



*Port of Moses Lake*

# **Comprehensive Scheme of Harbor Improvements**

June 30, 2025



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# 1. EXECUTIVE SUMMARY

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The primary focus for the Port of Moses Lake over the next several years is to complete several major projects that are in process. Each of these projects is aimed at providing the infrastructure needed to expand existing industries and attract new ones.

These projects include:

- **Railroad:** The Port will build North Columbia Basin Rail project. This project will provide rail service to industrial lands from the Wheeler Corridor to Grant County International Airport.
- **Water:** The Port will perfect it's Quincy Basin water right by completing testing of the well, and by irrigating Section 19.
- **Westside Employment Center:** The Port will finish extending utilities to the Westside Employment Center, and market the property to new tenants.
- **Power:** The Port will work with the Grant PUD to obtain new power resources. The Port will also reach agreements with private firms that will build and operate new power generating capacity, and build and operate new power transmission capacity.

In addition to these major projects, the Port will continue to invest in infrastructure at the airport, including upgrades and repairs to pavement and buildings, and construction of new hangars.

Ongoing efforts include upgrading management software, updating marketing material, and marketing Port property to prospective tenants, among others.

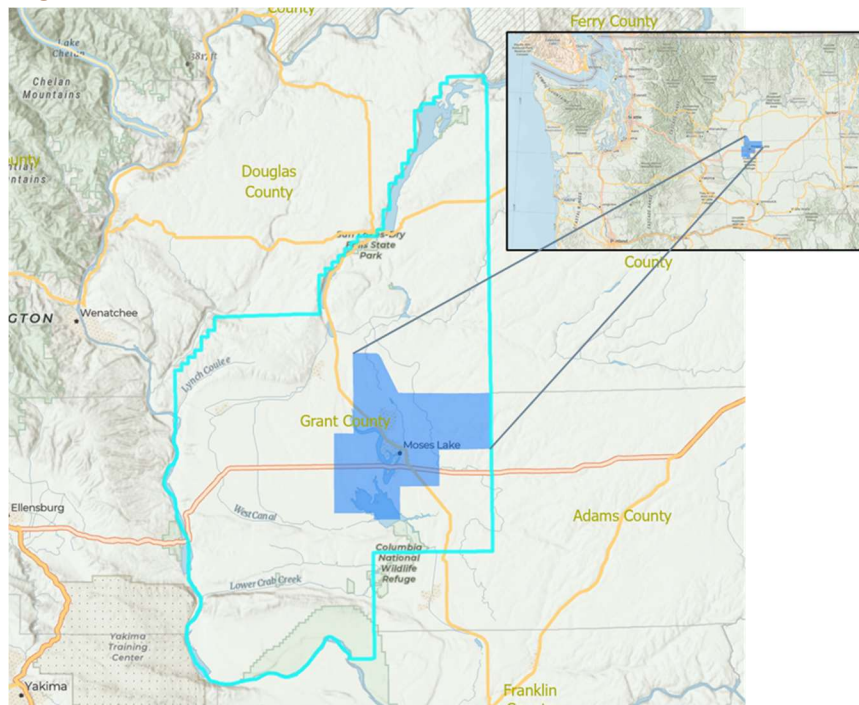
## 2. OVERVIEW OF THE PORT

### Introduction

The Port of Moses Lake is a special purpose district under Washington State law (Chapter 53 RCW), created by a community vote in 1965 for the purpose of opening the Grant County International Airport and developing surrounding areas to support economic development.

The Port of Moses Lake is officially known as Grant County Port District 10. The Port District is centered in Moses Lake, and encompasses a significant portion of Grant County. (See Figure 2-1).

**Figure 2-1: Location of the Port of Moses Lake**



Source: BST Associates

The main asset owned by the Port of Moses Lake is the Grant County International Airport, located approximately six miles northwest of the Moses Lake central business district. All of the Port's properties are located on, or near, the airport.

The Port's assets include:

- Grant County International Airport,
- More than 1.2 million square feet of buildings,
- Developed and undeveloped industrial land,
- Industrial wastewater facility, and
- Foreign trade zone.

The Port serves users from a variety of sectors, including aviation and manufacturing.

## Mission Statement

The Mission of the Port of Moses Lake is to take the long view in promoting economic and community vitality in Greater Moses Lake through leadership, stewardship and partnerships in aviation, transportation and industrial development.

## Role of the Port

The Port of Moses Lake was created by voters in 1965 to take over Larson Air Force Base, which was scheduled for closure in 1966. The goal of the new Port was described as follows:

"Primarily, the Port of Moses Lake plans to acquire, operate, develop, construct, maintain, and regulate the property known as Larson Air Force Base, Washington, and to create industrial development facilities, also, rail or motor vehicle transfer and terminal facilities, or any combination of such transfer and terminal facilities. To acquire, operate, develop, construct, maintain, and regulate other commercial and industrial improvements, also, rail or motor vehicle transfer and terminal facilities, or any combination of such transfer or terminal. To acquire, develop, operate, maintain and regulate recreational facilities."

Aviation has always been at the core of the Port's operations. The long runways and sparsely populated surrounding region make the airport ideal for flight operations. The Boeing Company strongly backed the creation of the Port, in order to preserve the airport for testing aircraft and for training; since that time Boeing has used the airport to test each of its new models. In addition, other manufacturers use the airport for development and testing of new aircraft.



Training is also a key role of the airport. Japan Airlines used the airport as its main training base for 40 years, and hundreds of other airlines have trained crews there. Joint Base Lewis–McChord (JBLM) also continues to use the airport for training. In addition, Big Bend Community College operates a flight training program at the airport.

The Port of Moses Lake is heavily involved in industrial development. The Port has worked closely with other local stakeholders to attract major manufacturers to the area, to both Port-owned property and to privately owned land. Key selling points for industry include large amounts of inexpensive land, and some of the least expensive electricity in the country. In addition, the Port’s industrial wastewater facility provides a critical service to Port tenants and other nearby employers.

The Port is also in the process of restoring rail access to the industrial lands adjacent to the airport, as well as providing rail access to other properties along the line.

**Figure 2-2: Genie Facility, Port of Moses Lake**





## Strategic Plan Goals

The following goals were adopted by the Port Commission as part of the recently completed Port of Moses Lake Strategic Plan.

### 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.
- 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:
  - Help Big Bend Community College (BBCC)/private sector develop a manufacturing pipeline
  - 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 Class "A" water system.
- Strategy 12.d: Develop a locally supported approach to increase the Port's wastewater 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.



## Accomplishments of the Port

<b>1965</b>	Port District created
<b>1966</b>	Boeing contract signed
<b>1968</b>	Japan Airlines lease signed
<b>1973</b>	Port purchases additional 707 acres plus buildings Includes the eight-place hangar complex and Paint Hangar
<b>1978</b>	Port extends water line to site of new Western Kraft mill ( <i>in Port district, not on Port land</i> )
<b>1981</b>	Sundstrand Data Control Group opens manufacturing plant
<b>1994</b>	Foreign Trade Zone completed
<b>1998</b>	Genie Industries begins operations
<b>2000</b>	Industrial wastewater facility constructed
<b>2003</b>	Port district boundary expanded
<b>2011</b>	SGL Carbon Fiber begins operations
<b>2014-2016</b>	Industrial wastewater expansions
<b>2018</b>	Cold storage constructed cherry charter air cargo flights begin
<b>2020</b>	Constructed Road G NE at Westside Employment Center, as well as utilities and highway interchange
<b>2021</b>	Reconstructed Runway 14L-32R, including replacing lighting, signs, and electrical systems
<b>2021</b>	Completed upgrades to waste water system

## Governance of the Port

The Port of Moses Lake is governed by three elected commissioners. The Commission sets Port policy, which is then carried out by the Executive Director. Figure 2-3 illustrates the organizational structure of the Port.

The Port has five lines of business, each of which has a director. These directors report to the Executive Director.

- Military, aviation operations and facilities
- Finance, administration, and human resources
- Freight mobility, utilities, and specialty
- Industrial and commercial real estate
- Business and economic development

**FIGURE 2-3: PORT OF MOSES LAKE ORGANIZATIONAL CHART**



### 3. HERITAGE OF THE PORT

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The history of the Port of Moses Lake began with the imminent closure of the largest employer in the region, Larson Air Force Base.

(Note: This chapter is excerpted from *The Port of Moses Lake A History*<sup>1</sup>, which was written by Jim Kershner for the Port of Moses Lake).

#### Before the Port

The facility originally opened in 1942 as the Moses Lake Army Air Base, and was used as a training base for P-38 and B-17 crews. At the end of the war, the base was curtailed to a standby status.

The base was reopened as Moses Lake Air Force Base in November 1948, and was renamed Larson Air Force Base in May 1950, in honor of Major Donald A. Larson, a WW II ace from Yakima, Washington who was killed in action over Germany in 1944.

Over the years, the mission of the base evolved. Originally under the Air Defense Command, the primary mission of the aircraft based there was to protect the Hanford atomic works, the Grand Coulee Dam, and other strategic points in the Pacific Northwest against possible enemy attack. Tactical Air Command took over control of the base in 1952, and the mission evolved to support transport aircraft.

**Figure 3-1: Fighter Jets at Larson Air Force Base**



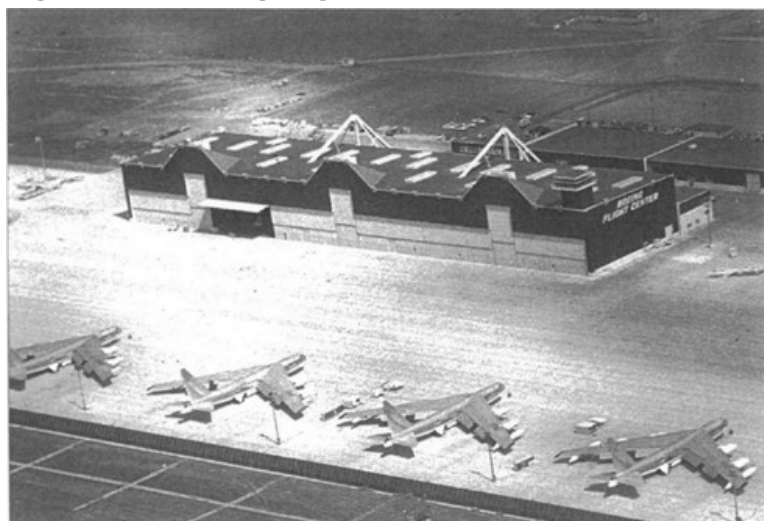
Source: Port of Moses Lake

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<sup>1</sup> Kershner, Jim. *The Port of Moses Lake, A History*. 2012.

Because of its proximity to the big Boeing plants on Puget Sound, Larson also became a test flight center for a number of Boeing military aircraft, including the B-47 Stratojet bomber, B-52 Stratofortress bomber, and KC-135 refueling tanker. The Air Force built a massive hangar at the base, capable of holding eight B-52s at once.

**Figure 3-2: Boeing Flight Test Center**



Strategic Air Command took command of the base in 1960, and the mission of the base changed from transport to nuclear deterrence. In addition to becoming the home to a nuclear bomber wing, the base was also home to a Titan missile force. However, less than six years later, the Department of Defense announced that the base would close.

## Creation of the Port

In November 1965, the Secretary of Defense announced that Larson was to be closed by June 1966. At the time, the town of Moses Lake had a population of less than 12,000, while Larson employed about 4,000 workers and housed about 8,000.

Local civilian committees were formed to attempt to determine the possible private or governmental usage of Larson AFB facilities, and settled on the concept of creating a public port district. Public port districts were first authorized in Washington state to help maritime ports develop public docks and other infrastructure, and the legislature later broadened the definition of a public port to include airports.

The issue was placed on the November 1965 ballot, and passed with a ninety percent approval rating. That month the three newly-elected port commissioners approved the creation of Grant County Port District No. 10, the Port of Moses Lake.

The key element of the plan was to acquire the air base once the federal government officially declared it surplus. The Port recruited a crucial ally — The Boeing Company

— to help make its case for taking over the airfield. Boeing went on record as saying it wanted to use the former Larson runways and facilities to train airline pilots and flight crews as part of its commercial airplane business. Boeing was delivering dozens of 707s and 727s to airlines around the world, and Larson would be key in training those airline flight crews.

At the time, the airspace in the Puget Sound region was becoming too crowded for all of this training and development work, and residents were starting to complain about noise. At Moses Lake, training flights could take off and land all day.

Meanwhile, the newest 727 and the new 737 would soon need to be tested. The Boeing 747, a giant airliner that needed a long runway, was also in the planning stages.

Thanks to this help from Boeing, the federal government granted the Port of Moses Lake all of the runways and almost all of the other aviation-related facilities at the old airbase. Larson was renamed the Grant County Airport as of July 1, 1966, and the Port immediately approved a contract with Boeing. The contract ran through 1980 and Boeing agreed to underwrite some of the airport's operating expenses during the first year.

**Figure 3-3: Boeing 727 at Dedication of the Port of Moses Lake**



Source: Port of Moses Lake

## First Years

Boeing was booming and it was using the Grant County Airport even more than the Port had hoped. The landing fees generated by Boeing in 1968 would total \$372,099, making it easily the most important revenue source of the Port's airport division that year. For comparison, the Port's tax levy brought in only \$46,000 that year.

When Boeing sold 707s to a domestic airline, that airline's instructors would come to Moses Lake to learn how to fly and operate the plane. Those instructors would then fan out around the U.S. and train their own flight crews.

For Boeing's foreign airline clients, the situation for the Port was even better. Those foreign airlines didn't just train their instructors in Moses Lake; they sent over their entire flight crews, and more than 300 foreign carriers would eventually participate in Boeing jet training at Grant County Airport.

*More than 300  
foreign airlines have  
trained in Boeing jets  
at Moses Lake*

In 1968 the federal government put more former Larson facilities up for bid, and Boeing purchased a large hangar, a tank farm, and fueling facilities to support its testing and training programs.

In 1968, also, the Port landed one of its most important tenants, Japan Air Lines, or JAL. JAL was looking for a new facility to conduct its flight training, and Moses Lake offered the airport facilities, open airspace, and sparsely populated region that it needed. In order to convince JAL to move training operations to Moses Lake the Port needed to find living facilities for the crews and to secure an adequate supply of jet fuel.

Because there was a lack of hotel rooms in the area the Port worked with a private developer to convert the former Larson bachelor officers' quarters into a kind of home-away-from-home for Japanese pilots and crew. The Port's fixed-base-operator negotiated with refineries in Montana to guarantee the huge amounts of jet fuel needed.

Japan Air Lines originally made a commitment of three-to-five years at Moses Lake, but it turned out to be the beginning of a forty-year relationship. Eventually, nearly all of the foreign customers of 747s trained their crews at Moses Lake.

## Industrial Development

By 1972 the Port commissioners and management realized that the Port's future was not only in running the airport, but also in using the vast acreage and infrastructure inherited from Larson to create new businesses and industries for Moses Lake. The local community wanted the Port to create new jobs in the community as well as to keep its relationships with Boeing and Japan Air Lines.

The Port had from the beginning attracted businesses and industries to its vast hangars and other buildings. Dozens of small companies, ranging from a commercial mushroom-growing operation to a mobile home manufacturer, had done business there but none of these employed more than 100 workers.



In 1973, the Port purchased an additional 707 acres of former Larson land from the federal government, bringing the Port's total to about 4,500 acres. A large portion of the new property was purchased strictly to protect the runway's approach pattern, but the rest was purchased as industrial development property. The purchase included a number of buildings, including the huge eight-place hangar complex, once used for B-52s, and another massive building called the Paint Hangar.

One of the Port's first big industrial success stories came in 1978 when Western Kraft Co., a manufacturer of cardboard boxes, proposed building a new plant east of Moses Lake, near Wheeler. However, a lack of water at the proposed site caused the company to start looking elsewhere. The Port worked out a deal in which it helped extend an 11,000-foot water line to the site, which cemented the deal. Although the plant was not on Port-owned land, it was in the port district, which increased the Port's tax base.

In quick succession in 1981, three big firms announced plans to move to Moses Lake. The first was Union Carbide, which was looking to manufacture high-grade polycrystalline silicon for the electronics industry. The \$85 million plant was finished in late 1984, as the personal computer industry was exploding. Demand for the silicon was so high that the plant doubled in size by 1986.

The second big company was Sundstrand Data Control Group, a high-tech avionics company which already had a big presence in Redmond, Washington. Sundstrand was seeking a facility to manufacture electronic data recording boxes for aircraft and other related components. The Moses Lake plant opened in May 1981 and initially employed about seventy-five people, but that later grew to 125.

The third company was International Titanium, Inc., which built a \$25 million plant to manufacture titanium sponge, a metal widely used in the commercial and military aerospace industry. The plant employed 125 people, with an annual payroll of about \$2.5 million.

Other firms, including Tama Chemicals (now doing business as Moses Lake Industries), Chemi-Con Materials, and the Renewable Energy Corp. (REC-Silicon), would commit to Moses Lake in ensuing years.

Like Western Kraft, many of these firms are not located on Port land proper, but are within the confines of the port district, and add significantly to the tax base.

