully with the community, create jobs, grow infrastructure, & work toward a better economic future.

2. What strengths, skills or experience do you have, including public leadership, that would help the Commission?

I have extensive Board experience, public leadership, team leadership, public speaking, and an operational background, but I think my dedication to the future of this community, as well as my developed network of community connections, where I am

3. What is your view on building public trust?

Public trust takes time and persistence to build, but much less time and effort to lose. The public wants to be assured that its leadership is actually looking out for their best interests, and that means not only making responsible decisions, but also being willing to explain them. Strong communication, openness to feedback, and visible follow-through are important to maintaining public trust over time.

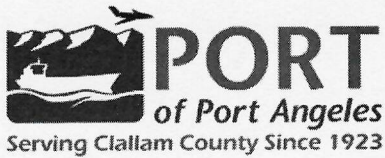
4. How do you deal with and resolve conflict and disagreements in a small group?

I usually start with recognizing or articulating the areas where we do agree, and let that be the foundation, the departure point, toward resolution. Too often we start the discussion by focusing on the disagreement areas, with less success. Being humble in our opinions and respectful of others' is key, as well as being willing to accept compromise.

5. What has been your involvement with the Port in the past?

I've worked with the Port in multiple and a wide variety of ways over the past 10 years, from helping to grow "Waterfront Days" into the "Maritime Festival," applying for and receiving Community Partner Program funds, using Port property to launch the 4th of July fireworks as well as stage the 4th of July Parade, supporting efforts to bring scheduled flight service to Fairchild Airport, and advocating for grants and investments in the Port. In addition, the Chamber Board of Directors maintains a seat that has

SPECIAL PUBLIC DISCLOSURE NOTICE TO CANDIDATE(S): Information contained in any communication to the Port of Port Angeles may be subject to the disclosure requirements of Washington's Public Records Act, Ch. 42.56 RCW.



6. What do you think is the role of a Port Commissioner?

I think my thoughts on this would likely change after having served for a while. But going into it, I think Port Commissioners play a vital role in shaping the long term and strategic direction of the Port, ensuring we adhere to the Mission and Vision (as well as help evolve those optimally), adopting budgets and approving large expenditures, and providing oversight and guidance of the Port leadership team (Executive Director).

7. What are the three highest priorities and/or issues you believe the Port needs to address and how would you propose to address them?

Not enough space here, but... 1) Economic diversity: continue to broaden our industrial/maritime capabilities beyond timber and more into trades; 2) Aging infrastructure and climate resilience: develop a 30-year capital plan with milestones that are communicated publicly and modernize our infrastructure to mitigate our climate vulnerabilities; 3) Build public trust: improve communications & seek public input with a

8. What are your thoughts about the current strategic plan?

It's extremely important to have a strategic plan, so it's good the Port has one, and is seeking public input to update it. The current plan is solid, but generally vague. I would suggest a few tweaks (like looking beyond 10 years for capital improvements) and consider driving the strategy down one more level to actual actions to be taken, with date goals. But the current plan is well built and I support its main goals--the key is

9. What factors would you consider when there is an opportunity to purchase or sell Port property?

Long term use and access are the top considerations, followed by the financial terms of the sale/purchase. It's also important to look for, find, & consider the unintended consequences of these "forever transactions" because what we prioritize today may not matter much later. For example, my office is currently in a building that once belonged to the Port, but it was sold to a private investor and that is less than optimal

10. What factors or methods would you consider in determining rates for the marinas, airport hangars, and leases?

With little experience in determining rates in these areas, I would rely a great deal on staff recommendations, benchmarking with other marinas and airports, and research to gauge competitiveness as well as fairness. Rates influence the market so greatly that how they affect the market must be the top consideration, because we can use rates to strategically drive the market in the direction the Port wants go.

Note: *If you are selected for an oral interview, you will be asked to prepare 3–5-minute remarks about the value you would bring to the Commission.*

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RÉSUMÉ

121 E Railroad Avenue
Port Angeles, WA 98382

MARC ABSHIRE

(360) 775-5661
director@portangeles.org

PROFESSIONAL EXPERIENCE:

