

AGENDA FOR PORT SBP WORK SESSION TWO
May 18, 2023

1. Introductions
2. Mission and Strategic Vision
3. Port Goals and Priorities
4. Financial Status
5. District Economic Profile and Trends
6. Financial Plan
7. Public Outreach Results
8. Critical Issues
9. Strategic Objectives Review
10. Capital Improvement Plan
11. Annual Review Process
12. Next Steps
13. Questions
14. Adjourn

At Work Session Two for the Strategic Business Plan we will be finalizing the mission, strategic vision, goals and strategic objectives. We will go over the overarching goals, Port financial status, District economic profile and trends, public outreach results and critical issues. After this we will review the strategic objectives to ensure they are in alignment with all the above. We will also review the capital improvement plan, which must include all current, planned and potential capital projects for the port of Arlington. The CIP must include initial cost estimates, project priority and timeline for all projects that are expected to have statewide significance, require intergovernmental support or involve Business Oregon Funding. Projects for the CIP are taken directly from the strategic objectives.

Below is the mission, strategic vision, overarching goals, priorities, critical issues and strategic objectives for review or to follow along with during the meeting. The SWOT analysis has been included as a reference for identified strengths, weaknesses, opportunities, and threats.

Mission of the Port:

The mission of the Port of Arlington is to support the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy and quality of life in Gilliam County. The Port will provide facilities and attract projects that ensure the prosperity and livability of the County into the future.

Strategic Vision of the Port:

The strategic vision of the Port of Arlington is to advance the economic development of Gilliam County through fostering growth, forging partnerships and finding solutions to plan, work and build together.

Overarching goals of the Port:

- **Marine property and facilities:** Maintain and enhance waterfront marine facilities to expand tourism, recreation and business development; support safe river access for boaters and provide high quality personal vessel moorage facilities.
- **Recreational property and facilities:** Maintain and improve the RV Park, dry campground, boat launch and related facilities to provide competitive amenities and increase revenue generation.
- **Industrial Property:** Maximize the development potential of the Port's properties through increasing utility and infrastructure capacity in a fiscally sustainable manner that efficiently and effectively supports regional development and Port customers, both existing and prospective.
- **Aviation property:** Enhance transportation connections to promote business, tourism and recreation opportunities within the district.
- **Commercial property:** Enhance the economic development within the district through well-planned and collaborative property acquisition, development and improvement.
- **Management and commission structure:** Employ best management practices for the Port through continuing education for staff and commissioners and pursuing opportunities for collaboration and partnership with other local and regional agencies.
- **Financial:** Assure the Port's fiscal stability and reliable financial condition for its ongoing strategic future by capturing all revenue streams, leasing out current assets and pursuing additional funding opportunities.

- **Environmental:** Collaborate with district entities to encourage and maintain sound environmental stewardship of all lands, facilities and waters within the District and continue to use the Environmental Sentry Corp to conduct remediation activities throughout the county.
- **Marketing and Communications:** Effectively market Port, County and City assets and services to maximize community and economic development; improve communications among all District entities.
- **Economic Development:** Contribute to the economic development of the Port district through growing tourism activities, supporting local businesses and pursuing economic development opportunities in collaboration with the City of Arlington, City of Condon and Gilliam County.
- **Resilience:** Anticipate, prepare for, and adapt to both natural and non-natural hazards and support Oregon's and Gilliam County's Emergency Management Planning.
- **Community:** Manage Port assets and support community initiatives that promote job growth, housing expansion, community development and recreational opportunities that enhance quality of life for all district residents.

Priorities of the Port of Arlington

- Continuing development of industrial properties and building infrastructure to support the Port of Arlington and Gilliam County.
- Improving communication and outreach throughout the Port District
- Improving exterior marketing of Port, County and City Industrial Land.
- Solidifying a solid plan for use of Willow Creek Industrial Land and implementing that plan.
- Assisting Cities and the County with the housing crisis through building remediation, strategic acquisition of property and infrastructure development.
- Any priorities to add or remove?