## Other Projects

Regular commercial air service to Grant County Airport started in 1977, operating from an old terminal building left over from Larson. In 1994 the airport was renamed as

Grant County International Airport. As service and traffic increased, the need for a new, modern terminal grew, and in 1995 the Port decided to go ahead with the project. At the same time, the FAA had already committed to replacing its old control tower in the terminal building with a new \$3.3 million air traffic control tower, 2,000 feet north of the terminal. The new 30,000 square foot terminal was dedicated on April 2, 1998. The project's \$5.7 million cost was paid with bonds, and for the first time the Port used its ability to levy property taxes on district residents.

**Figure 3-5: Terminal Building**



Source: The DOH Associates

The Port first started developing a Foreign-Trade Zone in 1987, in order to help Chemi-Con Materials and other manufacturers. A Foreign-Trade Zone allows manufacturers to bring in the necessary foreign materials they need to make their products without paying a duty on them. The Port first had to work with the U.S. Customs Service to become a “user-fee port of entry”, meaning, the Port and its tenants must foot the bill for a resident customs office. Then the Port had to apply to the U.S. Foreign-Trade Zone Board and meet a number of complex requirements. The 316-acre zone was finalized in October 1994.

The Industrial Wastewater Facility was another project by the Port that was critical to local industry. The idea of building an Industrial Wastewater Facility began in 1995 when the City of Moses Lake and the state Department of Ecology ruled that the old Larson wastewater plant and the City's other treatment facilities did not have the capacity to handle expansion at what is now Chemi-Con. This was a major setback for the company, casting doubt on the firm's expansion plans. To solve the immediate issue for Chemi-Con, and to provide for new industries, the Port partnered with the County and the City to build a new plant which was dedicated in 2000. The facility has subsequently been expanded twice, significantly upgrading its capacity.

In February 2003, the Port's taxing district nearly doubled in square miles, through annexation. Voters in an area northeast of the original Moses Lake Port District--one of

the few parts of Grant County not already in a port district--voted 214-169 to become part of the Port of Moses Lake. This added another 360 square miles to the 380 existing square miles.

The Port continues to serve the U.S. military in a variety of ways. For example, Joint Base Lewis-McChord near Tacoma stages a large number of C-17 cargo plane training flights at the airport, and practices assault landings on one of the runways. Other bases and branches of the military also use the airport as a base of operations for yearly training exercises.

**Figure 3-6: Military Exercises at GCIA**



Aircraft testing and research continues to be a key activity at Grant County International Airport. Boeing has used the airport for testing each of its new aircraft, and other companies also take advantage of the open airspace, tower and collocated radar facility, and airfield capacity.

## Related Development

The Port of Moses Lake has helped attract tenants to other properties in the Port District, including those not owned by the Port. As an example, the Port played a key role in attracting the SGL Automotive Carbon Fibers Group/BMW carbon fiber parts plant in 2011. The plant is adjacent to, but not on, Port property. The Port's wastewater facility and Foreign Trade Zone were critical components in the firm's decision to locate in Moses Lake.

The Port has also been instrumental in attracting several other industries to Moses Lake over the decades. Many of the new plants are located in the Wheeler area, where the Port is in the process of upgrading and expanding the rail line. These plants are not on Port property but they have been key contributors to the region's economic base.

Existing plants include:

- Eka Chemicals, Inc., which the Port assisted with site selection,
- National Frozen Foods, for which the Port provided industrial revenue bonds and other assistance, and
- Basic American Foods, for which the Port also provided industrial revenue bonds and other assistance.

Plants under construction include

- Group 14, which makes material for batteries,
- Sila Nanotechnologies, which also makes material for batteries,
- Twelve, which will make sustainable aviation fuel (SAF),
- Simplot, which processes food, and
- LKQ Corporate, which recycles and distributes vehicle parts.

The billions of dollars in investment by these firms has significantly increased the Port's tax base, and helped to solidify the Port's financial position.

**Figure 3-7: Group 14 Plant**



Source: Group 14



## 4. REGIONAL BACKGROUND

An understanding of the economic conditions and development trends in Grant County is critical to determining the context and opportunities for development at the Port of Moses Lake. The following chapter evaluates several key variables that describe the economic trends in Grant County.

### Regional Overview

Moses Lake is located in the heart of the Columbia Basin in central Washington. Prior to construction of the Grand Coulee Dam in the 1930s, Central Washington was a sparsely populated high desert area. The City of Moses Lake (originally the town of Neppel) was incorporated in 1938, with a population of 301.

**Figure 4-1: Aerial View of Neppel**



Source: City of Moses Lake

The population increased dramatically during World War II, with the establishment of Moses Lake Army Air Base (later renamed Larson Air Force Base, now Grant County International Airport).

Population growth was also spurred by the opening of the Columbia Basin Irrigation Project in the 1950s, which provided irrigation to wide areas of Central Washington.



## Land Use

The following is excerpted from the 2018 Grant County Comprehensive Plan Update.<sup>2</sup>

Grant County is mostly rural, with a 2024 population of 105,300 people spread across 2,791 square miles. Much of the county consists of wide expanses of open lands, including diverse farmlands and arid foothills. Grant County has 15 incorporated cities and towns.

The County encompasses a total of approximately 1.7 million acres. Of this total, more than 1.1 million acres (i.e. 67%) are devoted to some form of agricultural production. The location of agriculture has been strongly influenced by construction of the irrigation facilities of the Columbia Basin Project, most of which occurred from the 1940s through 1960s. However, significant areas of dryland agriculture also exist throughout the County, primarily in the north.

Unimproved or vacant land is the second-largest land use, accounting for approximately 450,000 acres, or 26% of the total.

The remaining 105,500 acres account for approximately 6.1% of all land in the County. Nearly half of this land (i.e. 45%) is residential, and most of the rest is split relatively evenly among recreational, transportation, and commercial/trade uses. Industrial uses are a subset of the Commercial Miscellaneous and Commercial/Trade categories.

**Table 4-1: Existing Land Use Inventory**

Land Use Classification	Area (Acres)	Percentage of Total
Residential	47,304	2.78
Commercial Miscellaneous	4,132	0.24
Commercial/Trade	13,256	0.78
Service	5,856	0.34
Transportation	13,189	0.78
Recreational	15,563	0.92
Resource Agriculture, Mining, Fishing	1,147,553	67.48
Open Space	5,110	0.30
Unimproved/Vacant	448,581	26.38
Unimproved Other	90	0.01
<b>Total</b>	<b>1,700,634</b>	

Source: White Bluffs Consulting

Of the 1,700,634 acres of land in Grant County, approximately 29% (493,747 acres) is owned and controlled to some extent by the state or federal government. The largest

<sup>2</sup> White Bluffs Consulting. *Grant County Comprehensive Plan Update, Draft Comprehensive Plan*, February 2018.

single publicly owned parcel is the Wahluke Slope portion of the Hanford Reach National Monument, which is owned by the U.S. Department of Energy. Wahluke Slope is 66,580 acres in total, and is part of the larger U.S. Fish and Wildlife Service managed County land of 90,664 acres.

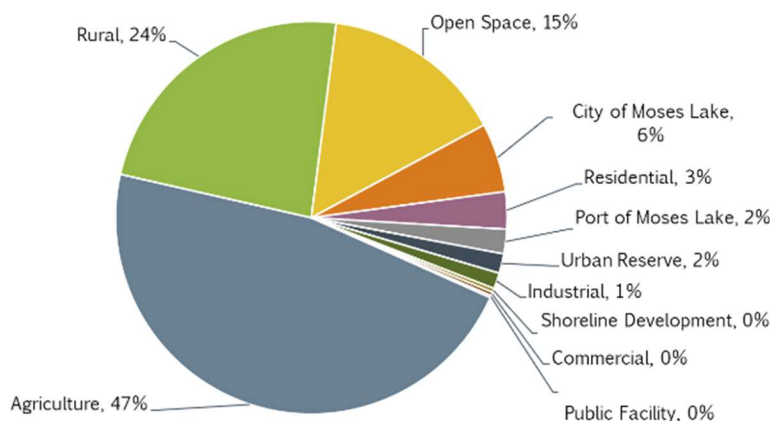
The Port of Moses Lake boundary encompasses approximately 229,000 acres, or 12.8% of the county total. The Port owns 5,300 acres within the Port District, and of this is 3,500 acres is dedicated to airport use.

As shown in Figure 4-2, most of the land within the Port District boundaries is sparsely developed. Three of the least dense land use groupings account for almost 84% of the land in the Port District, including Agriculture (includes Agricultural Service Center, Agriculture Irrigated, and Agriculture Rangeland), Rural (includes Rural Community, Rural Remote, Rural Residential, and Rural Resource), and Open Space.

The City of Moses Lake is located entirely in the Port District, and accounts for nearly 6% of the land in the Port District. The remaining 11% is split between a number of designations, none of which accounts for more than 3% of the total.

The County Comprehensive Plan designates approximately 4,500 acres as Port of Moses Lake. This designation provides for areas owned and operated by the Port of Moses Lake, and the Port maintains master planned land uses within this land use designation.

**Figure 4-2: County Designation of Lands in Port District**



Source: Grant County Planning Department data

## Economic Base

Moses Lake's economic base has been expanding from its traditional reliance on agriculture. The Port District is home to a growing number to a number of

manufacturing and hi-tech firms, including Sila (silicon anode material), Group 14 (silicon anode material), Stoke Space (rocket engines), Genie Industries (aerial lift cranes), and Chemi-Con (specialized aluminum products).

The Port of Moses Lake works closely with public and private partners to build on the region's strengths and to shore up deficiencies in order to stimulate economic development.

As described in the most recent *Grant County Comprehensive Plan Update*<sup>3</sup>, the strengths, weaknesses, opportunities, and threats include:

## STRENGTHS

Grant County has several strengths that enhance potential opportunities for growth.

- A substantial resource endowment because the Columbia Basin is one of the nation's most productive agricultural growing regions.
- A growing agriculture-related complex with a critical mass of agricultural service and supply firms providing productive inputs to agricultural producers.
- A first-rate transportation network,
  - The County is bisected by the state's major east-west interstate (I-90).
  - The County is also bisected by Burlington Northern/Santa Fe Railroad's main east-west rail line.
  - The County is home to one of the largest airfields in the country, with one of the longest runways.
- Significant cost advantages of doing business, which includes:
  - One of the cheapest electric power rates in the United States, and
  - Large amounts of inexpensive industrial land.
- Strong presence in export markets with high levels of foreign investment.
- H-2A and other temporary farm worker housing and labor supply.
- Significant levels of exports.

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<sup>3</sup> White Bluffs Consulting, 2018.

- Grant County is reasonably well-positioned for expansion within emerging industries and has a growing reputation for local cooperation in economic development between local governments.
- Quality of life factors and relative low cost-of-living because Grant County is an attractive area for relocation and expansion and housing is highly affordable compared with other areas. There is also a rich cultural heritage in Grant County.

### Weaknesses

Grant County also has some liabilities compared with other counties, against which it must inevitably compete for scarce public and private investment dollars.

- Constrained electricity supply.
- Limited retail growth in many communities.
- Lack of adequate skilled labor.
- Weakness in developed tourism and recreational facilities.
- Lack of air service.

### Opportunities

In addition to inherent economic assets and liabilities, Grant County has a number of opportunities for economic development.

- Increased technology-oriented economic development.
- Broad state government commitment to rural economic development.
- Increased cost for development in Puget Sound.
- Internationalization of the local economy.
- Trained labor force.
- Value-added agricultural products.
- Increased orientation toward leisure and recreation.
- Growth in retirees – provides an opportunity to attract and retain residents.
- Columbia Basin Project, which provides irrigated water for agriculture that has transformed the economy of Grant County.

## Threats

Grant County also faces some external threats that could impinge upon its future economic prospects.

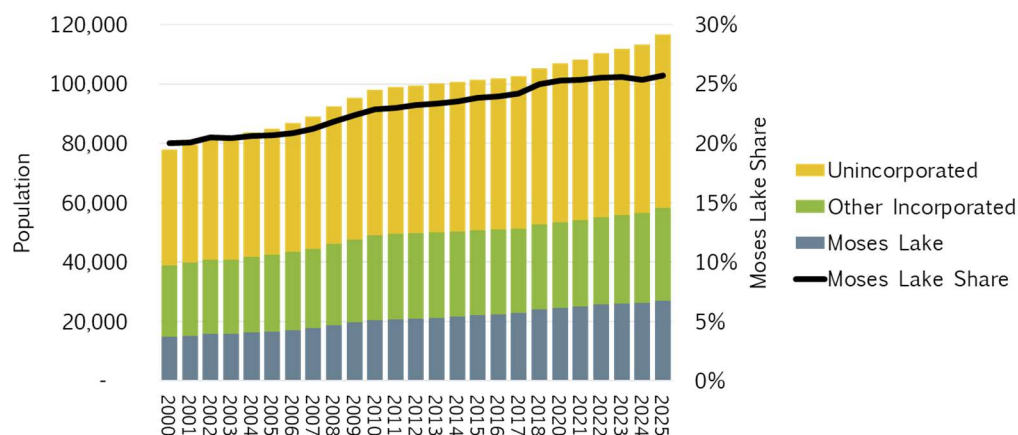
- Labor supply - maintaining adequate labor for new and growing employers continue to be a challenge.
- Removal of dams on Columbia-Snake River system – if dams on the Columbia-Snake River system (outside Grant County) are dismantled, there will be indirect negative impacts felt far and wide within eastern Washington.
- PUD dams and transmission/distribution infrastructure – Insufficient generating supply to meet demand. Aging infrastructure, power distribution systems, and transmission facilities are expensive to maintain and are insufficient to meet growing demand.

## Population

Grant County had 105,300 residents in 2024, according to estimates from the Washington State Office of Financial Management (OFM). Population growth averaged 1.4% from 2000 through 2024, with higher growth rates occurring earlier in the period. (See Figure 4-3).

Since 2000, more new residents moved into incorporated parts of Grant County than into unincorporated areas. Of the 30,600 new residents, 19,400 moved into towns and cities and 11,200 moved into unincorporated areas. The share of residents that live in towns and cities grew from 52.1% in 2000 to 55.4% in 2024.

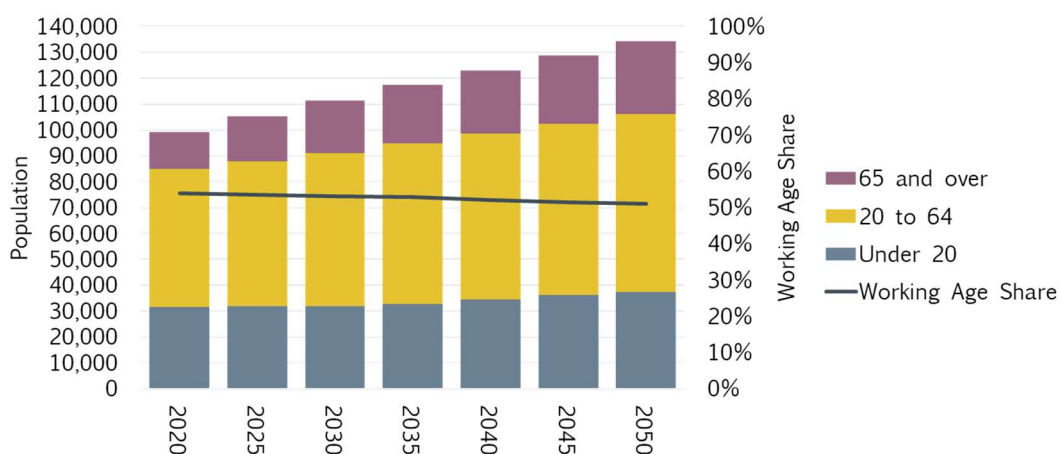
Grant County has 15 incorporated cities and towns, with populations that range from less than 50 (Krupp) to more than 27,000 (Moses Lake). More than one out of four Grant County residents live in Moses Lake, and Moses Lake's population has grown at a faster rate than that of the County since 2000.

**Figure 4-3: Population Trends**

Source: Washington State Office of Financial Management

The population of Grant County is projected to grow to approximately 134,000 by 2050, an increase of approximately 29,000. Population growth is projected to average 0.98% per year between 2025 and 2050, which is higher than the 0.82% annual growth projected for the state. (See Figure 4-4).

More than half of current Grant County residents are of working age (i.e. 20 to 64), and the working age population is projected to grow from 56,100 in 2025 to 68,700 in 2050. The growth in this age group emphasizes the important role that the Port of Moses Lake plays in supporting job growth.

**Figure 4-4: Population Forecast by Age Range**

Source: WA State Office of Financial Management, BST Associates

## Income & Wages

### Income

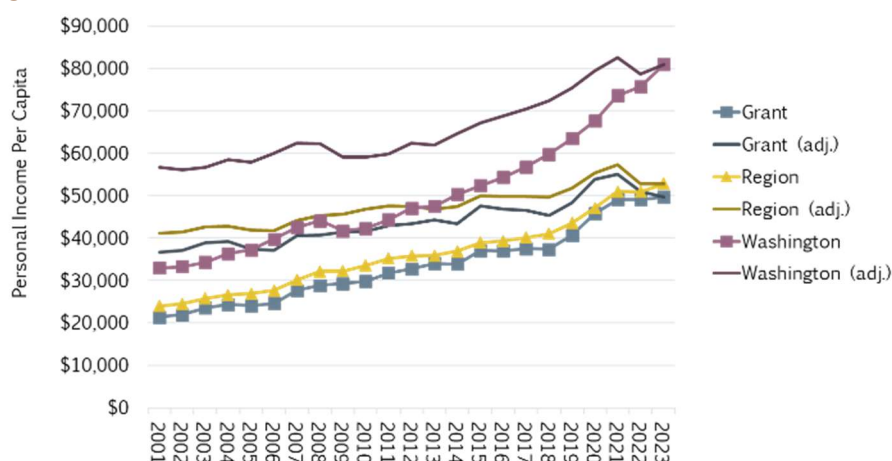
Personal income per capita in Grant County grew at an average rate of 3.7% per year between 2001 and 2023. On a nominal basis, income increased from approximately

\$21,400 per capita in 2000 to \$49,700 per capita in 2023. During this period the rate of income growth in Grant County was higher than the rate of inflation (i.e. 2.4% per year), and as a result, real income also grew. As measured in 2023 dollars, per capita income in Grant County grew from approximately \$36,700 in 2001 to \$49,700 in 2023. (See Figure 4-5).