- | | | |
|-------------|---|-------------------------|
| Current | Executive Director
Port Angeles Chamber of Commerce | Port Angeles, WA |
| | Selected by the Port Angeles Chamber Board of Directors to provide a new, inspired, and strategic focus to a business community in need of solid leadership, marketing experience, networking and collaboration skills, and more effective and profitable business development and support programs. | |
| 2014 – 2016 | Executive Director
Poulsbo Chamber of Commerce | Poulsbo, WA |
| | Achieved unprecedented member retention numbers, business development programs, and net profit results on behalf of Chamber membership and its Board of Directors. Built and sustained relationships with community, government, and higher education organizations, and forged new connections with strategic partners to ensure that the Chamber will remain a strong, relevant non-profit business and economic influence in the region. | |
| 2013 – 2014 | Vice President, Communications
Corporation for Public Broadcasting (CPB) | Washington, DC |
| | Developed and implemented strategic communications and public awareness strategies for CPB. Increased CPB's exposure in the media as a public media system leader, and as a major national funder of education programs and journalism initiatives. Created marketing communications plans, website and Intranet content, and social media channels to effectively communicate CPB's mission, priorities, and values. Wrote speeches, press releases, and reports to the CPB Board of Directors and the U.S. Congress on behalf of the CPB President and CEO, as well as other senior leaders at CPB. | |
| 2010 – 2013 | Corporate Communications Consultant
Eston Enterprises | Bethesda, MD |
| | Clients included Interpol, VeriTrust, U.S. Marshals Service, R&G Specialty Products, and ABET (engineering education accreditation). Served as ABET's acting Managing Director of Communications and Marketing, and built the non-profit | |

company's first-ever public relations and stakeholder outreach programs, as well as led ABET's successful website redesign and rebranding projects. Supported BroadSoft as Director of Public Relations and helped BroadSoft prepare to become a publicly held company. Examples of other projects include speech coaching the Director of Interpol and the Deputy Director of the U.S. Marshals Service, and managing public relations and fundraising campaigns for start-up companies VeriTrust, Do Good Often Enterprises, and R&G Specialty Products.

- 2006 – 2010 **Director, Corporate Communications** **Sterling, VA**
NeuStar
Responsible for NeuStar's image, visibility, and reputation among international, national, and trade media and targeted customers. Developed and implemented broad-based communications campaigns supporting the company's relationship with journalists and industry analysts, and was corporate spokesperson for NeuStar's international news bureau. Provided strategic communications solutions to the business units of NeuStar, as well as government relations, investor relations, human resources, and C-level executives. Directed internal communications programs for employees located worldwide; developed corporate marketing materials; and led website content management, corporate presentations and speeches, and tradeshow exhibitions.
- 2002 – 2006 **Director, Regional Communications** **Linthicum, MD**
Northrop Grumman Corporation
Led team of eight account managers to provide internal communications, public relations, advertising, marketing, and tradeshow exhibitions for the business divisions. Directed strategic communications campaigns targeting international regions, including Europe, Middle East and Africa, and Israel. Wrote and edited marketing materials, press releases, and other internal and external media. Assigned for 18 months as speechwriter for the Chairman and CEO, Dr. Ronald Sugar.
- 2000 - 2002 **Speechwriter** **Pentagon, VA**
Office of the Secretary of the Air Force
Led research staff and wrote speeches, remarks, congressional testimony, and articles for publication on behalf of the Secretary and Under Secretary of the Air Force for both the President Clinton and the President Bush administrations, including The Honorable James Roche, The Honorable F. Whitten Peters, The Honorable Carol DiBatiste, and The Honorable Peter Teets.
- 1997 - 2000 **Chief, Commander's Staff Group** **Naples, Italy**
NATO Headquarters AIRSOUTH
Supervised a multinational, administrative staff to provide public affairs, human resources planning, exercise operations, protocol,

conference planning and security for allied general officers from six NATO countries and for over 200 headquarters personnel.

- 1994 – 1997 **Operations Officer** **Vandenberg AFB, CA**
Western Range
Supervised over 400 military, civilian, and contractor personnel for range operations to support all space launch, aeronautical test, and space surveillance activities on the Western Range.
- 1991 - 1994 **Executive Officer to the Director of Plans** **Colorado Springs, CO**
HQ Air Force Space Command
Supervised an executive staff providing administration and quality management for the planning directorate. Developed long range plans for future space system operations. Created the first AF Space Strategy and first AF Space Command Roadmap.
- 1987 - 1991 **Assistant Professor of English** **Colorado Springs, CO**
U.S. Air Force Academy
Taught advanced and introductory literature, composition, and speech courses over 8 semesters. Course Director of Creative Writing, Contemporary Literature, and Freshman Composition courses. As Advisor-In-Charge of the English major, developed academic plans, goals, and counseling programs for cadets.

EDUCATION:

- Master of Arts University of Colorado-Boulder
English Literature - Creative Writing
1987
- Bachelor of Science U.S. Air Force Academy
Management
1982

OUTSIDE INTERESTS:

- Former youth sports coach – soccer, softball, and basketball
- Marine vessel and brightwork finisher
- Singer/songwriter
- Published poet and writer
- Home renovation and remodeling
- Fluent at the conversational level in the Italian language