PORT of Port Angeles
Serving Clallam County Since 1923

STRATEGIC PLAN 2026-2030

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MISSION, VISON, VALUES & OUR STRATEGIC PILLARS

MISSION

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

VISION

A Prosperous Clallam County

The Port of Port Angeles is responsible for promoting and enhancing the economic vitality of Clallam County through business development and job creation, and serves the community as both a public steward and an economically self-sustaining enterprise.

The Port is a municipal corporation that operates, manages, and makes capital investments in four lines of business: marine facilities, marinas, airports, and industrial properties. These businesses include five viable marine terminals, two airports, two marinas, three industrial business parks, and several other industrial and commercial properties. The Port also plays an important role in the redevelopment of industrial properties county-wide.

VALUES

The Port of Port Angeles has an unwavering focus on its mandate to improve and grow the economic well-being of Clallam County. This is the basis for all policy decisions made by the Port Commission, guided by specific values as defined in our Strategic Plan:

LEADERSHIP

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

STEWARDSHIP

We responsibly manage resources for long-term sustainability and to quickly respond to new opportunities.

INTEGRITY

We act as responsible stewards of public resources, delivering on our promises with transparency, accountability, and responsiveness.

EXCELLENCE

We strive for continuous improvement.

ACCOUNTABILITY

We are transparent about our performance and accountable for the decisions we make, in faithful stewardship of public trust.

TRANSPARENCY

We openly share information with the public by explaining actions, decisions, and resulting consequences.

Our STRATEGIC PILLARS (5 Total)

The Port of Port Angeles outlines five strategic pillars that guide its mission and values:

- **Thriving Industry & Job Growth** focuses on economic prosperity through workforce and community partnerships
- **Modern Infrastructure for a Competitive Future** emphasizes investment in resilient, forward-looking infrastructure supporting various sectors
- **Stewardship of Public Resources** highlights integrity, transparency, and environmental responsibility
- **Operational Excellence & Service** commits to accountability, efficiency, and continuous improvement in internal operations
- **Community Leadership & Collaboration** promotes vision-driven partnerships and public engagement to foster prosperity in Clallam County

1. Thriving Industry & Job Growth

"We catalyze economic prosperity by developing people and strengthening our community partnerships."

How does this speak to our values and goals:

- Directly reflects our mission of living-wage jobs and economic prosperity Captures
- business recruitment, retention, workforce alignment, and strategic partnerships Supports strategies like innovation in wood products, aviation sector development,
- and barging/short-sea shipping service.

2. Modern Infrastructure for a Competitive Future

"We invest in resilient, future-ready infrastructure to support business and community needs."

How does this speak to our values and goals:

- Elevates infrastructure beyond 'resiliency' into forward-looking competitiveness
- Neatly encompasses our airport, terminal, marine trades, and broadband strategies
- It supports our CIP priorities and grant strategies (e.g., PIDP, FAA AIP)

3. Stewardship of Public Resources

"We manage our public resources with integrity, transparency, and long-term responsibility."

How does this speak to our values and goals:

- It speaks to environmental responsibility, asset management, and financial stewardship
- Speaks directly to our values of Stewardship, Integrity, Transparency Encompasses
- initiatives like resilience, brownfield redevelopment, and cleanups

4. Operational Excellence & Service

"We deliver high-quality service through accountability, efficiency, and continuous improvement."

How does this speak to our values and goals:

- Covers safety, maintenance, and systems/processes
- It reflects our internal operations, workforce development, and excellence in delivery
- It speaks to our values of Accountability and Excellence

5. Community Leadership & Collaboration

"We lead with vision and collaboration to build a prosperous Clallam County."