Income in Grant County grew slightly faster than that of the surrounding region. In 2001, per capita income in Grant County was 89.0% of the regional average, but by 2023 it had risen to 94.1% of the regional average.<sup>4</sup>

Income in Grant County grew somewhat slower than the statewide average from 2001 through 2023. On a nominal basis, income in Grant County grew at an average of 3.7% per year, compared to a statewide average of 4.0%. Adjusted for inflation, Grant County income grew at 1.3% per year and Washington income grew at 1.6% per year.

**Figure 4-5: Personal Income Trends**



Source: Bureau of Economic Analysis

Personal income is generated from three main sources:

- Earnings from work,
- Dividends/interest and rent, and
- Transfer payments. (Transfer payments are income payments to persons for whom no current services are performed, and include such items as Social Security, worker's compensation, and Medicare).

Statewide, a declining share of personal income is from work earnings, and in Grant County the story is similar. To a large extent, this is a result of an aging population; older

<sup>4</sup> Surrounding region includes the following counties: Grant, Adams, Benton, Douglas, Franklin, Kittitas, Lincoln, and Yakima.



people generate most of their income from investments (i.e. dividends, interest, and rent) and transfer payments (e.g. Social Security).

In Grant County the share of personal income due to work earnings declined from 61% in 2001 to 57% in 2023. Statewide, the share of personal income from work earnings fell from 69% in 2001 to 64% in 2023. (See Table 4-2).

**Table 4-2: Source of Personal Income**

Item	2001	2006	2011	2016	2021	2023
<i>Earnings from Work</i>						
<b>Grant County</b>	61%	61%	61%	61%	55%	57%
<b>Washington</b>	69%	67%	64%	63%	62%	64%
<i>Dividends, Interest &amp; Rent</i>						
<b>Grant County</b>	17%	15%	14%	15%	14%	17%
<b>Washington</b>	19%	20%	19%	22%	19%	22%
<i>Transfer Payments</i>						
<b>Grant County</b>	23%	23%	24%	24%	30%	26%
<b>Washington</b>	13%	13%	17%	15%	18%	15%

Source: BST Associates, Bureau of Economic Analysis

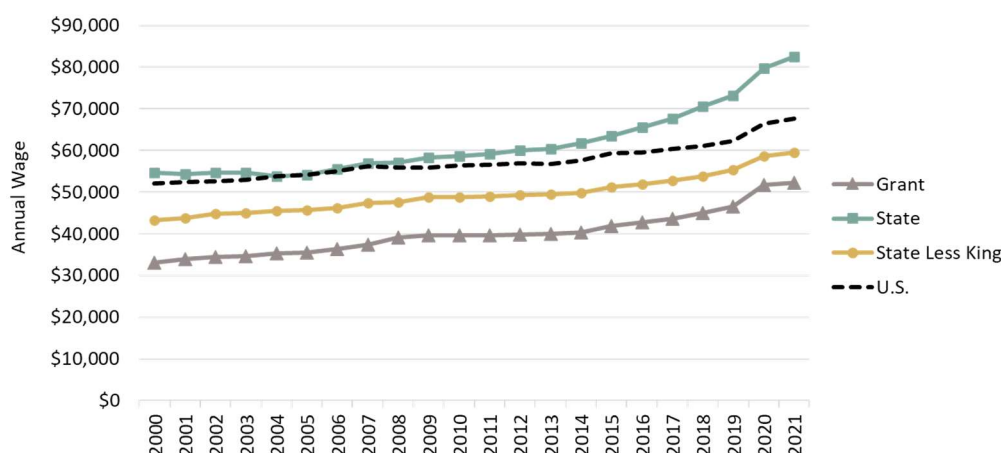
A more pronounced difference between Grant County and the state is the dependence on transfer payments. In Grant County in 2023, 26% of personal income was generated by transfer payments, an increase of 2% from 2016. Statewide, only 15% of personal income was generated by transfer payments in 2023, which was the same share as in 2016.

The share of income from investments is lower in Grant County than it is statewide, but it has increased in recent years. From 2006 through 2016, investments accounted for 14% to 15% of personal income in Grant County, but by 2023 this had grown to 17%. Statewide, the share of personal income from investments was 26% in 2023, compared to 24% in 2016.

The decline in the share of income from work earnings, combined with the increase in the share from transfer payments, underscores the need for jobs in the region, especially those that pay well. The Port of Moses Lake plays a critical role in attracting these types of jobs.

### Wages

Average annual wages in Grant County are substantially lower than those in both Washington state and the United States, but rose faster in recent years. Annual average wages in Grant County were 30% lower than U.S. average in 2011, but this gap declined to less than 23% in 2021. (See Figure 4-6).

**Figure 4-6: Average Annual Wages, Adjusted for Inflation**

Source: Washington Employment Security Department

The gap between Grant County and Washington has grown over time; primarily due to the impact of high wages in King County. Excluding King County, average annual wages in Grant County average annual wages were approximately 19% lower than the statewide average in 2021, and this gap fell to 12% in 2021. Including King County in the state total, the gap between Grant County and the statewide average wage grew from 3% in 2011 to nearly 37% in 2021.

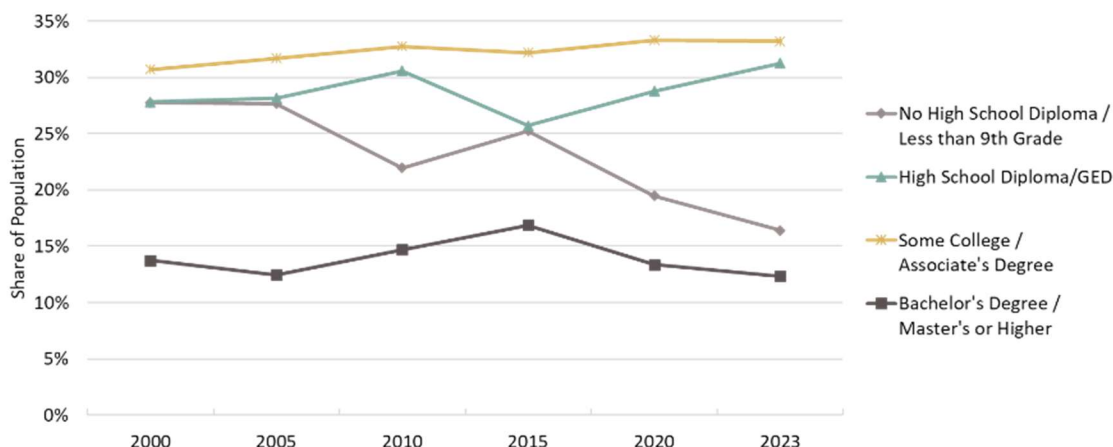
The industries supported by the Port of Moses Lake tend to pay workers well, and the higher growth rate for wages in Grant County reflects the impact of the Port's work.

## Education

The educational level of adults in Grant County has increased over time; the number of adults with at least some college education has grown, while the not completing high school has fallen. In 2023, nearly half of residents 25 and older had attended college. (see Figure 4-7).

- The share of adults with no high school diploma or less than an 9<sup>th</sup> grade education declined from 27.8% in 2000 to 25.2% in 2015, and to 16.4% in 2023.
- The share of adults with a high school diploma or GED grew from 27.8% in 2000 to 31.3% in 2023.
- The share of adults with some college or an Associate's degree grew from 30.7% in 2000 to 33.2% in 2023.
- The share with a Bachelor's degree or higher fell slightly, dropping from 13.7% in 2000 to 12.3% in 2023.

**Figure 4-7: Educational Attainment in Grant County**



Note: Residents 25 years and older

Source: U.S. Census Bureau, American Community Survey

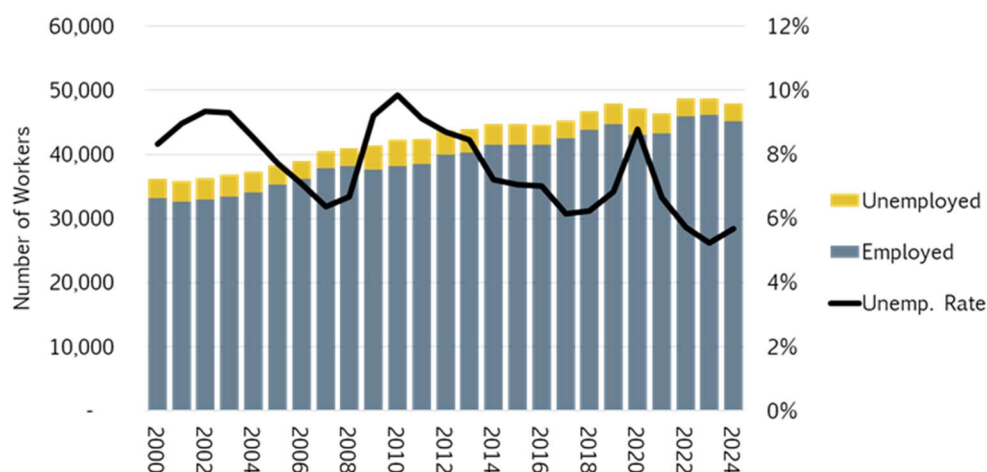
## Employment Trends

### Unemployment Rate

The unemployment rate in Grant County declined in most years between 2010 and 2024.

- At the height of the Great Recession (i.e. 2008 through 2010), the unemployment rate peaked at 9.9%, before falling to 6.2% in 2017.
- The unemployment rate jumped to 8.8% in 2020 as a result of Covid pandemic, but fell to 5.2% in 2023.
- The unemployment rates in 2022, 2023, and 2024 were the lowest of the past 25 years. (See Figure 4-8).

**Figure 4-8: Employment Trends in Grant County**



Source: Employment Security Department/LMEA; U.S. Bureau of Labor Statistics

### Labor Force

At the same time that the unemployment rate was falling, the labor force in Grant County was growing. The number of workers in the county grew from 36,200 in 2000 to more than 47,900 in 2024.

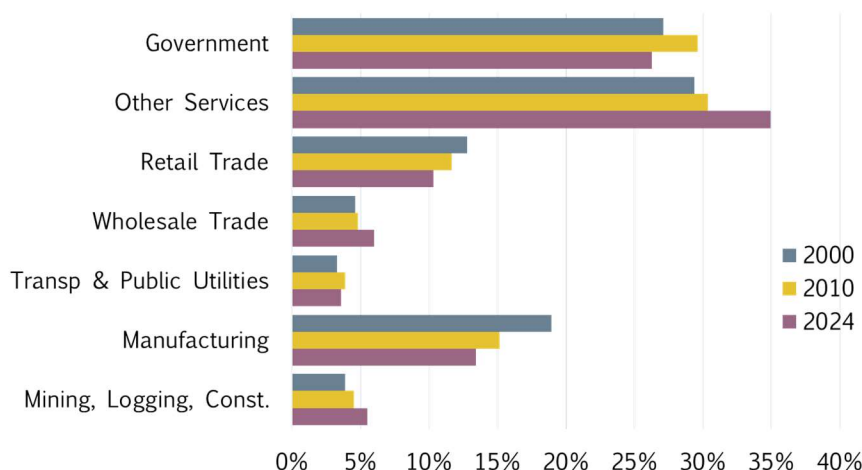
The number of employed workers in Grant County grew from 33,200 in 2000 to more than 45,000 from 2022 through 2024. The number of unemployed workers fell from 3,000 in 2000 to 2,600 in 2007, but jumped to nearly 4,200 in 2010. Since 2022, the number of unemployed workers in the county averaged less than 2,700. (See Figure 4-8).

### Industry Employment Trends

The economy of the United States has been evolving from manufacturing to trade and services, and this is true in Washington, as well. This shift is also occurring in Grant County. As illustrated in Figure 4-9, the service sector in Grant County now accounts for more than twice as many jobs as manufacturing. Between 2000 and 2024, the share of jobs in the service sector grew from 29% to 35%, while the share of manufacturing jobs fell from 19% to 13%.

The number of manufacturing jobs in Grant County has expanded, even though this sector's share of total employment has declined. The manufacturing sector in Grant County was negatively impacted by the recession, with employment falling from approximately 4,600 jobs in 2000 to 4,000 jobs in 2010, a drop of more than 13%. Since 2010 employment in manufacturing has seen strong growth, and in 2024 the sector employed 4,600 workers in Grant County, reaching the level in 2000.

**Figure 4-9: Grant County Employment Comparison**



Source: Washington Employment Security Department, U.S. Bureau of Labor Statistics

### Employment in Manufacturing

Manufacturing is a key focus of the Port of Moses Lake, and many of the largest manufacturers in Grant County are either tenants of the Port of Moses Lake or users of the Port's facilities. These include Genie Industries, Boeing, and Moses Lake Industries, among others.

Food processing employs 2,086 workers in Grant County, the most of any manufacturing sector in the county, and this number has remained relatively steady over time (See Table 4-3). In addition to food manufacturing, employment in beverage production grew from 182 jobs in 2010 to 256 jobs in 2023. Okanagan Specialty Fruits, which opened a new facility in 2023 to process, pack, and ship apple products, is a user of the Port's wastewater facility.

Chemical manufacturing is another major part of the sector in Grant County, and one that is directly supported by facilities at the Port of Moses Lake. Employment in chemical manufacturing also rose sharply between 2010 and 2023, growing from 256 jobs to 511 jobs. Chemical firms that are tenants of the Port or are wastewater facility users include AstaReal Technologies Inc. and Moses Lake Industries.

*Manufacturing is a key focus of the Port of Moses Lake*

Non-metallic mineral products are another key manufacturing sector supported by the Port of Moses Lake. Employment in this sector grew from 467 in 2005 to nearly 700 in 2010. Employment then dropped to 697 jobs in 2010 to 283 jobs in 2023. REC Silicon, which announced in early 2025 the closure of its Moses Lake plant, was responsible for much of the increase in employment, as well as with the subsequent drop.

Manufacturing jobs generally pay well. The average manufacturing wage in Grant County in 2023 was \$68,800. This figure represents an increase of 4% over the inflation-adjusted level in 2010. Annual wages in the manufacturing sectors supported by the Port of Moses Lake are even higher; in 2023 the average wage in chemical manufacturing was \$85,400.

**Table 4-3: Manufacturing Employment in Grant County**

Industry	<u>Average Employment</u>		<u>Annual Wage (in 2023 dollars)</u>	
	2010	2023	2010	2023
Food processing	1,979	2,086	\$54,938	\$64,239
Beverage production	74	256	\$43,281	\$41,329
Chemical manufacturing	266	511	\$87,058	\$85,448
Nonmetallic mineral products	697	283	\$101,196	\$106,325
Fabricated metal products	88	79	\$71,184	\$58,762
Other industries	863	1,317	\$59,651	\$67,567
<b>Total Manufacturing</b>	<b>3,967</b>	<b>4,532</b>	<b>\$66,348</b>	<b>\$68,836</b>

Source: BST Associates, WA State Employment Security Dept

### Largest Employers

The list of the largest employers in Grant County shows that the top 25 firms accounted for about 10,500 jobs. The industrial sector included 16 firms with approximately 5,000 jobs. (See Table 4-4). Major industry clusters include food processing, aviation services, and other manufacturing, among others. Based on the current local composition of industrial companies, it is evident that the Moses Lake area can support a wide range of manufacturing operations.