CRITICAL ISSUES: What issue or issues does the port face that if left unaddressed would result in a serious erosion of the port's facilities, revenues or capacity?

- Lack of capital
- Lack of workforce/community housing
- Complexity of Willow Creek
- Communications with County and Cities
- Community Engagement
- Highest and best use of Port Property
- Marketing
- Any critical issues to add or remove?

Strengths	Weaknesses
Strong economic development focus	Lack of capital
Proximity to multiple modes of transportation, I-84, barge/river transport and river.	Need to improve communication with County and Cities
Excellent Port Director and Staff	Lack of updated technology
Strong, well-rounded enthusiastic Board of Commissioners	Working relationship with the Corps of Engineers
Anchor business Waste Management	Lack of online bill pay
Proactive leadership that seeks out new opportunities	Poor marketing of resources to industry and community
Progressive outlook and long-term economic development vision	Most developable land the Port markets belongs to other entities
Developing a long-term positive relationship with the county and stakeholders.	Geographically distant from large commerce hubs (Port of Portland, Portland Airport)
Focus on giving back to the community	Willow Creek
Good teamwork among Port staff, commission, and community	Port not directly involved in housing
Available developable land	Small full-time staff
Available buildings for leases	Port office too small
Developed industrial land	
Proximity to natural environment/recreation	
Rural Heritage	
Access to unique funding streams	
Well maintained marina and RV park	
Arlington Mesa and Willow Creek	
Opportunities	Threats
Development opportunities at the Mesa/Airport	Lack of available workforce, including lack of programs for youth
Major industrial interest in the County	Lack of workforce/community housing
Various grant funding	Inter-governmental local conflict
Expansion of Marina, and Peninsula	Resistance to change and growth
Expansion of Willow Creek property	Lack of public awareness of Port
Interest by several entities in using Marina for large event	Strong competition from local, larger ports with more assets
Increase collaboration with County and Cities	Unstable economy
Increase education and stakeholders on Port authorities and responsibilities	High fuel prices (loss of tourism, effect on industry)
Relationship with Business Oregon and other regional and state support	Rapidly changing energy sector
Collaboration with other Ports along the river	Governmental/Tribal changing regulations
New technologies to streamline port services	
Increased marketing of recreation opportunities	

Strategic Objectives:

PROPERTY

Property goal: Manage port properties to maximize economic and community development in the district.

A.1. Marine Properties and Facilities Strategic Objectives

A.1.1. Maintain and improve the marina and docks to encourage tourism and recreation, support of existing and new businesses and create reliable income streams for the Port.

A.1.1 Action Plan	Priority	Timeframe
Increase the number of moorage slips available for long term rental if possible, increase the size of moorage slips to accommodate larger boats, if possible.	Low	5-10 years
Upgrade and move the lift station.	Low	5-10 years
Reuse barge dock supplies from Willow Creek.	Low	5-10 years
Upgrade dock facilities as needed to provide competitive amenities for boaters.	Med	Ongoing

A.1.2 Enhance the peninsula west of the grain elevator to expand tourism, recreation, job growth and business development for the district.

A.1.2 Action Plan	Priority	Timeframe
Explore the feasibility of a snack shack/food cart/craft cart to be open seasonally to support tourism and recreation; explore alternative buildings options such as temporary cart or shipping container buildings.	High	1-3 years
Explore the feasibility of installing a ramp/dock for cruise ships; if economically feasible install ramp/dock.	Low	5-10 years
Install utility hookups on the Peninsula to support businesses and camping; water, sewer, power, internet.	Low	5-10 years
Install a covered viewing station/wind shelter for viewing the Columbia River; if possible, coordinate with public arts group to make it a functional artwork piece.	Low	5-10 years
Conduct paving operations; pave a road with parking to organize the peninsula; pave a perimeter walking path.	High	1-3 years
Conduct landscaping or hardscaping on the Peninsula to make it more attractive to business owners and tourists and draw people off of the Interstate; explore installation of lights, public art installation or repurposing barge dock supplies from Willow Creek.	Low	5-10 years
Work closely with the City of Arlington on building plans, zoning requirements and regulations.	Low	Ongoing