How does this speak to our values and goals:

- This offers space for intergovernmental, tribal, regional, and community partnerships
- It houses public engagement, tribal coordination, and local capacity building
- It reinforces our Leadership and public-facing role

PORT of Port Angeles

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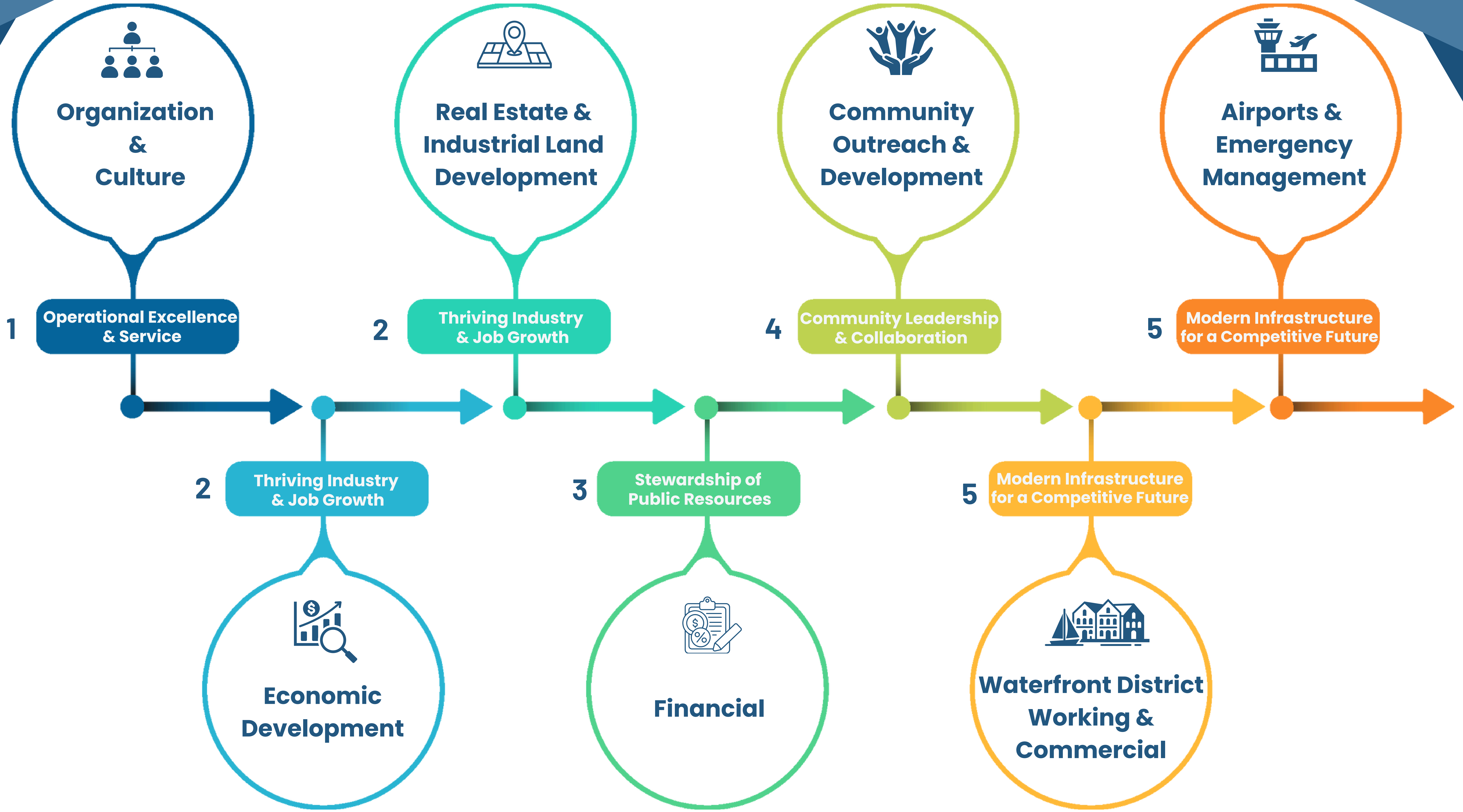
STRATEGIC METRICS
2026-2030