**Table 4-4: Grant County Largest Employers**

Company	Product / Service	Jobs	Port Tenant	Port Waste Water
Moses Lake School District	Education	1100		
<b>Genie Industries, Inc.</b>	<b>Aerial Work Platforms</b>	<b>946</b>	<b>X</b>	
Grant County PUD	Public Utility	850		
Samaritan Healthcare	Healthcare	800		
Grant County (Government)	Government	688		
<b>Boeing</b>	<b>Aircraft Maintenance/ Storage</b>	<b>600</b>	<b>X</b>	
Quincy School District	Education	600		
Ephrata School District	Education	500		
Big Bend Community College	Education	490		
Microsoft	Data Center	486		
<b>Moses Lake Industries, Inc.</b>	<b>Industrial Chemicals</b>	<b>485</b>	<b>X</b>	
LambWeston-Quincy	Frozen French Fries	386		
Quincy Foods	Frozen Vegetable Processing	360		
J.R. Simplot Co.	Frozen French Fries	292		
LambWeston BSW	Frozen French Fries	272		
Confluence Health	Healthcare	265		
Columbia Basin Hospital	Healthcare	191		
Group 14	Silicon Battery Materials	180		
D & L Foundry, Inc.	Manhole Cover Manufacturing	172		
<b>Joyson Safety</b>	<b>Automotive Air Bag Propellant</b>	<b>170</b>	<b>X</b>	
Lineage Logistics	Cold Storage / Logistics	160		
Washington Potato	Frozen French Fries	145		
<b>SGL Group</b>	<b>Carbon Fiber Manufacturing</b>	<b>129</b>		<b>X</b>
Royal Ridge Fruit	Fruit Processing	115		
Basic American Foods	Dehydrated Potato Processing	110		

Source: Grant County Economic Development Council

Target industry clusters for the Port of Moses Lake are clearly described in the *Westside Employment Center Study*, and include Agriculture and Food Processing, Aviation and Aerospace Services (with Research and Clean Tech), and Other Manufacturing. Major factors behind the focus on these industry clusters include:

- **Agriculture and Food Processing.** Employment in the food products manufacturing sector is projected to increase. Grant County is a growing center of agriculture and food processing.
- **Aviation and Aerospace Services, with Research and Clean Tech.** Forecasts from the FAA indicate strong growth in the Aviation and Aerospace sector, despite declining employment in this sector in Washington State due to a large number of retirements. For Grant County, there appear to be positive opportunities to participate in the supply chain of products and services to a sector that is projected to see strong growth nationally.



- **Other Manufacturing.** Other manufacturing should also offer opportunities for business recruitment or development in Grant County.
- Employment in electrical equipment and appliance manufacturing is projected to grow by 1.73% annually from 2021 to 2026.
- Other manufacturing sectors predicted to increase employment include non-metallic mineral products, fabricated metal products, machinery products, computer and electronic products, and other transportation products.

### Employment at the Port of Moses Lake

Tenants of the Port of Moses Lake are a key source of jobs in the area. The Grant County Economic Development Council (EDC) conducts an employment census of the largest employers in Grant County; and according to the 2025 report, large Port tenants employed nearly 2,200 workers in 2025, in addition, SGL Group, which uses the Port's wastewater system, had 129 workers. This Port-related employment total excludes smaller firms that were not included in the EDC census. (See Table 4-4).

*Five of the largest industrial employers are Port tenants or use the Port's wastewater system, accounting for 2,330 jobs.*

As discussed above, the Port actively helps to recruit industries to the Port District, regardless of whether they locate on Port property or elsewhere in the district. While not located on Port property, several firms utilize the Port Wastewater Facility and/or the Foreign Trade Zone.

The number of jobs associated with Port tenants varies over time, depending on general economic conditions as well as on the specific mix of industries represented by the tenants, and the state of each of these sectors. Since 2006 the number of jobs provided by Port tenants essentially doubled, growing from approximately 1,000 jobs in 2006 to 2,200 jobs in 2025 (large firms only).

Many of the largest employers in Grant County are located in the Port District, both on and off Port-owned property. Brief descriptions of these firms are presented below.

Large port tenants with year-round operations include:

- Chemi-Con Materials manufactures electrolyte aluminum foil for capacitors. Chemi-Con is a user of the Port Wastewater Facility.
- Genie Industries manufactures boom lifts, and is the largest private employer in Grant County. Genie is planning a new research and customer showroom building at the Port of Moses Lake. Genie is also a user of the Port Wastewater Facility.

- Greenpoint Technologies creates custom interiors for commercial jetliners, for private individuals and heads of state. Aviation Technical Services (ATS) provides maintenance/repair/overhaul services for these same aircraft, and sub-leases space from Greenpoint.
- Joyson Safety Systems produces automotive airbag inflators and related propellants.
- AeroTEC is a Seattle-based aerospace test, engineering and certification company that works with a variety of aircraft manufacturers.

In addition to those tenants, other parties that use the Port's facilities at various times include:

- Military training (Joint Base Lewis-McChord with 8,000 operations per year, Naval Air Station Whidbey Island, exercises with other bases such as Fairchild and McConnell, and others).
- The U.S. Forest Service operates a forest fire air-tanker base in Moses Lake during fire season, operating aircraft as large as DC-10's. The base also uses the Port Wastewater Facility.
- Boeing tests aircraft at Grant County International Airport and owns its facilities, but leases additional space from the Port when needed.

Major employers who utilize the Port Wastewater Facility, but are not tenants of the Port, include:

- AstaReal Technologies Inc. (Fuji Chemical Industry) produces natural astaxanthin for use in nutritional supplements and functional foods and beverages. The process uses cultivated algae in an indoor photobioreactor.
- Moses Lake Industries produces ultra-high purity process chemicals for semiconductor wafer fabrication, silicon wafer production, LCD production, Through Silicon Via (TSV), and packaging.
- SGL Carbon Fiber produces carbon fiber materials.
- Okanogan Specialty Fruit receives, stores, processes, packs, and ships apples

## Tourism

Developers have approached the Port about the potential to build a hotel on Port-owned property at the airport. There is currently no lodging available at the airport, and visitors conducting business with Port tenants must stay in hotels near downtown. The lodging

market in Grant County has seen substantial growth for an extended period, and may support the addition of a hotel at the airport.

The number of visitors to Grant County increased at 4.2% from 2019 to 2024. Visitation declined in 2020 from 2019 levels but rebounded quickly and continued to grow through 2024. Visitor spending increased at an average annual rate of 8.2%, according to estimates by Tourism Economics for the State of Washington Tourism.<sup>5</sup>

During this period (2019-2024), the share of expenditures by category included:

- Lodging 24%
- Food & beverage 25%
- Recreation 15%
- Retail 20%
- Transportation 16%

Travel spending supported 2,141 jobs in Grant County in 2024, an increase of more than 15% over 2019 employment. Earnings associated with these jobs grew by nearly 45% over the same period, and jumped from \$45.8 million to \$66.2 million. State and local tax receipts generated by travel spending grew from \$22.4 million to \$27.8 million. (See Table 4-5).

**Table 4-5: Direct Travel Impacts in Grant County (\$ millions)**

	2019	2020	2021	2022	2023	2024	CAGR 2019-2023
<b>Visits (millions)</b>	1.2	1.1	1.4	1.4	1.5	1.5	4.2%
<b>Expenditures (million \$)</b>							
Lodging	\$51.6	\$44.7	\$63.3	\$70.0	\$75.2	\$79.8	9.1%
Food and beverage	\$52.9	\$48.5	\$65.5	\$71.9	\$78.1	\$82.1	9.2%
Recreation	\$30.9	\$24.4	\$44.5	\$42.7	\$45.3	\$46.5	8.5%
Retail	\$47.4	\$40.1	\$49.8	\$55.5	\$60.0	\$61.1	5.2%
Transportation	\$36.5	\$27.4	\$37.6	\$52.0	\$52.7	\$56.3	9.1%
Total direct sales	\$219.3	\$185.1	\$260.7	\$292.1	\$311.2	\$325.8	8.2%
<b>Direct Employment</b>	1,867	1,754	1,997	2,075	2,139	2,141	2.8%
<b>Direct Labor Income</b>	\$45.8	\$42.6	\$54.9	\$60.3	\$65.7	\$66.2	7.6%
<b>Direct state and local tax revenues</b>	\$22.5	\$16.5	\$21.8	\$24.7	\$26.6	\$27.8	4.4%

Source: Tourism Economics, State of Washington Tourism

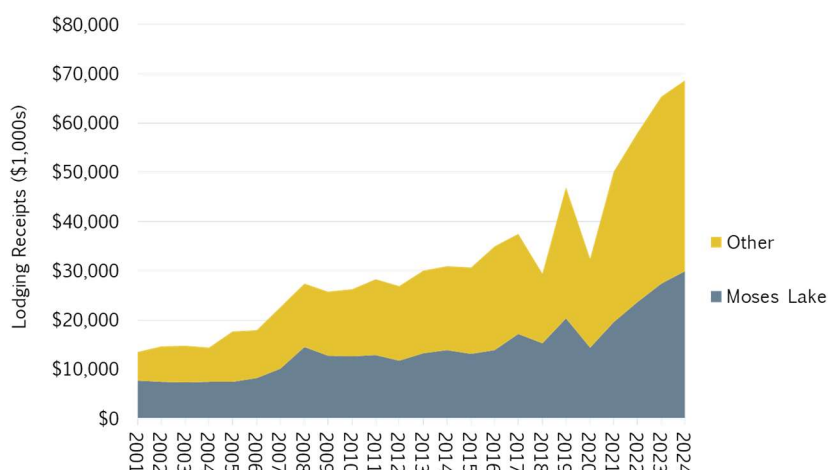
Lodging receipts in Grant County grew substantially from 2001 through 2024, according to data from the Washington State Department of Revenue. Total receipts in the county

<sup>5</sup> Tourism Economics for State of Washington Tourism (SWT).

increased from less than \$13.6 million in 2001 to nearly \$68.7 million in 2024. (See Figure 4-10).

Moses Lake accounts for the largest share of lodging receipts, and accounted for two-thirds of the growth from 2001 through 2024. From 2019 through 2024, lodging receipts in Moses Lake grew from \$20.3 million to \$29.9 million, even with the pandemic-low of \$14.3 million in 2020. In 2024, Moses Lake accounted for approximately 44% of all lodging receipts in Grant County.

**Figure 4-10: Trends in Lodging Receipts (\$1,000s)**



Source: Washington State Department of Revenue

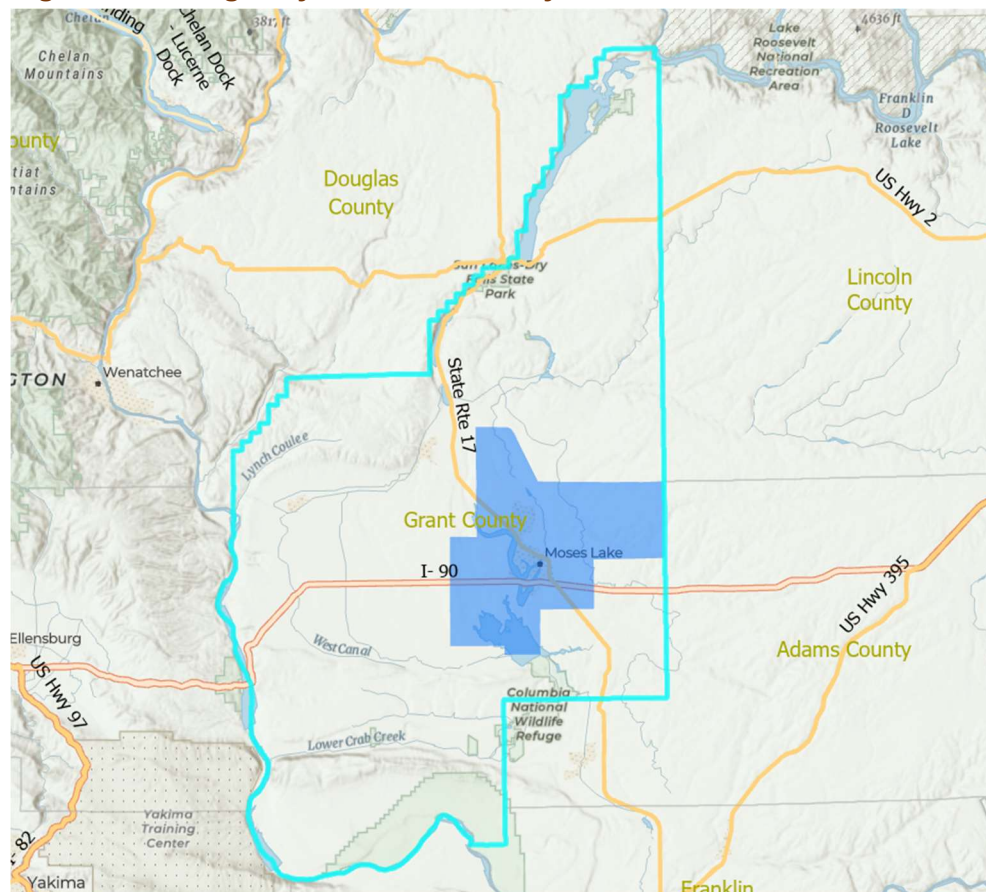
## Transportation System

The supply chain of Grant County depends on the efficiency of its road, rail and air systems. This section reviews the infrastructure and usage of the Grant County transportation systems.

### Roads

Moses Lake is approximately 175 miles by road from Seattle, 100 miles from Spokane, 100 miles from Yakima, and 75 miles from the Tri-Cities.

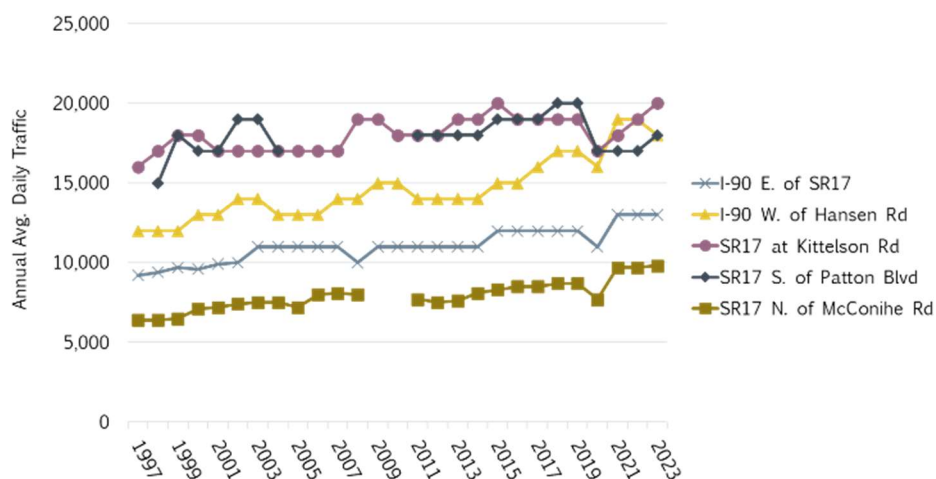
Grant County International Airport is located approximately eight miles north of Interstate 90 (I-90) via State Highway 17. I-90 provides east/west access across the state. The airport is also located approximately 38 miles south of U.S. Highway 2 (an alternative east-west route across the state), and 50 miles north of Interstate 395.

**Figure 4-11: Highways in Grant County**

Source: BST Associates

Traffic volumes in the Moses Lake have increased steadily, as shown in Figure 4-12. This figure presents traffic count data (measured in “AADT”, or annual average daily traffic) at two points on I-90 and three points on SR17. On I-90 west of Moses Lake (west of the Hansen Road interchange) daily traffic grew from 13,000 vehicles per day in 2000 to 18,000 vehicles per day in 2023. On I-90 east of Moses Lake (east of the SR17 interchange) daily traffic grew from 9,600 vehicles per day in 2000 to 13,000 vehicles per day in 2023.

Traffic counts are as high on parts of SR17 as they are on I-90 in the Moses Lake area. For example, on SR17 at Kittelson Rd (immediately north of the I-90 interchange) traffic grew from 17,000 vehicles per day in 2000 to 20,000 vehicles per day in 2023, and at Patton Boulevard (immediately south of the entrance to Grant County International Airport) the count grew from 17,000 in 2000 to 18,000 in 2023. North of the airport, traffic on SR17 drops significantly; on SR17 north of McConihe Road traffic grew from 7,100 vehicles per day in 2000 to 9,800 vehicles per day in 2023.

**Figure 4-12: Traffic Counts**

Source: WSDOT

## Airports

Aviation in Grant County has been of significant importance since the 1940s, when the U.S. Army established airfields in Moses Lake and Ephrata. Grant County has eight public-use airports that support a wide variety of users and aircraft types.

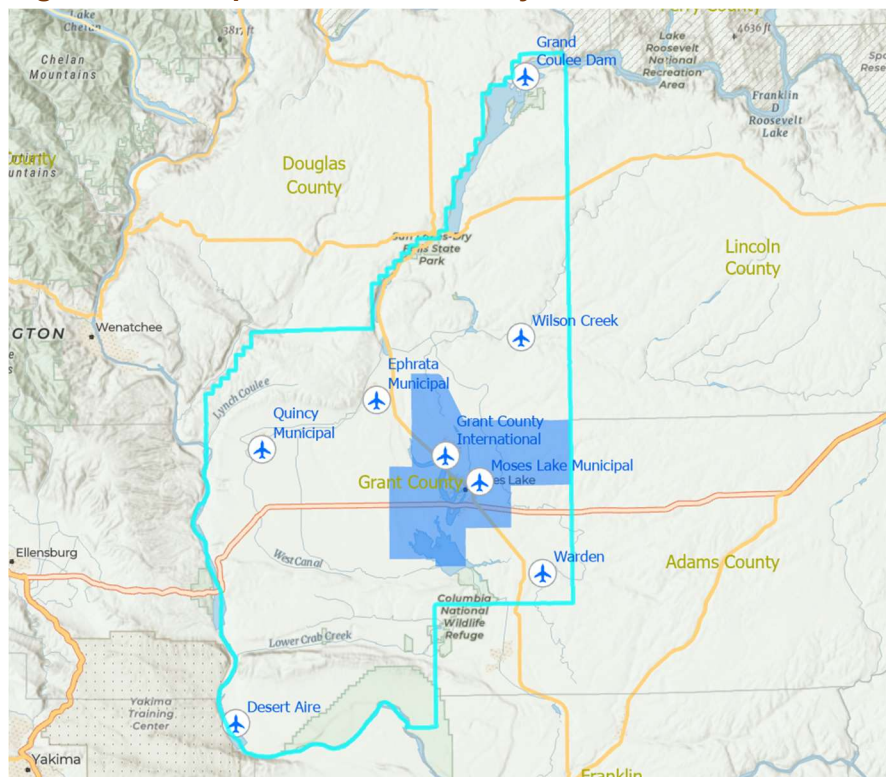
All airports in the County are classified under the FAA National Plan of Integrated Airport Systems (NPAIS). Airports are categorized by type of activities, including commercial service, primary, cargo service, reliever, and general aviation airports.

