

PORT OF ANACORTES MISSION STATEMENT

IN PARTNERSHIP WITH PUBLIC AGENCIES AND PRIVATE BUSINESS, DEVELOP AND MANAGE FACILITIES AND SERVICES WHICH STIMULATE PRIVATE JOB CREATION AND COMMERCE, WHILE PROTECTING THE QUALITY OF LIFE, NEEDS AND DESIRES OF AREA RESIDENTS.

The following tenets are basic to accomplishing this mission:

1. Be a responsible steward of the public resources, and operate in a manner which maintains a high level of public understanding and confidence in the Port's activities.
2. Operate as a primarily self-supporting public enterprise which will maintain the financial strength necessary to fulfill our mission on a continuing basis.
3. Operate in a manner that avoids displacement of private business activity.
4. Establish and maintain sound and ethical management practices in all relations with the Port's customers, employees and the community at large.
5. Give priority to the fostering of economic developments which, directly or indirectly, lead to the creation and maintenance of family wage jobs.
6. Concentrate on developments for which the Port is uniquely qualified, primarily marine related activities, transportation and environmental cleanups.
7. Economically or socially justify all new capital projects.
8. Provide services and facilities that do not require continuing subsidy.
9. Quality of life means an appropriate balance among economic, social, and environmental elements.

PORT OF ANACORTES BUSINESS AND PLANNING PRINCIPLES

1. Port policy development, inter-agency collaboration, decision making and operational practices shall be guided by a commitment to preserving and enhancing the district's quality of life.
2. Establish and maintain balance among the Port's economic development and revenue generation, and the Port's environmental leadership activities.
3. Maintain a safe work place, and fair, equitable and competitive human resource policies and compensation levels for all Port employees.
4. The taxing power of the Port shall, in general, be used to retain jobs and to stimulate the creation of new jobs.
5. Port operations shall be discontinued if they are no longer socially or economically justified.
6. Enhance market position by providing competitive facilities and quality services.
7. Acquire and dispose of property and facilities supporting the strategic direction of the Port.
8. Endeavor to lease, rather than sell, Port properties for development.
9. Manage existing site and facility assets through proper maintenance practices.
10. Establish specific manager accountability for every program and project.
11. Port District citizens shall be recognized as preferred customers when possible.
12. All major capital projects that result in financial exposure of greater than 5% of net capital assets shall be put before the public.
13. Port Commissioner terms should be four years.

PORT OF ANACORTES

CRITICAL SUCCESS FACTORS, GOALS, and STRATEGIES

PORT-WIDE CRITICAL SUCCESS FACTORS

- Establishment of general community support of Port goals and strategies
- Maintenance of an adequate flow of capital development funding

PORT-WIDE GOALS AND STRATEGIES

Goal #1 Establish on-going programs to foster responsible and effective leadership.

 Strategy #1 Prepare and execute continuing education programs for new and current Commissioners.

 Strategy #2 Commissioners should set goals for themselves annually and assess their performance.

 Strategy #3 Annually review performance of the Port's goals and strategies.

Goal #2 Endeavor to develop and employ the Port's employees to their highest and best use.

 Strategy #1 Provide a safe and healthy working environment for Port employees.

 Strategy #2 Maintain an adequate employee benefit program.

 Strategy #3 Promote personnel development through continuing education and training.

Goal #3 Stimulate a pro-business climate within the district.

 Strategy #1 Participate in collaborative efforts to address legislative, regulatory and public policy issues affecting economic development.

 Strategy #2 Encourage local initiatives between the City of Anacortes, Chamber of Commerce, Economic Development

Association of Skagit County, Skagit Council of Governments, the Port of Skagit County, and other organizations to improve the competitiveness of existing and new businesses.

Strategy #3 Work with the City of Anacortes to minimize unnecessary impediments to economic development and business formation.

Goal #4 Develop and maintain active communications with the community, Port customers and tenants, and principal governmental agencies.

Strategy #1 Establish, promote and maintain collaborative relationships with the community and organizations which impact Port plans, facilities and operations.

Strategy #2 Educate the community at large about the role of the Port and the impact of Port related activities and developments.

Strategy #3 Establish and maintain a port-wide communications program.

Goal #5 Endeavor to develop and employ the Port's properties and facilities to their highest and best use.

Strategy #1 Develop a leased property price which recognizes current market value and competitive conditions as well as job creation, opportunities and other impacts.

Strategy #2 Acquire property and facilities which support the Port's business activities and programs.

Goal #6 Protect and enhance the existing natural environment through implementation of a pro-active environmental program of prevention, remediation, and education.

Strategy #1 Develop and implement preventative measures to lessen the possibility of environmental damage or degradation.

Strategy #2 Identify and rehabilitate environmental damages or degradation on Port properties.

