



PORT OF MOSES LAKE STRATEGIC PLAN

2025-2030

Goal 1: Adopt financial practices that protect the Port's long-term financial stability.

Strategy 1.a: Develop a long-term, rolling, multi-year, cash flow analysis that projects the Port's anticipated financial performance in order to support and evaluate its strategic decisions.

Strategy 1.b: Establish a set of investment and borrowing guidelines to help prioritize and determine viability of projects.

Strategy 1.c: Monitor current leases and contracts and make adjustments to collect fair market value from assets.

INTENT: Create a financial platform on which the Port can judge its future investments and concur on a level of acceptable risk.

OUTCOME: Greater consensus on the level and circumstances of investment and expectations on returns.

Goal 2: Consider and adopt a long-term property tax use policy.

Strategy 2.a: Adopt a property tax policy that describes the desired and intended use of property taxes.

Strategy 2.b: Adopt a property tax policy that describes the desired and intended long-term projected level of taxation.

INTENT: Reach consensus on intended use of property taxes and the appropriate long-term use of property taxes.

OUTCOME: Greater predictability to the community on future tax demands of the Port and a potential shift from property tax dependency to an earned income model.

Goal 3: Adopt an approach and schedule to developing the Port's annual operating and capital budgets.

Strategy 3.a: Create an annual budget development calendar including a strategic Commission/staff retreat and an update to the Port's Strategic Plan in order to inform the annual capital/operating budget and an update to the Port's Comprehensive Scheme of Harbor Improvements (CSHI).

INTENT: Develop internal consensus on the approach to developing an annual budget and afford an opportunity to discuss priorities and allocation of resources.

OUTCOME: A more effective decision-making process for setting operational and capital priorities that results in close alignment for the future.

Goal 4: Institutionalize best practices for project and organizational management and communication.

Strategy 4.a: Calendar routine operational and project-based staff meetings.

Strategy 4.b: Develop a sound project and initiative management practice and provide training opportunities, including certifications.

Strategy 4.c: Schedule preliminary project and initiative reviews with the Port's Commission early on, and then routinely, as the project or initiative progresses. (Ongoing)

Strategy 4.d: Create an annual Commission agenda calendar and improve the scheduling of Commission meeting agenda items by adding agenda items by Wednesday and reducing last minute additions.

Strategy 4.e: Select and purchase an advanced management system software program to create efficiencies in Port operations.

INTENT: Improve project communications and ability to be successful with a lean overhead budget and limited resources.

OUTCOME: A more cost-effective approach to managing projects and increased ongoing alignment between the Commission and management staff.

Goal 5: Prior to the budget, develop a Port Outreach and Communication Plan.

Strategy 5.a: Seek Commission approval and budget for an annual community and industry outreach plan that communicates the Port's priorities and intentions to its tenants, the community and relevant industries.

Strategy 5.b: Undertake a Port branding process to update and freshen the Port's image and 'look' to its customer base, community and partners.

INTENT: Undertake more effective, cost-conscious, and branded outreach to the community, industry, and Port users and tenants.

OUTCOME: Better understanding of the Port's purpose and success.

Goal 6: Complete a staff assessment and staff development analysis.

Strategy 6.a: Evaluate the current staff configuration, roles and responsibilities, capacity, and make recommendations on adjustments. Specifically embrace a project management model that assigns individual project leads. Update job descriptions and implement consistent employee evaluations.

Strategy 6.b: Develop a succession plan to ensure seamless operation of the Port. Create redundancies and contingency plans.

INTENT: Improve internal communications, staff capacity and ability to be successful.

OUTCOME: A more effective staff configuration with clarity of roles.

Goal 7: Develop and annually adopt a Port Marketing Plan.

Strategy 7.a: Develop and recommend for adoption an annual, multiyear Port Marketing Plan with annual milestones, that prioritizes the Port's efforts, short and long-term, to attract new and retain existing tenants and customers. Sync plans with budget.

Strategy 7.b: Identify businesses that may be leaving and line up industries to fill the gap.

INTENT: Secure an internal agreement on the most effective approach to attracting new investment, tenants and operations that support the Port's Mission and goals.

OUTCOME: Widespread internal support for the Port's identified investment of resources in articulated marketing approaches and inclusion of those resources in the annual operating budget.