STRATEGIC PILLARS

1. Operational Excellence & Service
2. Thriving Industry & Job Growth
3. Stewardship of Public Resources
4. Community Leadership & Collaboration
5. Modern Infrastructure for a Competitive Future

STRATEGIC ALIGNMENT



ORGANIZATION AND CULTURE

1 Operational Excellence & Service

GOALS	STRATEGIES	PROPOSED METRIC
Increase the Port's organizational capacity and capabilities.	Maintain the Port's Team Retention Rate (TRR) at 90% or better.	TRR = (# retained ÷ avg headcount)×100; Owner HR; Quarterly; Baseline 2025 TBD; Targets 2026 ≥90%, 2030 ≥92% NB: Is this ambitious enough?
Promote a work environment and reputation that retains and attracts talent.	Enhance Team development, capabilities, and growth to meet current and future strategic goals. Offer professional development opportunities that support the career advancement of the Port Team.	Professional Development Coverage (%) = # employees with ≥1 PD ÷ total ×100; Owner HR; Quarterly; 2026 ≥85%, 2030 ≥95%
Develop a workplace environment where all team members are empowered to contribute their thoughts and ideas.	Foster a merit-based mindset in the Port's daily operations that is an example for others. Promote fairness and equity in all employment practices.	Merit Based Score (1–5) and Participation (%) from anonymous survey; Owner HR; Annual; 2026 ≥3.8 & ≥70% participation, 2030 ≥4.3 & ≥80% HR Equity Index (audit pass rate %, grievance resolution ≤30 days); Owner HR; Semiannual; 2026 ≥85%/≤30d, 2030 ≥95%/≤20d
Operate Port facilities safely, efficiently, cost-effectively, and in a sustainable and inclusive manner.	Actively engage with Ecology and local stakeholders to promote the cleanup of contaminated properties within the Port district, creating space for safe and productive future uses.	Cleanup Milestone Attainment (%) = milestones achieved on/before dates ÷ planned; Owner Eng/Legal; Quarterly; 2026 ≥80%, 2030 ≥95%

2 Thriving Industry & Job Growth

ECONOMIC DEVELOPMENT

GOALS	STRATEGIES	PROPOSED METRIC
Develop and support Economic Development throughout Clallam County.	Proactively support regional economic development initiatives to expand the local employment base. Create conditions to attract new business and industry to the District.	Regional Initiative Contributions (# & outcomes): # initiatives with Port contributions; # achieving outcomes (MOUs/grants/program starts); Owner Econ Dev; Semiannual; 2026 ≥4/≥3, 2030 ≥12/≥9 Qualified Prospect Pipeline (# Stage 3–5) & Conversion Rate (%); Owner RE/Econ Dev; Quarterly; 2026 ≥12 & ≥25%, 2030 ≥40 & ≥35%
Promote innovative, value-added wood product manufacturing.	Continue ongoing communication with legislators. Engage with WA DNR to achieve a reliable and sustainable timber harvest.	Legislative Touchpoints (#/qtr) = briefings/tours/letters; Owner Govt Affair/Exec Dir; Quarterly; 2026 ≥8/qtr, 2030 ≥12/qtr NB: Review with KF Timber Harvest Reliability Index (1–5) using volume vs plan, variance, predictability; Owner Exec Dir/Econ Dev; Annual; 2026 ≥3.5, 2030 ≥4.0
Coordinate efforts with key legislators to improve local economic opportunities by supporting the retention, expansion, and recruitment of preferred employers to the District.	Focus business recruitment efforts on Port-owned properties, while keeping in mind potential opportunities for referrals to regional partners.	Port Property Utilization (%) with active campaigns + Partner Referrals (# & outcomes); Owner RE/Econ Dev; Quarterly; 2026 ≥75% & ≥10 referrals, 2030 ≥90% & ≥40
Preserve and expand the Port District's Working Waterfront.	Understand and strengthen the Port's impact on the District.	Working Waterfront Throughput Growth (%) by terminal/log yard; Owner Ops/Marine; Quarterly; 2026 ≥+3%, 2030 ≥+15% cum NB: Check with SH