- Grant County International is the only airport in the county that can accept commercial service.
- Ephrata Municipal and Grand Coulee Dam are categorized as General Aviation airports.
- Quincy Municipal, Wilson Creek, Warden Municipal, and Moses Lake Municipal are categorized as Municipally Owned airports.
- Desert Air is classified as a Private Ownership Public Use airport.

Grant County International Airport, with one of the longest runways in the United States, is a world-class heavy jet testing and training facility for the Boeing Company, the United States military, and a variety of other companies. The Ephrata Municipal Airport serves recreational aircraft, in particular, glider and aerobatics clubs that host events there. Other airports serve local residents and visitors to the County.



**Figure 4-13: Airports in Grant County**



Source: BST Associates

### Railroads

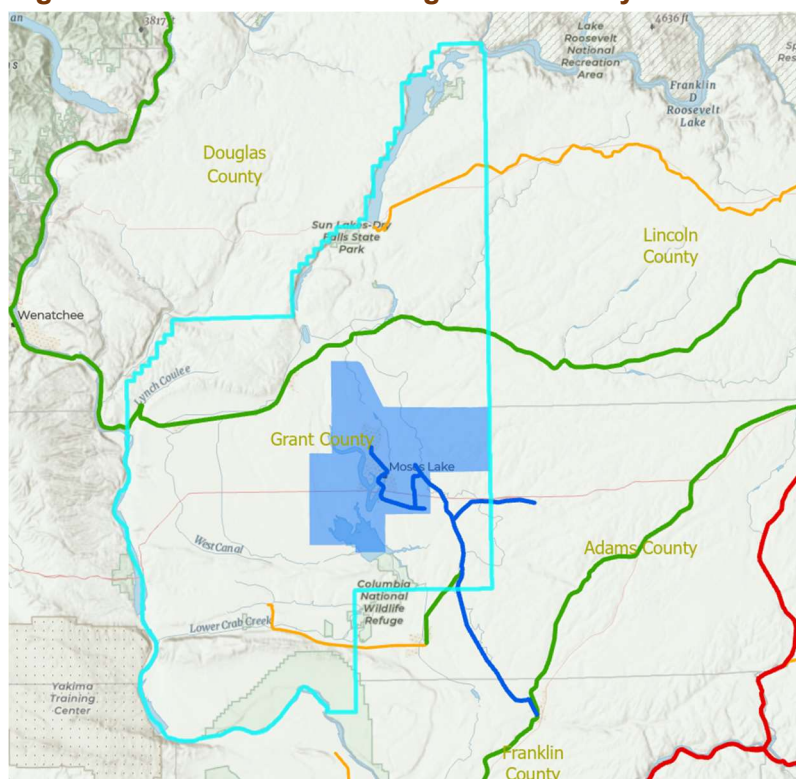
Rail service within Grant County is provided by Burlington Northern Santa Fe Railroad (BNSF), Columbia Basin Railroad (CBRW), Palouse River and Coulee City Rail System (PCC), and Port of Royal Slope. (See Figure 4-14).

- The BNSF main line runs east-west across Grant County, from the Columbia River west of Quincy, through Ephrata and Soap Lake, and to the Lincoln County line. The line runs parallel to SR 28 for most of this distance, and is approximately 14 miles north of Grant County International Airport. This is the principal service route between the Puget Sound area, Spokane and points east.
- The CBRW operates a branch line that runs from Connell (in Franklin County) through Othello, and on to Moses Lake. This line connects to the BNSF Spokane-Pasco main line at Connell.
- The Port of Royal Slope owns a 26-mile branch rail line that runs from Royal City to Othello, where it connects to the CBRW.
- The PCC operates the line (owned by WSDOT) that extends from Coulee City to Lincoln County, and runs parallel to SR 2.



Port industrial properties at GCIA have not had rail service since 2009, when a trestle fire put a large portion of this line out of service. The CBRW currently operates to the Wheeler industrial area, three miles east of downtown Moses Lake. As described later in this document, one of the top priorities of the Port is a project to connect the airport rail line to the CBRW at Wheeler, via a new alignment. This project (the Northern Columbia Basin Rail project, or “NCBRP”) will provide rail service to over 2,000 acres of industrial-zoned lands adjacent to the airport and along the Wheeler Industrial Corridor in Moses Lake.

**Figure 4-14: Railroads Serving Grant County**



Source: BST Associates

### Electricity

One of the major assets of Grant County is electricity rates that are some of the lowest in the nation. The Grant County Public Utility District (PUD), the primary power supplier, charges an average residential rate of 5.9 cents per kilowatt hour, compared to the national average of 16.1 cents.

In addition to being low-cost, much of the electricity is produced by renewable sources. The Grant County Public Utility District operates two major hydro-electric dams on the Columbia River (Priest Rapids and Wanapum dams) as well as several small projects on main irrigation canals (Quincy Chute and Potholes East Canal). The PUD is also an

investor in the Nine Canyon Wind Project, a large wind turbine project located south of Kennewick, and the 80 MW Goose Prairie Solar Project near Moxee, WA.

**Figure 4-15: Wanapum Dam**



Source: Grant County PUD

The availability of electricity has become a major issue in recent years. Grant County PUD has the capacity to produce 2,000 megawatts (MW) from the two dams, but industrial development projects currently in the queue have total demand for an additional 3,000 MW.

In addition, although the dams produce 2,000 megawatts, approximately 36% of that is guaranteed to other utilities based on “legacy” contracts that date to the construction of the dams. This means that the total amount available to Grant County is approximately 1,300 megawatts.

The PUD expects to add more solar power in coming years, and is in the early stages of studying the addition of “small modular reactors” to produce nuclear energy.

The Port of Moses Lake is also developing plans to add power capacity to the region, and is currently in talks with private utility developers to build new production and transmission capacity. In order to do have the legal authority to do this, the Port Commission adopted the creation of a Port-wide Industrial Development District (IDD).

## 5. STRATEGIC PLAN

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The Port of Moses Lake owns a number of assets, including the Grant County International Airport and surrounding industrial infrastructure. The following section describes each of these assets, provides information on recent projects, and details planned improvements.

### Key Projects

The Port Strategic Plan outlines several key initiatives, including:

#### Rail Project

- a) Construct new rail line between Wheeler and Parker Horn (Segment 1)
- b) Extend existing track from south of the airport to the industrial lands on the east side of the airport (Segment 2)
- c) Refurbish existing track between Parker Horn and the airport (Segment 3)

#### Airport Projects

- a) Complete rebuild of west apron
- b) Design & construct new Aircraft Rescue Fire Fighting station midfield
- c) Develop southwest hangars
  - a. Phase 1, Utilities
  - b. Phase 2-4, Excavation/Paving/Utility
- d) Design and reconstruct Taxiway G
- e) Update Airport Master Plan

#### Waste Water

- a) Develop Section 19 irrigation circles
- b) Complete perfecting of water right

#### Property Acquisition

- a) Acquire parcels from the US Bureau of Reclamation (USBR) property, plan and construct road and utilities
- b) Acquire three private parcels
- c) Westside property

#### Non-Airfield New Capital

- a) Community development project - base sidewalk
- b) Fire suppression extension
- c) Install electric car charger
- d) Extend water service to Road G at the Westside Employment Center

## Airport

### Overview

Grant County International Airport is located six miles northwest of the Moses Lake central business district. The airport provides support to commercial, military, and private aircraft. The U.S. Air Force, Boeing, and other companies test aircraft at the facility. The airport averages 150 operations each day.

The current runway system consists of five runways, with the longest at 13,503 feet, one of the longest runways in the country. The airport encompasses approximately 4,650 acres of land, including 240 acres of aircraft ramp.

*Runway 14L-32R is one of the longest runways in the United States*

Storage for general aviation aircraft includes 20 hangar buildings, and there are currently 64 aircraft based at the airport.

### Airport Operations

**Fixed Base Operations.** The airport has one fixed based operator, or “FBO”: Million Air Moses Lake. This FBO provides jet fuel and avgas, and concierge and flight planning services. It does not provide flight instruction, aircraft rental, or aircraft maintenance. In addition to the FBO, Big Bend Community College, which is located on former Larson property and has facilities on the airport, offers flight training, aircraft maintenance, and other programs.

**Maintenance, Repair & Overhaul (MRO).** AeroTEC provides MRO services to a range of aircraft types, in addition to testing, engineering and certification services. Aviation Technical Services (ATS) provides a wide range of services to airlines and other commercial aircraft owners. ATS also partners with Greenpoint Technologies, Inc, to manufacture and install interiors for widebody business jets.

**Aerial Firefighting.** The Port hosts Federal and State aerial firefighting agencies and their contractors, both in the line of duty and testing and certification of new equipment and new aircraft models. The United States Forest Service (USFS) Moses Lake Tanker Base is the only airport in Washington State capable of receiving and launching Very Large Air Tankers (VLATs), and protects federal lands from the Cascades to the Rockies and from British

Columbia to Eastern Oregon. The Washington State Department of Natural Resources (DNR) operates multiple aircraft types for firefighting and other missions.

**Aircraft Testing and Training.** A major role of the airport is aircraft testing and training, both civilian and military. The Port worked with the FAA to designate a specific section of airspace known as the North Training Area. The special separated status in the North Training Area allows for testing and training to occur in an uncongested airspace designed solely for the advancement of the aerospace industry through test flights. In addition, the nearby Okanogan and Roosevelt Military Operations Areas combined provide approximately 11,478 square miles of protected airspace for training.

### Recent Projects

FAA-funded projects at the airport over the past 22 years are listed in Table 5-1, along with the value of the FAA grant for each project.

**Figure 5-1: Runway 14L-32R at Grant County International Airport**



Source: Port of Moses Lake

**TABLE 5-1: RECENT FAA GRANT HISTORY<sup>6</sup>**

Year	Grant #	Description	FAA Amount
1999	20	Acquire SRE blade, install signs, rehab and expand terminal parking lot (Ph. II)	\$203,476
1999	21	Reconstruct Rwy. 4/22 design	\$140,801
2000	22	Rehabilitate Runway 4-22, including REIL, LAHSO lights	\$2,584,258
2002	23	Master plan update	\$221,752
2002	24	Security enhancements, remark runway hold lines	\$414,161
2002	25	Construct SRE building	\$1,148,858
2002	26	Security enhancements	\$23,338
2003	27	Modify ARFF training facility, install MIRL Rwy. 14L-32R, security fencing	\$573,122
2004	28	Rehabilitate Runway 14L-32R	\$191,475
2004	29	Rehabilitate Runway 14L-32R	\$4,916,637
2005	30	Acquire snow removal equipment (SRE)	\$1,179,098
2006	31	Rehabilitate Taxiway D	\$500,000
2007	32	Rehabilitate runway lighting - 14L-32R and 4-22, rehabilitate Taxiway	\$2,519,200
2009	33	Rehabilitate apron, rehabilitate taxiway	\$114,093
2009	34	Rehabilitate T-hangar taxiway, install enhanced taxiway markings	\$1,178,144
2009	35	Rehabilitate apron, security enhancements	\$533,344
2010	36	Acquire ARFF vehicle	\$632,524
2011	37	Rehabilitate east apron (Ph. I design and construction)	\$2,500,000
2012	38	Rehabilitate apron	\$4,422,408
2013	39	Master plan study	\$302,860
2014	40	Rehabilitate Runway - 14L/32R, Rehabilitate Taxiway	\$422,700
2015	41	Rehabilitate Access Road	\$472,500
2017	42	Reconstruct Runway - 14L/32R, Rehabilitate Taxiway	\$427,534
2018	43	Rehabilitate Taxiway	\$164,104
2019	44	Reconstruct Runway	\$9,250,000
2019	44	Reconstruct Runway Lighting	\$900,000
2020	45	Reconstruct Runway	\$8,000,000
2020	45	Reconstruct Runway Lighting	\$2,000,000
2021	47	Acquire Aircraft Rescue & Fire Fighting Safety Equipment, Reconstruct Taxiway	\$346,624
2021	48	CRRSA Act Funds	\$13,000
2021	49	General ARPA	\$32,000

Source: FAA, GCIA Master Plan 2014

Projects planned for the airport are laid out in the *Grant County International Airport Master Plan*.<sup>7</sup>

Pavement projects include:

- Finishing the reconstruction of terminal area aprons,

<sup>6</sup> FAA. [http://www.faa.gov/airports/aip/grantapportion\\_data/](http://www.faa.gov/airports/aip/grantapportion_data/), accessed on 3/24/2025.

<sup>7</sup> Coffman Associates, August 2014.



- Design and reconstruct Taxiway G, and
- Generic pavement repair.

Planned projects for airport buildings include:

- Construct new maintenance equipment shed,
- Develop southwest hangars,
- Develop a plan for the structurally unsound large hangar,
- Construct new fire station on the infield,
- Decommission existing runway 14R-32L, and return it to a full-time taxiway,
- Replace runway 18-36 with a new runway west of Taxiway C, then decommission 18-36, and
- Construct a military training facility.

In addition, the airport master plan will be updated.

## Industrial Space

One of the key assets of the Port of Moses Lake is land and buildings that are zoned for industrial uses. The Port leases existing land and buildings to industrial tenants, and is planning the addition of more land to the available inventory. The land and buildings enable the Port to fulfill one of its original goals, to develop areas surrounding Grant County International Airport in order to support economic development.

### Existing Industrial Park

The majority of the Port's existing land for heavy industrial use is located along the east side of the airport, with land and buildings for lighter industry located on the south side of the airport. Several of the Port's largest tenants are located on the east side, including Genie Industries and Chemi-Con. Adjacent to the Port-owned heavy industrial land is privately owned land that is home to several major industrial firms. (See Figure 5-2).

On the north side of the airport the Port, two manufacturers whose work involves explosive materials (General Dynamics and Joyson Safety Systems) lease large areas of vacant land. Similarly, Stoke Space leases 75 acres in the Westside Employment Center, most of which is buffer land for rocket engine testing.

On the airfield, two government tenants (Joint Base Lewis-McChord and the U.S. Forest Service) lease large amounts of property.



**Figure 5-2: Grant County International Airport Employment Center**



Source:

### GCIA Employment Center

Lands surrounding the eastside of the airport are designated as the “Grant County International Airport Employment Center” (GCIA Employment Center). This employment center encompasses approximately 1,258 acres, and include a mix of public and private lands. The GCIA Employment Center Project is a joint effort between the City of Moses Lake, the Port of Moses Lake, and Grant County to strengthen business and employment opportunities in the aerospace and manufacturing node surrounding the Grant County International Airport.

Grant County issued a Planned Action Environmental Impact Statement for the GCIA Employment Center. Under State law, planned actions allow for up-front environmental review and streamlined permitting for development projects that comply with development standards and mitigation measures established in the Planned Action Ordinance. By completing the

environmental review in advance under the planned action, projects can be developed faster than if separate reviews were required for each new project.

Two alternatives were analyzed that would meet the Port's, County's, and City's goal of strengthening the existing aerospace and manufacturing cluster at and near the airport.<sup>8</sup> Under Alternative 1, development would focus on heavy manufacturing and warehouse sectors. Under Alternative 2, the development would focus on the light manufacturing and technology sectors. Alternative 3 is the No Action alternative.

Alternative 1, at full build-out, could result in:

- Approximately 6.3 million square feet new heavy manufacturing / warehouse building area, and
- Approximately 2.5 million square feet of new aviation development / revenue support building area
- The new building area onsite would provide capacity for a total of approximately 13,520 new employees.

Alternative 2, at full build-out, could result in:

- Approximately 7.3 million square feet of new light manufacturing / technology building area, and
- Approximately 2.8 million sq. ft. of new aviation development / revenue support building area).
- The new building area onsite would provide capacity for a total of approximately 19,010 new employees.

The full build out is projected to take 20 years.

### Westside Employment Center

The Westside Employment Center (WEC) is a 2,299-acre undeveloped area on the west side of Grant County International Airport that the Port is developing to attract industrial users. Of the 2,299 total acres at the WEC, 70% (1,607 acres) is owned by the Port and 30% (692 acres) is privately owned.

The addition of the Westside Employment Center site provides sites for industries such as clean energy / clean tech, aerospace, and food processing. As a master planned industrial complex, it will provide a coordinated location for major employers.