Strategy #3 Orient and educate staff, tenants and the general public regarding environmental requirements and issues.

MARINE TERMINAL

Purpose

The purpose of the Marine Terminal is to develop primarily water dependent business activities and the orderly and efficient movement of cargo and passengers to and from the water.

Critical Success Factors

- Preservation of profits from the handling of existing petroleum coke and other business
- Preservation of deep water access
- Preservation of adequate and appropriate surface transportation

Goals and Strategies

Goal #1 Determine and attain the best use of Marine Terminal facilities, properties, and income.

Strategy #1 Develop and maintain a comprehensive land use plan and capital development program.

Strategy #2 Critically evaluate capital investments meant to induce potential cargoes.

Goal #2 Maintain a high level of profitable Marine Terminal activities.

Strategy #1 Develop innovative and high quality customer oriented services.

Strategy #2 Establish effective operations and uses of Port equipment and land.

AIRPORT

Purpose

The purpose of the Airport is to provide safe and efficient community oriented aviation facilities.

Critical Success Factors

- Aircraft and community safety
- FAA participation and support
- Positive community relations

Goals and Strategies

Goal #1 Maintain the safety and quality of Airport facilities and operations.

 Strategy #1 Maintain compliance with Federal Aviation Regulations.

 Strategy #2 Develop and maintain a master plan and capital development program.

Goal #2 Establish and maintain positive community relations.

 Strategy #1 Establish and maintain open communication with users and the community.

Goal #3 Maintain the Airport's community business potential.

 Strategy #1 Retain existing aviation business tenants and assist in their growth.

 Strategy #2 Attract new aviation related business.

Goal #4 Establish and meet financial performance targets to minimize losses.

Strategy #1 As part of the annual Port's budgeting process, establish an annual budget for the Airport and control costs to meet this budget.

Goal #5 Recognize the airport as a community oriented facility.

Strategy #1 Maintain Anacortes at its present capability and configuration.

Strategy #2 Cooperate with Port of Skagit County and other entities in development of a regional facility.

MARINA

Purpose

The purpose of the Cap Sante Marina is to stimulate private job creation and commerce through an economically vibrant waterfront destination for recreational and commercial boaters, businesses, and tourism, with community services and facilities that connect Anacortes to its waterfront, while contributing to the Port's overall profitability.

Critical Success Factors

- Harbor and entrance dredging
- Breakwater maintenance
- Quality docks and upland facilities

Goals and Strategies

Goal #1 Manage land and facilities to stimulate economic development and job creation.

Strategy #1 Develop and maintain a comprehensive land use plan and capital development program.

Strategy #2 Attract businesses around the marina that serve boaters and the general public.

Strategy #3 Maintain high quality standards for properties and facilities that appeal to a broad constituency.

Strategy #4 Develop and maintain a pro-active maintenance and repair program.

Goal #2 Serve local, visiting, commercial and recreational boaters in a wide range of vessel sizes and economic sectors of the market.

Strategy #1 Develop and continually fine tune a marketing plan designed to attract visitors, enhance revenues and lengthen the boating season.

Strategy #2 Measure and report the degree of success, including customer satisfaction.

Strategy #3 Establish fair and equitable moorage rates, policies and prices for marina goods and services which consider costs and competitive conditions.

Strategy #4 Maintain a Marina Advisory Committee

Goal #3 Draw people to Anacortes and the Port district.

Strategy #1 Maintain an open marina and waterfront that is inviting to the general public.

Strategy #2 Develop partnerships and attractions that draw residents and visitors.

Strategy #3 Work to lengthen the visitor season.

Strategy #4 Partner with governments and non-government organizations to develop, enhance and maintain waterways, roadways, and pedestrian access to and from the marina.

FINANCE AND ADMINISTRATION

Purpose

The purpose of Finance and Administration is to provide management services to the Port's operations. In addition, the Department assists the Executive Director and the Commissioners in developing policy and managing the financial affairs of the Port.

Critical Success Factors

- Effective financial management systems, procedures and practices
- Efficient and appropriately trained staff

Goals and Strategies

Goal #1 Assist the Executive Director in establishing policies and procedures for the implementation and maintenance of the Strategic Plan.

Strategy #1 Coordinate the development and maintenance of pricing policies and models and submit these policies for approval by the Executive Director and Commissioners.

Strategy #2 Develop and maintain an ongoing Financial Strategic Planning Process for the Port.

Goal #2 Enhance the awareness and understanding of Port financial conditions by staff, commission and District residents.

Strategy #1 Enhance Port decision making and community awareness through improved financial reporting.

Strategy #2 Enhance the Port's budget development process.

Goal #3 Provide the Port cost effective administrative services.

Strategy #1 Enhance the effectiveness and efficiency of administrative service activities.