REAL ESTATE & INDUSTRIAL LAND DEVELOPMENT

2 Thriving Industry & Job Growth

GOALS	STRATEGIES	PROPOSED METRIC
Promote sustainable community prosperity by ensuring an ample supply of land, infrastructure, and facilities to meet.	Continuously evaluate markets and align Port assets and marketing strategies to address market demand.	Market Alignment Actions (#) (pricing/listings/campaigns launched); Owner RE/Comms/Econ Dev; Quarterly; 2026 ≥10, 2030 ≥40 cumulative
Expand the port's land and building assets with an emphasis on positive economic impacts through continuous outreach and partnerships.	Continue to acquire strategically located properties that align with the Port's goals and investment rationale.	Strategic Acquisition Pipeline (#) & Closes (#); Owner RE/Finance; Quarterly; 2026 ≥2 closes, 2030 ≥6 NB: Is this enough?
Operate industrial properties in an economically sustainable manner.	Develop and maintain industrial park design guidelines and standards that can be used internally, and in support of other municipal efforts in the Port District. NB: To be developed Improve property variety and availability in the Industrial Parks to support new businesses and facilitate the expansion of current tenants.	Guideline Adoption & Compliance (%) (application & inspection pass); Owner Eng/Econ Dev/RE; Semiannual; 2026 ≥80%, 2030 ≥95% Variety & Availability Index (1–5) + Market-ready %; Owner Econ Dev/RE; Quarterly; 2026 ≥3.5 & ≥65%, 2030 ≥4.2 & ≥85%

3 Stewardship of Public Resources

FINANCIAL

GOALS	STRATEGIES	PROPOSED METRIC
Ensure that Port projects, operations, and assets receive sufficient funding, are well-planned, and are properly maintained.	Develop and identify funding for a 10-year Capital Improvement Plan. Provide appropriate support to accommodate and achieve multi-year Capital Improvement Projects.	10-Year CIP Funding Coverage (%) = identified sources ÷ total CIP; Owner Finance/Eng/Grants; Semiannual; 2026 ≥60%, 2030 ≥85% Multi-Year CIP Support Index (green/yellow/red across staffing, procurement, permitting, controls); Owner PMO/Eng/Finance; Quarterly; 2026 ≥80% green factors, 2030 ≥90%
Target annual revenue increase of 5% across all business units.	Develop and maintain a diversified revenue stream through operating revenues, property taxes, grants, and debt financing tools. Prioritize new investments for inclusion in the Capital Improvement Plan. Continue development of the Port's Self-Performance capabilities.	Revenue Mix Diversification Index (Herfindahl-type) + % by source; Owner Finance; Quarterly; 2026 improved vs 2025, 2030 sustained Investment Prioritization Compliance (%) = items scored via rubric before gate; Owner PMO/Eng; Quarterly; 2026 ≥95%, 2030 ≥98% Self-Performance Share (%) of eligible scope; Owner Eng/Ops; Quarterly; 2026 ≥25%, 2030 ≥40%