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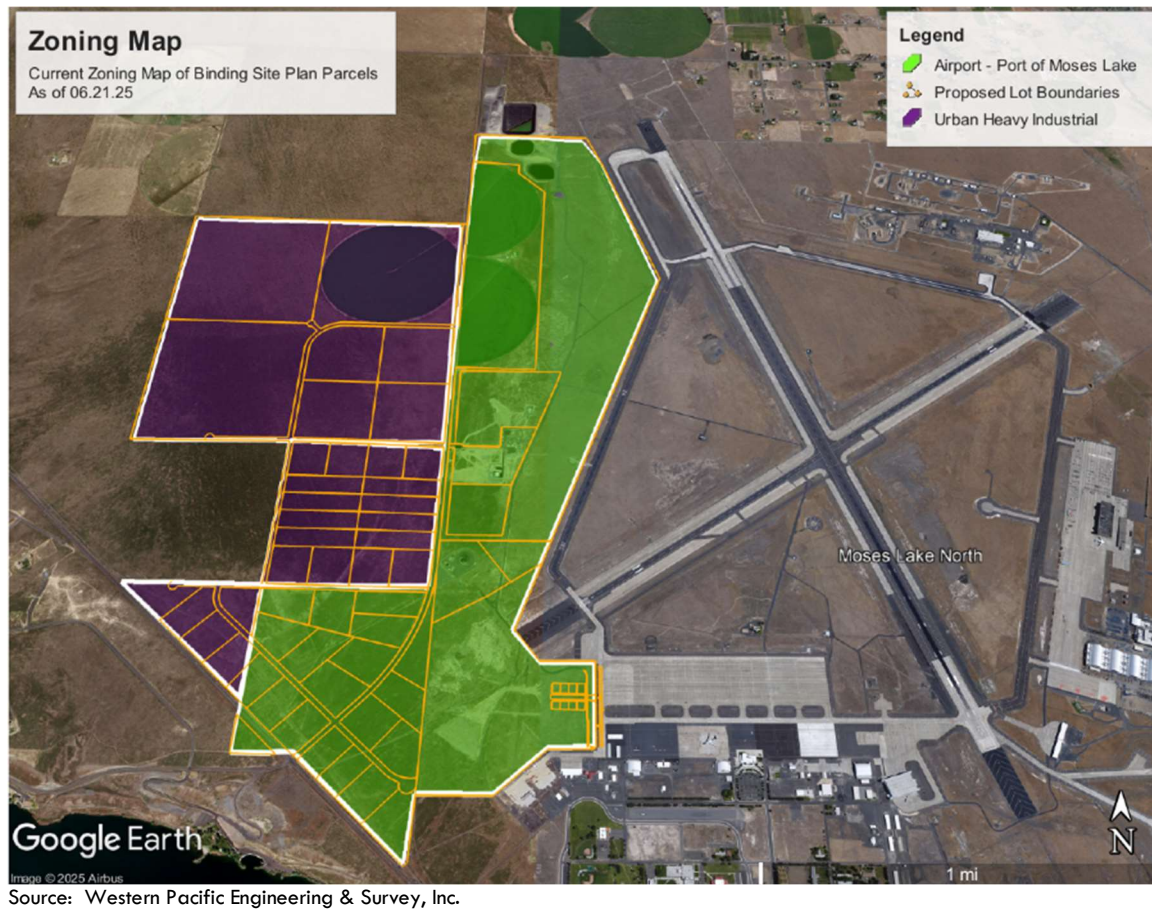
<sup>8</sup> Port of Moses Lake and Grant County. *Final Environmental Impact Statement Grant County International Airport Employment Center Project*, November 2015.

The WEC is bound by 10 Road NE to the north, GCIA airfield to the east, SR 17 to the south and rural lands to the west. (See Figure 5-3).

Since 2019 the Port has completed the first phase of the WEC development. Completed infrastructure projects include:

- A binding site plan
- A 3.5-mile entrance road (Road G NE)
- A new intersection at SR 17
- Water main, sewer main, industrial waste water line, and conduit for power and telecommunications along the main entrance road.

Approximately 1,200 acres are located in the Moses Lake Urban Growth Area (UGA) and are zoned to support industrial development. The remaining 1,100 acres outside the UGA are designated Rural Remote (Rrem) or Rural Residential (RR1); these zones allow low density residential use and limited commercial use, and industrial uses are not permitted. In order to utilize the entire WEC area for industrial purposes a modification to the Moses Lake UGA will need to be approved. Section 19 (640 acres) is being rezoned to Heavy Urban Industrial.

**Figure 5-3: Westside Employment Center**

## Buildings

The Port owns approximately 50 buildings with a total of more than 1.2 million square feet of leasable space, essentially all of which is currently leased. Included in the inventory is a wide variety of building types and uses, such as aircraft hangars, industrial space, office space, and warehouses. The majority of these buildings are located on the south side of the airport, with a few in the eastside industrial area. (See Figure 5-4).

The buildings range in size from less than 1,000 square feet to more than 400,000 square feet, and many of these were constructed by the military prior to the closing of the air base. The Port continuously invests in maintenance and upgrades to these buildings.

The Port has also constructed a number of new buildings, including the terminal / port office building, warehouses, T-hangars, and a cross-dock facility, among others.



**Figure 5-4: Port of Moses Lake Leased Buildings**



Source: Port of Moses Lake

## Industrial Wastewater System

The Port of Moses Lake operates a wastewater facility designed for industrial customers. The current system is not designed to process biological material, and does not handle wastewater from food processors. The wastewater facility currently serves seven industrial clients located on or near the airport:

- AstaReal
- Chemi-Con

- Genie
- U.S. Forest Service
- Moses Lake Industries
- Okanogan Specialty Fruits
- SGL Carbon Fiber

The system is based on land application, where waste water is stored until summer to use for watering forage crops. The facility receives effluent through a gravity collection system to a central transmission station, from which it is sent under pressure to storage lagoons.

The wastewater facility originally began operation with storage capacity of 27 million gallons, with processed water spread on 120 acres of spray fields. The facility has been expanded several times in order to accommodate growth of existing users and the addition of new users.

- Phase 1 (2014) – added a second lagoon with capacity of 31 million gallons, doubled the capacity of the wet well and the irrigation station.
- Phase 2 (2015) – purchased additional land to increase spray field capacity by 400%, constructed a new center pivot to double spray field acreage.
- Phase 3 (2016) – extended four-inch main line 5,800 ft to the east to incorporate the current light industrial park.
- Phase 4 (2019) – new well was completed.
- Phase 5 (2021) – new storage lagoon was constructed, with a capacity of 70 million gallons.

In addition, in 2015 the Department of Ecology issued the Port a permit that increased the permitted daily influent inflow to 400,000 gallons per day and maximum daily influent flow to 900,000 gpd.

In order to use the land application process for waste water, the Port must also irrigate with fresh water. The expansion of spray field capacity required the Port to acquire additional water rights, and to construct a new well to access that water.

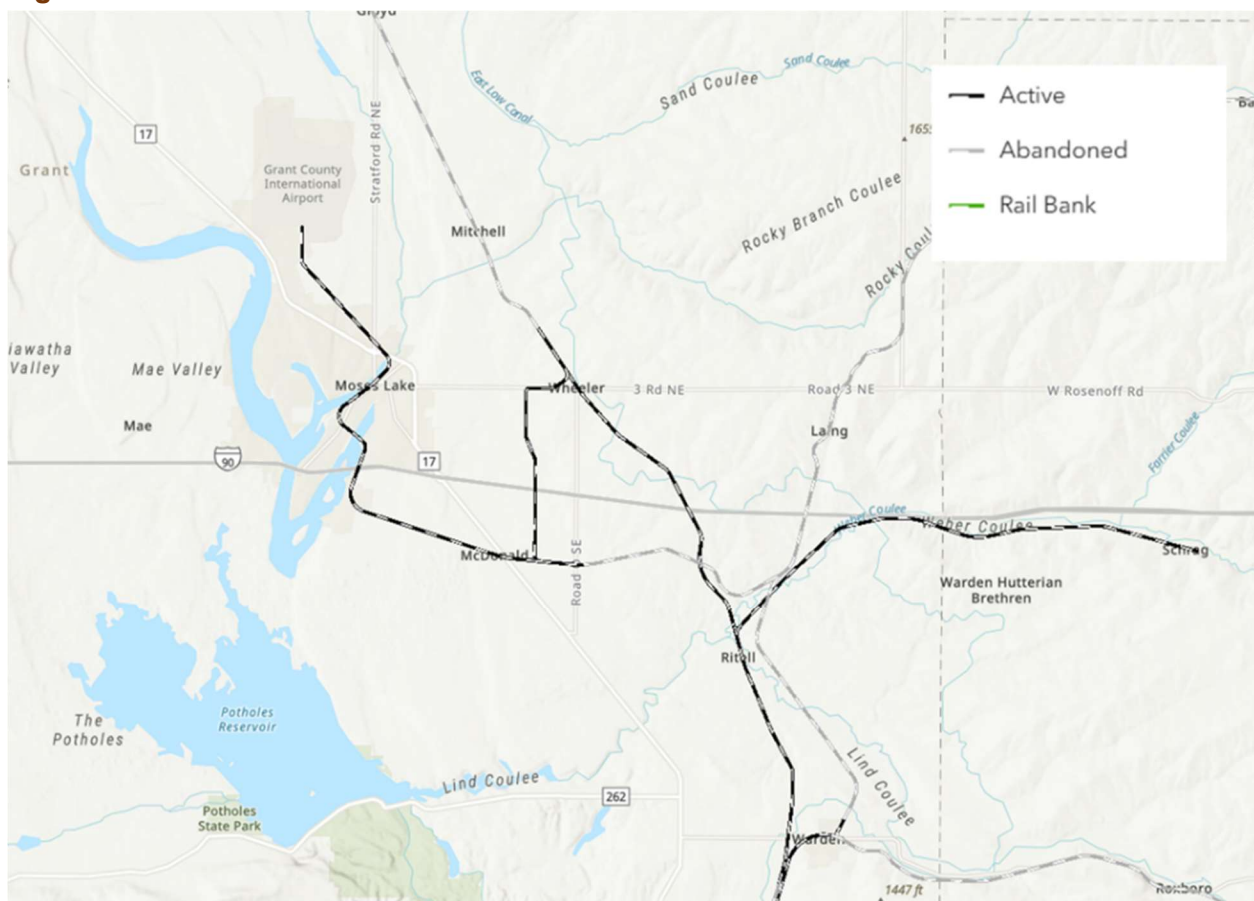
The Port has constructed the well, and is in the process of “perfecting” the water right by putting the water to beneficial use. Under Washington water law, the owner of a water right must put the water to beneficial use in order to maintain the right. The Port is currently in the process of testing the new well; once this is complete the water will be used to irrigate 640 acres of Section 19. This will demonstrate beneficial use, and perfect the water right.

## Railroad

Rail service is currently not available to the Port of Moses Lake industrial area and the Grant County International Airport, but the Port is close to starting construction on a new rail corridor to serve the area.

The airport was historically served by the Moses Lake branch line, which connects to the mainline rail system at Connell. However, a large portion of this line has been out of service since a trestle fire in 2009. The Moses Lake line runs a relatively direct route from Connell to Wheeler, approximately four miles east of downtown Moses Lake. From Wheeler, the line follows a circuitous route that runs south five miles to McDonald and west another four miles, before turning north and winding along the lake and through downtown Moses Lake. (See Figure 5-5).

**Figure 5-5: Moses Lake Area Rail Lines**



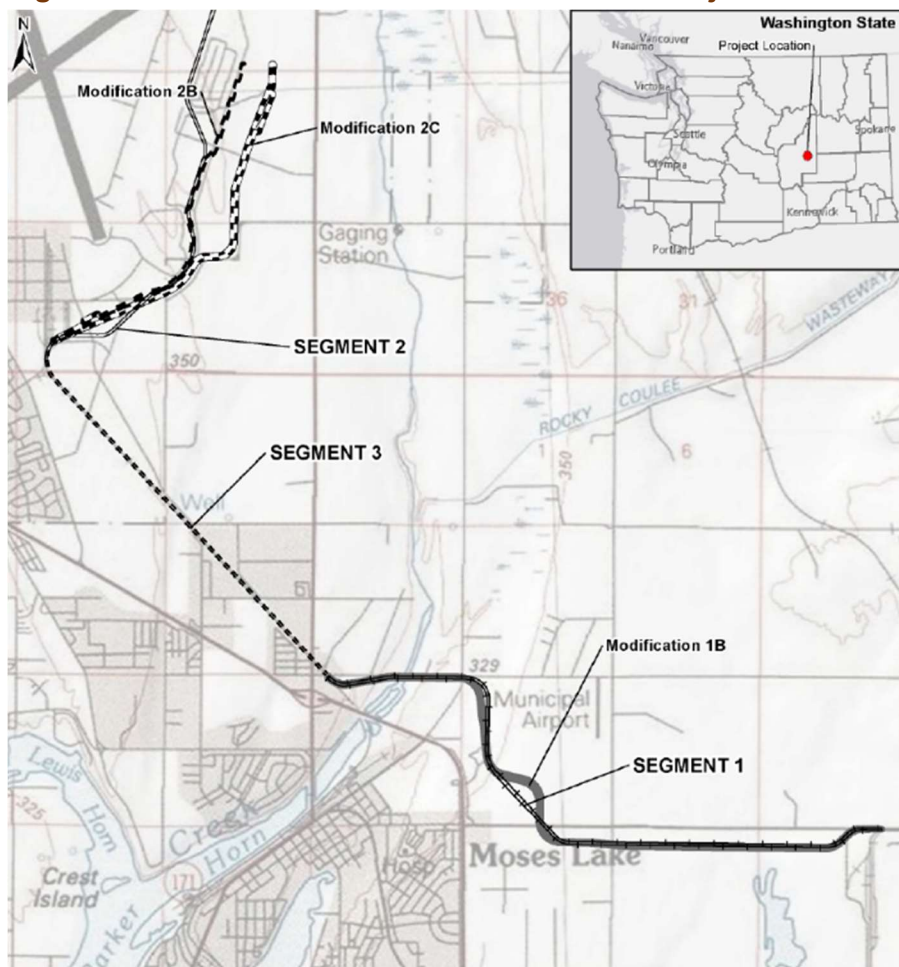
Source:

The planned Northern Columbia Basin Railroad Project (NCBRP) will include the construction of two new segments of track and rehabilitation of a third segment. (See Figure 5-6).



- Segment 1 will include construction of approximately 4.5 miles of new track from the Columbia Basin Railroad Company, Inc. (CBRW) rail line in Wheeler, to CBRW's rail line just west the Crab Creek water crossing.
- Segment 2 will include construction of approximately 3.1 miles of new track from the existing CBRW rail line to the eastern side of the GCIA.
- Segment 3 will include the rehabilitation of approximately 3 miles of track that will connect Segments 1 and 2. Segment 3 was recently donated to the Port of Moses Lake by the CBRW.

**Figure 5-6: Northern Columbia Basin Railroad Project**



Source: Jacobs

The purpose of the rail project is to provide rail service to industrial land in order to enhance opportunities for economic development and to attract new rail-dependent businesses to those areas.

The Port has secured approximately \$33 million for construction of the rail line. This includes approximately \$23 million in State grant funding and nearly \$10 million in Federal grant funding. The remaining \$37 million in costs will be funded through tax increment financing.

The Port has been working with property owners to secure the right of way for Segment 1. Once agreements are finalized with all property owners, the project will be put out to bid.

A major benefit to the community is that the inactive rail line that currently runs through downtown Moses Lake will provide a right-of-way corridor for a new recreational trail, which is the City's highest priority trail project. The new trail will create a path from the Pelican Point area south of I-90, through the city center, and to Highway 17. The trail will provide a pedestrian and bicycle crossing of I-90 and two crossings of Moses Lake.

## Foreign Trade Zone

An important asset the Port provides to the region is a Foreign Trade Zone (FTZ). An FTZ is a designated region, where commercial merchandise received from foreign countries is not subject to formal Customs entry procedures, duties, and federal excise taxes.

Businesses with operations in an FTZ can receive foreign merchandise for storage, assembly, manufacturing and processing without being subject to Customs procedures and fees until the merchandise is transferred from the FTZ for U.S. consumption. The merchandise is not subject to fees if it is re-exported out of the U.S. In addition, if the imported goods or materials are substantially transformed, they may be subject to a lower tariff.

For many of the manufacturers in and around the Port of Moses Lake the FTZ is a critical asset. Major employers, such as Chemi-Con, import raw materials for processing in Moses Lake and then export finished products to other countries. The firms do not have to pay customs duties on the products that are exported.

The Port of Moses Lake Foreign Trade Zone (FTZ #203) was originally established in 1994. It was converted to an Alternative Site Frame Work (ASF) in 2010. Under the ASF arrangement, zone sites must be within 60 statute miles of, or within 90 minutes' driving time from, the outer limits of the Port of Moses Lake, the CBP port of entry. Subzone sites that are outside the 60 miles/90 minutes driving time from the outer limits of the CBP port of entry may alternatively qualify to be considered adjacent if they work with the CBP Port Director to ensure that proper oversight measures are in place.

*The Foreign Trade Zone is critical to many of the largest employers*

The Alternative Site Framework for FTZ 203 allows business in the following Washington counties to benefit from FTZ status:

- Benton County
- Chelan County
- Columbia County
- Douglas County
- Franklin County
- Grant County
- Kittitas County
- Lincoln County
- Okanagan County
- Walla Walla County
- Yakima County

**Figure 5-6: Chemi-Con Materials, Port of Moses Lake**



Source: Port of Moses Lake

# 6. FINANCE

This chapter reviews recent financial trends of the Port of Moses Lake for the period of 2020 to 2024, and presents financial projections for 2025 through 2029.