Goal 8: Solidify the continued presence of contributing anchor partners that are necessary to the Port's success.

Strategy 8.a: Through informal and formal relationships identify and address the factors that contribute to the long-term presence of key anchor partners including the US Military, Big Bend Community College and other key partners/employers.

INTENT: Prioritize the dependable presence of key partners as critical to the Port's success.

OUTCOME: Anchor partners continue to expand and invest in the Greater Moses Lake community.

Goal 9: Increase the Port's available industrial land capacity.

Strategy 9.a: Implement the findings and recommendations of the Westside Employment Center (WEC) Analysis including:

- Craft a targeted marketing plan to attract industry to WEC.
- Fund and implement the focused WEC marketing plan.

INTENT: Advance the west side development concept to construction.

OUTCOME: The capacity to attract new employers to the area.

Goal 10: Explore becoming a trucking/logistics hub to help grow and accommodate air cargo growth.

Strategy 10.a: Complete the needed infrastructure assessment and seek State or Federal grant support for design and construction.

Strategy 10.b: Craft and adopt a trucking/logistics hub plan.

INTENT: Pursue the use of Grant County International Airport (GCIA) as a trucking/logistics hub to help grow and accommodate efforts to become an air cargo hub.

OUTCOME: Increase truck cargo, creating demand for air cargo opportunities.

Goal 11: Attract new and retain existing manufacturing employers.

Strategy 11.a: Further solidify and maintain the Port's long-term business and cultural connection to Asian economies to uncover future business opportunities. Solidify relationships post Covid, implement marketing plan and resolve power issues.

Strategy 11.b: Through community partnerships, continue developing strategies to address increasing workforce pressures created by the Port's business development success: 1) Help Big Bend Community College (BBCC)/private sector develop a manufacturing pipeline; 2) Partner with BBCC to help facilitate international enrollment.

INTENT: Energize the Port's recruitment efforts focused on the Asian market and facilitate their entry into the Moses Lake economy.

OUTCOME: Additional investment and local job creation from Asian market interests.

Goal 12: Prioritize infrastructure investments (power, rail, wastewater, potable water).

Strategy 12.a: Develop multi-year approaches to securing readily available electric power to new and expanding tenants.

Strategy 12.b: Complete railroad right of way purchase and complete full project buildout.

Strategy 12.c: Become a Type "A" water system.

Strategy 12.d: Develop a locally supported approach to increase the Port's wastewater treatment capacity to accommodate biological waste to attract and retain food processors by either seeking to enter an Inter Local Agreement (ILA) with the city of Moses Lake, or by helping to facilitate a resolution between agricultural businesses and the city.

INTENT: Utilize non-traditional approaches to developing needed infrastructure to support existing and new employers.

OUTCOME: An increase in expanding industries as well as new industries once infrastructure challenges have been resolved.

Goal 13: Improve passenger air and road transportation infrastructure to support the local economy and quality of life.

Strategy 13.a: Continually monitor the developments with passenger air service at Pangborn Memorial Airport, Spokane International Airport, and SeaTac International Airport for opportunities to re-enter the passenger aviation market. Provide annual reports.

Strategy 13.b: Work with governments on road improvements, specifically Drumheller road completion and potential new truck routes.

Strategy 13.c: Continue to evaluate options for other modal opportunities for Passenger Service.

INTENT: Improve access to industrial properties to increase their attractiveness to new investment.

OUTCOME: Expanded investment in job-producing companies.

THE PORT OF MOSES LAKE IN 2030

WHAT MOSES LAKE WILL EXPERIENCE IN 2030 WHEN THE PORT AND COMMUNITY ARE SUCCESSFUL:

- The Port of Moses Lake is the State's top inland cargo hub.
- The Port operates a Class "A" water system.
- Businesses are operating in the Westside Employment Center (WEC).
- The Port reduces its annual tax levy rate due to its increase in earned revenues.
- Air carriers have announced the expansion of flights from Grant County International Airport (GCIA).
- Two port staff members achieved their certification from a nationally recognized professional management institute.
- The bypass rail line has officially opened to serve the community and avoid congestion with Moses Lake's commercial core.
- The Port has facilitated power needs to Port businesses.
- The Port has demonstrated outstanding financial management and wise use of public funds by receiving clean annual audits from the State.