COMMUNITY OUTREACH & PARTNERSHIPS

4 Community Leadership & Collaboration

GOALS	STRATEGIES	PROPOSED METRIC
Increase community understanding, sense of ownership, and support for the Port of Port Angeles, its facilities, and its initiatives.	Provide ongoing communication and engagement with our constituents through diverse media and platforms.	Engagement Touchpoints (#/qtr); Owner TBD/Marketing?; Quarterly; 2026 ≥12/qtr, 2030 ≥16/qtr
	Educate our constituents and stakeholders on Port business, economic development, environmental stewardship, and initiatives.	Education Sessions & Reach (# & audience); Owner Govt Affairs/ED/Env/Econ Dev; Quarterly; 2026 ≥8 & ≥800, 2030 ≥30 & ≥3,000
	Foster partnerships with other municipalities, Tribes, community organizations, and State/Federal agencies to pursue Port initiatives with regional impact.	Active Partnership MOUs (#) with milestones met; Owner Exec Dir/Govt Affairs/Econ Dev/Etc.; Semiannual; 2026 ≥6, 2030 ≥20
	Engage with customers and constituents regarding specific business lines through developing and promoting advisory committees.	Advisory Committee Cadence Compliance (%) (meetings held on time; minutes posted); Owner Biz Line Leads/Govt Affairs?; Quarterly; 2026 ≥90%, 2030 ≥95%

WATERFRONT DISTRICT - WORKING & COMMERCIAL

GOALS	STRATEGIES	PROPOSED METRIC
Lead a collaborative effort to develop a more vibrant, economically viable, and publicly accessible Port Angeles Waterfront while preserving the Working Waterfront.	Collaborate with the Port Angeles Waterfront District and waterfront stakeholders to improve the walkability and public access of the 'promenade' and the Central Business District.	Access Enhancements Delivered (#); Owner Eng/Waterfront; Semiannual; 2026 ≥3, 2030 ≥10 cumulative NB: Check with CM/PAWD
	Add tenants to the Marine Trade Center, and collaborate internally and externally on the "Marine Drive Working Waterfront" corridor.	Marine Trade Center Occupancy (%) & New Tenants (#); Owner RE/Econ Dev; Quarterly; 2026 ≥90% & ≥3, 2030 ≥95% & ≥12 cumulative NB: Is this achievable?
	Develop a plan for the Phase 1 and 2 West and East PABH parking areas to enhance public access to the recreational and commercial waterfront, dovetailed with the WPABH update project. NB: Should we add JWM to this?	PABH Parking Plan Milestones (%) (concept → permits → bid → construction → in service); Owner Eng/Marinas; Quarterly; 2026 ≥60%, 2030 ≥100%

5 Modern Infrastructure for a Competitive Future

AIRPORTS & EMERGENCY MANAGEMENT

GOALS	STRATEGIES	PROPOSED METRIC
Operate and develop Fairchild International Airport (FIA) in a safe and economically sustainable manner.	Develop the new hangar sites at FIA using self-performance for site improvements and FAA funding for construction. NB: Is one hangar enough of a measure? Expand economic opportunities at FIA by improving infrastructure, seeking FAA approvals, and collaborating with our Airport tenants. Continue pursuit of FAA funding for Taxiway 'A' rehabilitation.	Hangar Program Progress (%) (site improvements & construction stages); Owner Aviation/Eng; Quarterly; 2026: site ≥60% & award, 2030: in service FIA Tenant Growth (#) & Airfield Reliability (% availability); Owner Aviation/Ops; Quarterly; 2026 ≥2 expansions & ≥98%, 2030 ≥8 & ≥98.5% Taxiway A Funding & Delivery (milestone tracker: award/NEPA/permits/bid/construction/in-service); Owner Aviation/Eng/Grants; Quarterly; 2026 award/NEPA on plan, 2030 in service
Develop a plan for the future of Sekiu Airport.	Develop a mid- to longer-term plan for Sekiu Airport with a focus on Community Support and Resilience.	Sekiu Plan Completion (%) & Stakeholder Endorsements (#); Owner Aviation/Comms/Econ Dev; Semiannual; 2026 ≥60% & ≥3 endorsements, 2030 adopted & ≥6
Develop the Port's Emergency Management and Response capabilities.	Continue to collaboarate with the USCG, Clallam County Emergency Management, and other agencies to develop a comprehensive and supportive plan for the Port.	EM Readiness Exercises (#) & Corrective Close-out (% ≤90 days); Owner Ops/Em Mgt; Semiannual; 2026 ≥2 & ≥85%, 2030 ≥4 & ≥95%