## Financial Trends

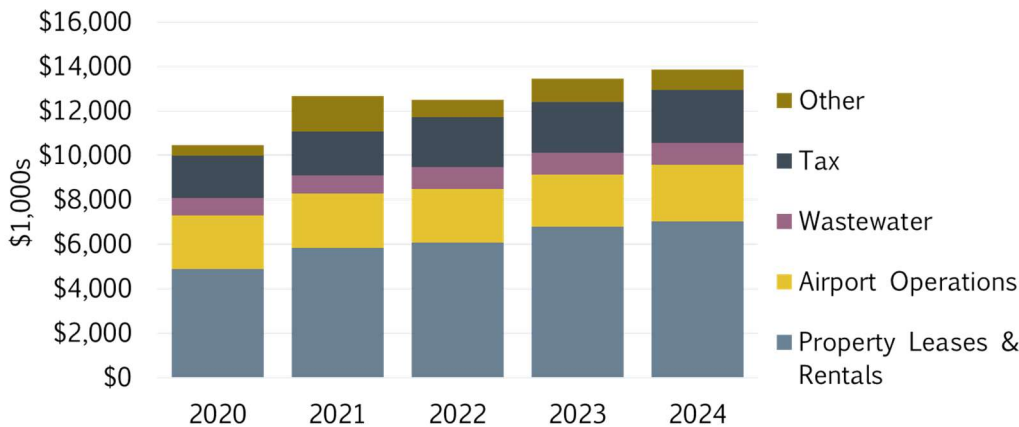
### Operating Revenues

Operating revenues at the Port of Moses Lake are generated through:

- Property leases and rentals,
- Airport operations,
- Wastewater subscriptions,
- Taxes, and
- Other sources (e.g. expense reimbursement, concessions).

Operating revenues increased from \$10.5 million in 2020 to \$12.8 million in 2024, or at an average rate of 5.2% per year. (See Figure 6-1).

**Figure 6-1: Port of Moses Lake Operating Revenues (2020-2024)**



Source: Port of Moses Lake

Property leases and rentals are the largest source of Port operating revenue, accounting for approximately 45% of total Port operating revenues from 2020 through 2024. During this period, revenue from property leases and rentals increased at an average rate of 5.3% per year.

Airport operations generated approximately 21% of operating income from 2020 through 2024, and increased at an average rate of 1.4% per year. Landing fees accounted for the majority of airport operating revenue, followed by through-the-fence operations. Other airport revenue sources included fuel flowage fees, FTZ subscription dues, and other (ARFF training, badges, and U.S. Customs fees). Revenue from airport operations grew from \$2.4 million in 2020 to \$2.5 million in 2024.

Taxes accounted for an average of 18% of operating income from 2020 through 2024, most of which was generated through the Port property tax levy. Revenue from tax grew from approximately \$1.9 million in 2020 to nearly \$2.4 million in 2024.

Subscriptions to the Port industrial wastewater system generated an average of 8% of operating revenue, and grew from \$0.8 million in 2020 to approximately \$1.0 million in 2024.

Various other sources accounted for an average of 8% of operating revenue. McChord maintenance was the largest source of other revenue, followed by sale of equipment.

### Operating Expenses

Operating expenses are grouped into four categories:

- General operations,
- Maintenance,
- General and administrative,
- Capital expense, and
- Other.

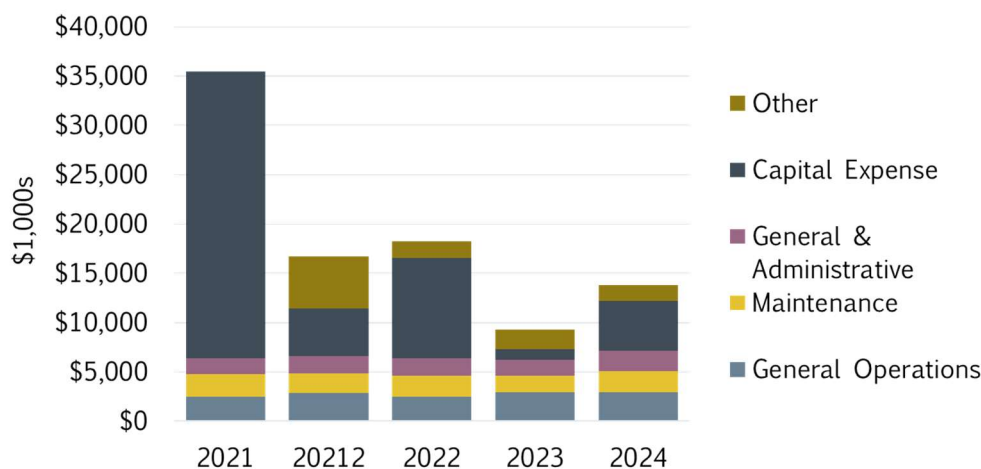
Between 2020 and 2024, operating expenses ranged from a low of \$9.3 million to a high of \$35.4 million. The large swings in expenses were primarily due to variations in annual capital spending. (See Figure 6-2).

- Expenses for General Operations increased at an average annual rate of 4.6% per year from 2020 through 2024. The Port fire department accounts for approximately half of General Operations expenses, and salaries account for approximately 30%.
- Maintenance expenses fluctuated from a low of \$1.7 million in 2023 to a high of approximately \$2.3 million in 2020. From 2020 through 2024, maintenance expenses decreased at 1.5% per year.
- General and Administrative (G&A) expenses increased from approximately \$1.6 million in 2020 to \$2.1 million in 2024, and grew at an average rate of 6.1% per year. Insurance is the single largest item included in G&A expenses, and

accounted for 20% of the category in 2024. Other G&A expenses included consulting, dues and subscriptions, legal, and Commissioners expenses.

- Expenses in the “Other” category dropped from approximately \$5.3 million in 2021 to less than \$2.0 million in each of the subsequent years. The high figure in 2021 was due primarily to bond payments of \$4.5 million; bond payment dropped below \$1.0 million per year from 2022 through 2024.

**Figure 6-2: Port of Moses Lake Expenses (2020-2024)**



Source: Port of Moses Lake

### Property Taxes

Port Districts in Washington are permitted to tax property at a maximum rate of \$0.450 per \$1,000 of assessed value. The Port of Moses Lake property tax rate of \$0.334 per \$1,000 of assessed value is less than the legal maximum, and has been reduced in each of the last four years.

The assessed value of properties in the Port of Moses Lake District grew from \$1.1 billion in 1995 to \$7.1 billion in 2025, with average growth of 6.5% per year. Growth was fastest in the most recent decade (i.e. 2015 through 2025). (See Figure 6-3).

*The Port property tax rate dropped from \$0.450 per \$1,000 in 2021 to \$0.334 per \$1,000 in 2025*

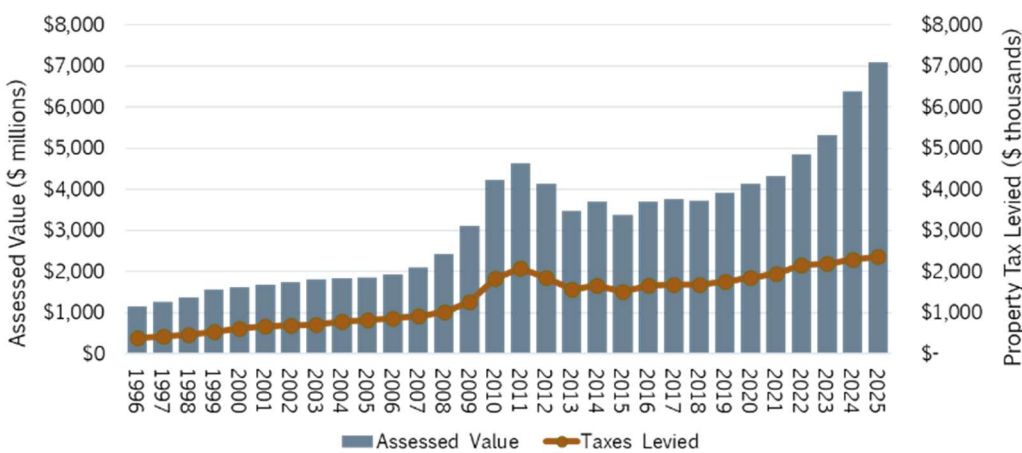
The assessed value of the Port District grew at an average annual rate of:

- 5.7% from 1995 through 2005,
- 6.1% from 2005 through 2015, and
- 7.7% from 2015 through 2025.



Property taxes levied by the Port followed the same growth pattern as assessed value, but grew at a slower rate. Between 1996 and 2025, property taxes collected by the Port grew at an average rate of 6.5% per year

Figure 6-3: Assessed Value and Property Taxes Levied



Source: Port of Moses Lake

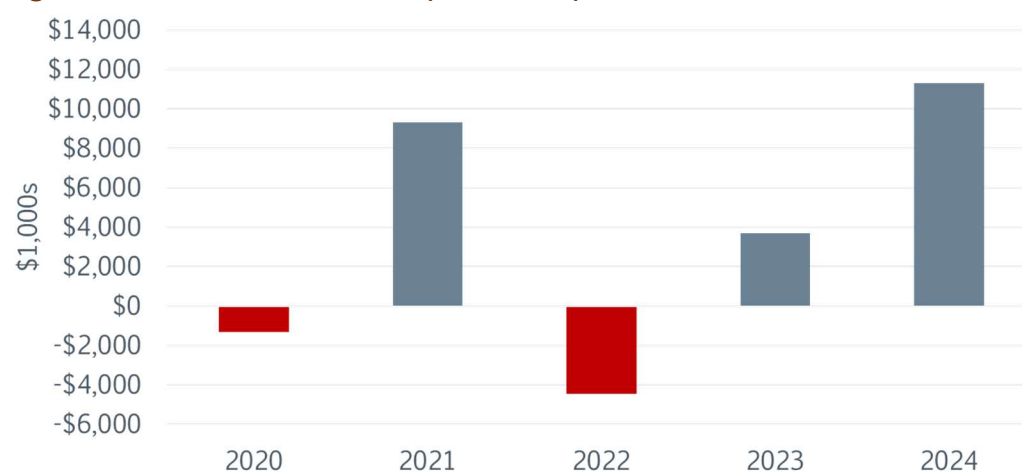
Capital Grants

Capital grants depend on the types of projects being undertaken and the Port’s ability to obtain grants. Grants ranged from a high of \$19 million in 2020 to a low of \$0.5 million in 2023, and averaged \$2 million in 2021, 2022 and 2024.

Net Income & Net Position

Net income for the Port of Moses Lake varied substantially between 2020 and 2024. In 2020, as the Covid pandemic hit, the Port’s net income fell into the negative range at -\$1.3 million. Net income jumped to \$9.3 million in 2021, was negative in 2022, and grew to a positive \$11.3 million in 2024. (See Figure 6-4).

Figure 6-4: Net Income Trend (2020-2024)



Source: Port of Moses Lake



**Table 6-1: Port of Moses Lake Financial Trends, 2020-2024 (\$1,000s)**

Financial Component	2020	2021	2022	2023	2024	CAGR 2020-24
<b>Operating Revenues</b>						
Airport Operations	\$2,408	\$2,463	\$2,409	\$2,348	\$2,549	1.4%
Property Lease/Rental Operations	\$5,675	\$5,822	\$6,072	\$6,769	\$7,016	5.4%
Other	\$483	\$1,610	\$781	\$1,044	\$930	17.8%
Total Operating Revenues	\$8,566	\$9,895	\$9,262	\$10,161	\$10,495	5.2%
<b>Operating Expenses</b>						
General Operations	\$2,463	\$2,897	\$2,534	\$2,928	\$2,948	4.6%
Maintenance	\$2,301	\$2,044	\$2,189	\$1,754	\$2,164	-1.5%
General and Administrative	\$1,626	\$1,690	\$1,677	\$1,575	\$2,064	6.1%
Capital Expense	\$29,050	\$4,805	\$10,193	\$1,049	\$4,989	-35.6%
Total Operating Expenses	\$35,440	\$11,436	\$16,593	\$7,306	\$12,165	-23.5%
<b>Net Operating Income</b>	-\$26,874	-\$1,541	-\$7,331	\$2,855	-\$1,670	-50.1%
<b>Non-Operating Revenues (Expenses)</b>						
Tax Levied for General Purposes	\$1,908	\$1,997	\$2,257	\$2,286	\$2,359	5.4%
Capital Grant Funds	\$19,253	\$2,189	\$2,108	\$171	\$1,768	-45%
Other	\$4,411	\$6,690	-\$1,495	-\$1,615	\$8,859	19%
Total Nonoperating Revenues, Net	\$25,572	\$10,876	\$2,870	\$842	\$12,986	-15.6%
<b>Net Income</b>	-\$1,302	\$9,335	-\$4,461	\$3,697	\$11,316	
<b>Net Position end of year</b>	-\$8,988	\$18,298	\$13,816	\$15,301	\$26,618	

Source: Port of Moses Lake

## Financial Projections

Financial projections for 2025-2030 are presented in Figure 6-5, along with historical results for 2020 through 2024.

### Operating Revenues and Expenses

#### Operating Revenues

Operating revenues are projected to fall from \$10.5 million in 2024 to \$8.7 million in 2030, with the decrease occurring between 2024 and 2026. From 2026, operating revenue is projected to grow at 1.0% per year.

- Airport operating revenue is projected to fall from \$2.5 million in 2024 to \$2.2 million in 2024, and then to grow at 1.0% per year from 2026 through 2030. This is primarily due

to Boeing reducing its presence as it delivers the 737s that have been stored on the field for several years.

- Property leases are expected to drop from \$7.0 million in 2024 to \$5.4 million in 2026, and then to grow at 1.0% per year.
- Other operating revenue is projected to fall from \$0.9 million in 2024 to \$0.7 million in 2026, and then to grow at 1.0% per year.

### Operating Expenses

Operating expenses are projected to grow slowly from 2024 through 2030, increasing at an average rate of 1.1% per year. The exception is 2025, when operating expenses are projected to be higher for one year.

- General operation expenses are projected to grow at 5.2% per year from 2024 through 2030
- Maintenance expenses are projected to grow at 9.4% per year.
- General Administrative expenses are projected to grow at 3.9% per year.
- Annual capital expenses are projected to drop at an average rate of 9.8% per year, but fluctuate substantially depending on the projects undertaken in any given year.

### Non-Operating Revenues and Expenses

Non-operating revenues include property taxes, capital grants, and other income.

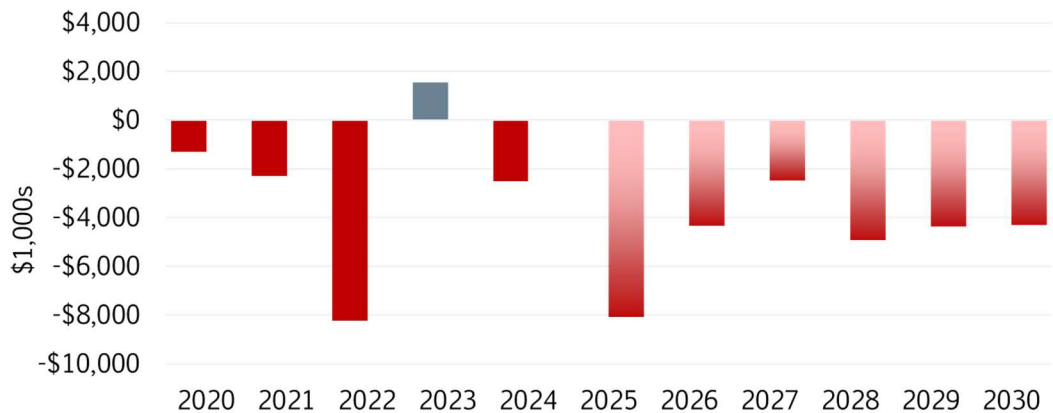
- Property taxes are projected to grow at 0.7% per year from 2024 through 2030.
- Capital grants are unknown.
- Other non-operating revenue is projected be negative (i.e. an expense) from 2025 through 2030.

### Net Income & Net Position

Net income is projected to be negative from 2025 through 2030, due to capital spending. (See Figure 6-5). The Port will pull from existing reserves to cover the shortfall.

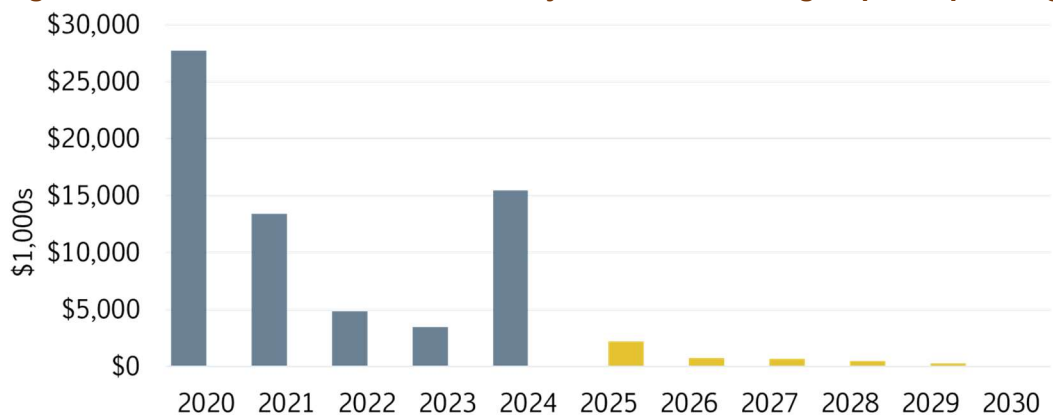
Excluding capital spending, net income is projected to be positive, and to decline from \$2.2 million in 2025 to \$20,000 in 2030. (See Figure 6-6).

**Figure 6-5: Net Income Trends and Projections, Including Capital Spending (2020-2030)**



Source: Port of Moses Lake

**Figure 6-6: Net Income Trends and Projections, Excluding Capital Spending (2020-2030)**

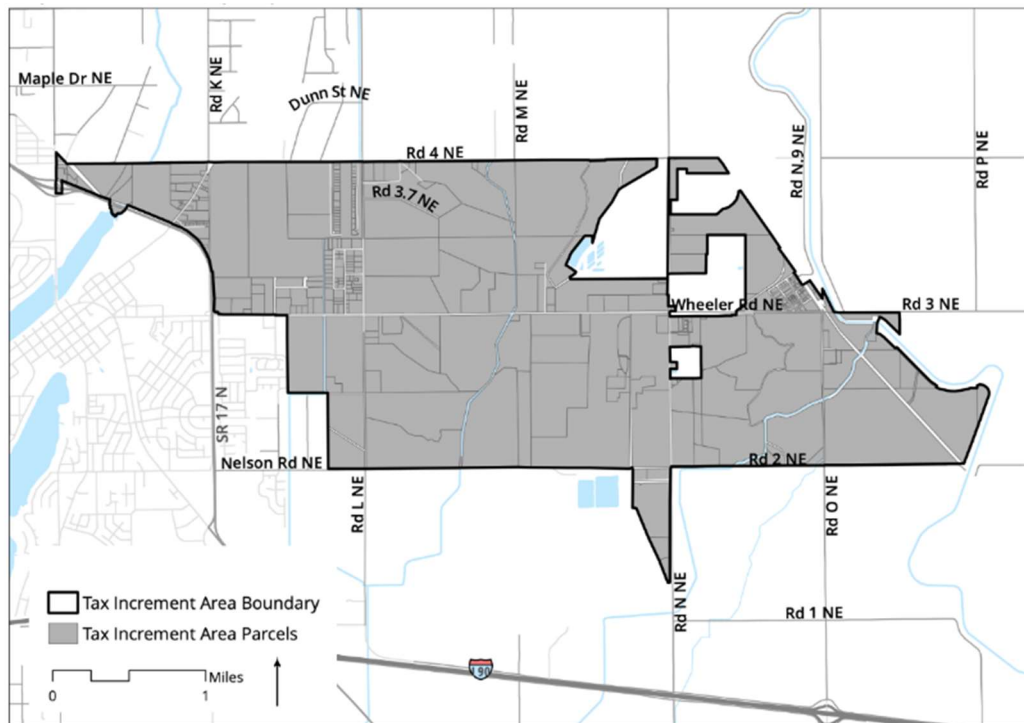


Source: Port of Moses Lake

### Tax Increment Financing

A new source of revenue available to the Port of Moses Lake is Tax Increment Financing. Using Tax Increment Financing, the Port can borrow money to fund important public projects in an area (the “Tax Increment Area”, or “TIA”), and then pay back the cost of those projects with property tax revenues generated by the increased property value of new private development inside the TIA.

The Port of Moses Lake Commissioners officially adopted a Tax Increment Area resolution in May of 2024. The proposed boundaries of this TIA are shown in Figure 6-7.

**Figure 6-7: Proposed TIA Boundary Map**

Source: Port of Moses Lake

TIAs can collect property taxes for no more than 25 years. The projects funded by a TIA are intended to stimulate new construction that occurs sooner or with higher values than would otherwise be expected to occur. Revenues generated from the growth in assessed value within a TIA are not restricted by other RCW provisions that would otherwise limit the jurisdiction's levy amount to no more than 101 percent of the prior year's levy authority.<sup>9</sup>

The intent of a TIA is to fund public projects that stimulate growth in assessed value that would not occur without those public projects. The Port's top priority for this funding is construction of the North Columbia Basin Rail project. In addition, Port staff have identified a preliminary list of eligible activities that would support continued taxable new development within the proposed TIA within the following broad categories:

- Transportation Improvements
- Wastewater Improvements
- Water Improvements
- Power Improvements
- Life and Safety Improvements

<sup>9</sup> Port of Moses Lake. Port of Moses Lake Tax Increment Area Project Analysis Report, May 7, 2024.

- Land Use - Environmental Improvements

### Special Notes

In 2024 the Port took a \$10 million loan for the rail project, which appears in the Non-Operating Revenue Other line item in Table 6-2.

Also, due to the difficulty of projecting spending for the Rail project, it is not included in the capital expense in the budget.

The Tax Increment Financing that is expected to pay for a substantial part of the rail project has also not been included, due to a county assessor delay in collecting this tax.

As a result, except for the loan, the rail project is not in the budget.

**Table 6-2: Port of Moses Lake Financial Projections, 2025-2030**

	Actual	Projection						CAGR
Financial Component (\$1,000s)	2024	2025	2026	2027	2028	2029	2030	2024-30
<b>Operating Revenues</b>								
Airport Operations	\$2,549	\$2,533	\$2,209	\$2,238	\$2,259	\$2,281	\$2,302	-1.7%
Property Lease/Rental Operations	\$7,016	\$6,145	\$5,406	\$5,459	\$5,511	\$5,564	\$5,618	-3.6%
Other	\$924	\$705	\$722	\$729	\$736	\$744	\$751	-3.4%
Total Operating Revenues	<u>\$10,489</u>	<u>\$9,383</u>	<u>\$8,337</u>	<u>\$8,426</u>	<u>\$8,506</u>	<u>\$8,589</u>	<u>\$8,671</u>	-3.1%
<b>Operating Expenses</b>								
General Operations	\$2,948	\$3,329	\$3,451	\$3,579	\$3,711	\$3,848	\$3,992	5.2%
Maintenance	\$2,164	\$3,346	\$3,415	\$3,486	\$3,559	\$3,634	\$3,712	9.4%
General and Administrative	\$2,064	\$2,153	\$2,244	\$2,301	\$2,411	\$2,473	\$2,591	3.9%
Capital Expense	<u>\$4,989</u>	<u>\$8,645</u>	<u>\$3,550</u>	<u>\$1,550</u>	<u>\$3,761</u>	<u>\$3,015</u>	<u>\$2,685</u>	-9.8%
Total Operating Expenses	<u>\$12,165</u>	<u>\$17,473</u>	<u>\$12,660</u>	<u>\$10,916</u>	<u>\$13,442</u>	<u>\$12,970</u>	<u>\$12,970</u>	1.1%
<b>Net Operating Income</b>	-\$2,498	-\$8,090	-\$4,323	-\$2,490	-\$4,936	-\$4,381	-\$4,381	11.9%
<b>Non-Operating Revenues (Expenses)</b>								
Tax Levied for General Purposes	\$2,359	\$2,341	\$2,364	\$2,388	\$2,412	\$2,436	\$2,460	0.7%
Capital Grant Funds	\$1,768							-100.0%
Other	<u>\$8,859</u>	<u>-\$679</u>	<u>-\$833</u>	<u>-\$748</u>	<u>-\$757</u>	<u>-\$790</u>	<u>-\$816</u>	NM
Total Non-Operating Revenues, Net	<u>\$12,986</u>	<u>\$1,662</u>	<u>\$1,531</u>	<u>\$1,640</u>	<u>\$1,655</u>	<u>\$1,646</u>	<u>\$1,644</u>	-29.1%
<b>Net Income</b>	\$10,487	-\$6,428	-\$2,792	-\$850	-\$3,281	-\$2,735	-\$2,665	NM
excl Capital Grants	\$8,719	-\$6,428	-\$2,792	-\$850	-\$3,281	-\$2,735	-\$2,665	NM

Source: Port of Moses Lake

## Capital Improvement Plan

The Port of Moses Lake capital improvement plan (CIP) includes \$80.2 million in planned spending from 2025 through 2030, as shown in Table 6-3. (The full CIP is located in Table 6-4).

- Airport improvements account for \$50.7 million, or approximately 74% of anticipated spending. The largest items at the airport include Design/Reconstruction of Taxiway G, new aircraft rescue and firefighting (ARFF) station, and reconstruction of the west apron. FAA funding is projected to cover approximately \$42 million of the total costs.
- Property acquisition accounts for \$8.9 million, or 13% of anticipated capital spending. Potential acquisitions include several parcels from the US Bureau of Reclamation, additional property at the Westside Employment Center, and several others. Infrastructure costs for these properties are also included.
- Non-airfield new capital accounts for \$5.7 million of anticipated spending, or approximately 8% of the total. The Westside Employment Center accounts for most of this spending, and includes extending water service to Road G and extension of fire suppression.
- Water / waste water projects are anticipated to cost \$3.0 million. This spending is related to perfecting the water right (putting water to beneficial use), and includes developing irrigated crop circles in Section 19.
- The North Columbia Basin Rail Project is not included in the CIP figures. This project is estimated to cost approximately \$75 million, and will be funded through a combination of grants and tax increment financing.

**Table 6-3: Capital Improvement Plan (\$1,000)**

Area	2025	2026	2027	2028	2029	2030	Total	Share
Non-Airfield New Capital	\$170	\$-	\$-	\$-	\$2,000	\$3,500	\$5,670	8.3%
FAA/Airfield Projects	\$6,695	\$750	\$8,000	\$1,222	\$20,305	\$13,700	\$50,672	74.3%
Property Acquisition	\$2,000	\$1,225	\$1,150	\$3,500	\$-	\$1,000	\$8,875	13.0%
Water / Waste Water	\$-	\$3,000	\$-	\$-	\$-	\$-	\$3,000	4.4%
Total	\$8,865	\$4,975	\$9,150	\$4,722	\$22,305	\$18,200	\$68,217	100.0%

Source: Port of Moses Lake

# Financing

The Port of Moses Lake has a variety of means to finance the CIP plan, including:

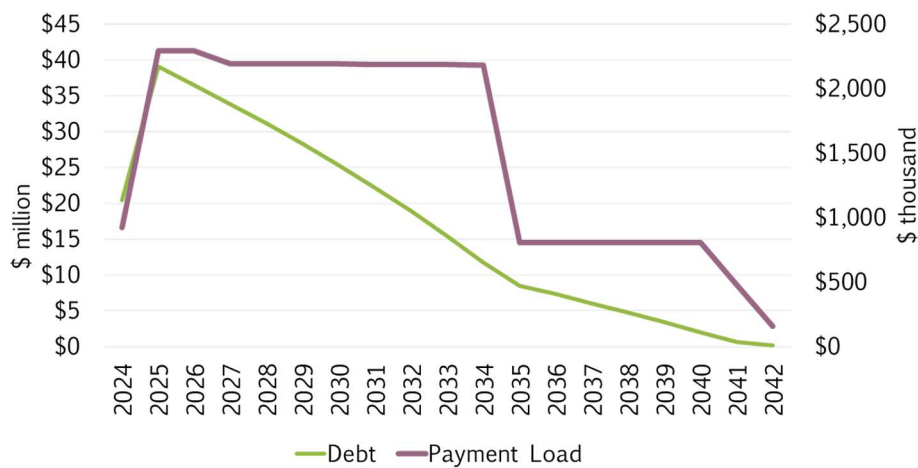
- self-financing from cash flow,
- issuing General Obligation (GO) bond or Revenue bond debt,
- tax increment financing (TIF),
- obtaining grants and/or loans from public and private entities,
- creating a local improvement district (LID), such as the Westside Employment Center Local Improvement District (the LID), and
- other sources of financing.

## Debt

The Port has financed most of its prior capital improvement with grants, loans, and bonds. As shown in Figure 6-8, the Port’s total debt is projected to grow from \$20.5 million in 2024 to \$39.1 million in 2025, and then to decline in each successive year, falling to less than \$0.2 million in 2042.

Annual payments on this debt are projected to jump from \$0.9 million in 2024 to \$2.3 million in 2025, and to average \$2.2 million from 2027 through 2034. From 2035 through 2040, payments on debt are scheduled to be \$0.8 million per year, and by 2042 the annual payment is scheduled to drop below \$0.2 million.

**Figure 6-8: Port of Moses Lake Outstanding Debt**



Source: Port of Moses Lake

Debt payments related to several recent capital projects include:

- Westside Employment Center



- Revenue bond (financed by a LID) at \$110,000, payments through 2033
- CERB Loan at \$2.55 million, payments through 2042
- CERB Grant at \$550,000
- LT GO Bond at \$465,000, payments through 2026
- Waste Water Expansion
  - \$10 million loan issued in 2021
  - Payments through 2041

### Proposed Financing Structure

From 2025 through 2049, the Port plans to spend \$333.2 million (in 2024 dollars) to facilitate private development in the proposed Port of Moses Lake tax increment area. The Capital Improvement Plan includes 20 public projects, segmented into six categories:

- Non-Airfield New Capital
- FAA/Airfield Projects
- Property Acquisition
- Wastewater
- Water
- Power
- Life Safety
- Land Use

The TIA project analysis notes that the rail project will be funded, in part or in whole, from TIF revenues. These are forecast to be \$374.2 million in the baseline development scenario and \$120.9 million in the alternate development scenario.

Approximately \$10.0 million of the public improvements will be financed through Limited Tax General Obligation (LT GO) bonds that were issued in 2024.

- The Port expects to pay debt service for the bonds using tax increment revenues.
- In the baseline development scenario, surpluses of TIF revenues in 2025 through 2034 are estimated to average \$9.4 million annually, with a projected cumulative surplus of \$93.8 million.

- The alternate development scenario estimates \$2.8 million in annual surpluses, with a cumulative surplus of \$27.9 million.<sup>10</sup>

Airfield projects are paid through a combination of Port funds and FAA grants. Of the \$50.6 million in planned airfield project for 2025 through 2030, FAA grants are projected to cover \$41.7 million.

Self-financing through available revenue, estimated at approximately \$1.7 million per year.

**Figure 6-8: Group 14, Wheeler Corridor, Moses Lake**



Source: Port of Moses Lake

<sup>10</sup> Washington State Treasurer. Tax Increment Financing Project Analysis Review Port of Moses Lake, April 15, 2024

**Table 6-4: Capital Improvement Plan**

Item	Area	2025	2026	2027	2028	2029	2030
<b>Non-Airfield New Capital</b>							
Community Development Project - Base Sidewalk	Community	\$150,000	\$0	\$0	\$0	\$0	\$0
Fire suppression extension	Airport	\$0	\$0	\$0	\$0	\$2,000,000	\$0
Electric car charger (WSDOT 80%)	Airport	\$20,000	\$0	\$0	\$0	\$0	\$0
Water to Rd G	WEC	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Subtotal		\$170,000	\$0	\$0	\$0	\$2,000,000	\$3,500,000
<b>FAA/Airfield Projects</b>							
West Apron Phase 1-2 (Port Funded)	Airport	\$3,836,202	\$0	\$0	\$0	\$0	\$0
Equipment Shed - Maintenance Midfield (Port Funded)	Airport	\$1,500,000	\$0	\$0	\$0	\$0	\$0
SW Hangar Development Phase 2-4, Excavation/Paving/Utility	Airport	\$0	\$750,000	\$0	\$0	\$0	\$0
SW Hangar Development Utilities Phase 1	Airport	\$750,000	\$0	\$0	\$0	\$0	\$0
Taxiway G Design/Reconstruction	Airport	\$92,473	\$0	\$8,000,000	\$333,333	\$20,305,000	\$0
ARFF Station Design/Construction Midfield	Airport	\$516,151	\$0	\$0	\$0	\$0	\$13,700,000
Master Plan Update (FAA 90%)	Airport	\$0	\$0	\$0	\$888,889	\$0	\$0
Subtotal		\$6,694,826	\$750,000	\$8,000,000	\$1,222,222	\$20,305,000	\$13,700,000
<b>Property Acquisition</b>							
USBR property - 3 parcels (2025) & ? Parcels (2028)	Industrial	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$1,000,000
Road, Utilities	Industrial	\$0	\$0	\$0	\$1,500,000	\$0	\$0
West Gate - 2 parcels	Industrial	\$2,000,000	\$0	\$0	\$0	\$0	\$0
Zoning	Industrial	\$0	\$0	\$150,000	\$0	\$0	\$0
Utilities	Industrial	\$0	\$0	\$0	\$2,000,000	\$0	\$0
3 Chang property	Industrial	\$0	\$225,000	\$0	\$0	\$0	\$0
Subtotal		\$2,000,000	\$1,225,000	\$1,150,000	\$3,500,000	\$0	\$1,000,000
<b>Water / Waste Water</b>							
Section 19 Irrigation Circles Proofing Water Right	Waste Water	\$0	\$3,000,000	\$0	\$0	\$0	\$0
Subtotal	Waste Water	\$0	\$3,000,000	\$0	\$0	\$0	\$0
<b>Total Capital Plan</b>							
		\$8,865,160	\$4,975,000	\$9,150,000	\$5,722,222	\$22,305,000	\$18,200,000
<b>Rail</b>							
NCBR Project	Rail	?	?	?	?	?	?
Subtotal	Rail	?	?	?	?	?	?