Work closely with the Army Corps of Engineers to identify problems ahead of time for building plans and regulations for any potential changes to the peninsula.	Low	Ongoing
Put up signs to advertise local businesses with phone numbers.	High	1-3 years
Explore feasibility of installing supersized play equipment; if feasible install.	Low	5-10 years
Coordinate with the Army Core of Engineers for conducting erosion control operations on the Peninsula.	Low	5-10 years

A.1.3 Maintain the marina and peninsula infrastructure to support the long-term viability of the waterfront property.

A.1.3 Action Plan	Priority	Timeframe
Explore options for the construction or use of existing facilities to serve as a new Port office; if feasible move the office.	Low	5-10 years
Install a laundromat to serve RV park, campers and the community; if the Port Office is relocated re-use that space.	Medium	3-5 years
Repair Arlington Sign	High	1-3 years
Purchase a backhoe or bobcat to assist with regular port maintenance.	Low	5-10 years
Hire an artist to paint a mural on the grain bins.	High	1-3 years
Install signage for boat traffic, including available resources, both at the Port, in the City of Arlington and in the County.	Low	5-10 years

A.2. Recreational Properties Strategic Objectives

A.2.1. Maintain and improve the RV Park, campground and related facilities to provide competitive amenities for customers to increase occupancy, revenue generation and vibrancy of the campground space.

A.2.1 Action Plan	Priority	Timeframe
Pave RV spaces	High	1-3 years
Install kayak/canoe launch with entry assist	Low	5-10 years
Develop diverse accommodations (landscaping for dry camp)	Low	5-10 years
Increase Port's online presence and develop the capacity for taking online reservations and bill pay.	High	1-3 years
Explore feasibility of building a recreational rental space; if feasible install.	Low	5-10 years
Install electric vehicle charging stations.	Medium	3-5 years
Install Wi-Fi network to cover camp ground, RV park and marina.	Medium	3-5 years
Install a remote pay kiosk/welcome kiosk with a digital map of the Port district, local businesses and available amenities.	High	1-3 years

A.3 Industrial Property Strategic Objectives

A.3.1 Enhance economic development within the district through planned development of Willow Creek

A.3.1 Action Plan	Priority	Timeframe
Draft and implement a master plan for infrastructure; water, sewer, electrical, internet access and roads.	High	1-3 years
Explore feasibility and advisability of developing public river access.	Medium	3-5 years
Explore options for solar or hydrogen facilities and install corresponding infrastructure.	Medium	3-5 years
Explore options for using the south side of railroad tracks for a lay down yard and install corresponding infrastructure.	Medium	3-5 years
Explore options for establishing an aggregate loading site on the river, such as a barge dock.	Medium	3-5 years
Explore options for a recreational barge dock.	Medium	3-5 years
Capitalize on rail and I-84 access rather than river access for business advertisements	Medium	3-5 years
Explore funding options for long haul truck rest areas through grants and other funding opportunities; capitalize on truck traffic that already pulls over at Exit 149 to sleep.	Medium	3-5 years
Explore options for locating rail siding at Willow Creek; install corresponding infrastructure.	Medium	3-5 years
Explore options for non-industrial use of Willow Creek, such as location of a Cultural Center, Museum or River viewpoint.	Medium	3-5 years
Explore options for using Willow Creek for multi-use industrial: distribution, lay down yard, gravel pit.	Medium	3-5 years

A.3.2 Enhance economic development within the district through planned development of the Arlington Mesa

A.3.2 Action Plan	Priority	Timeframe
Install a fence around the Flex building	Low	5-10 years
Review the master plan for infrastructure; water, sewer, electrical, internet access and roads.	Medium	5-10 years
Explore options for locating a data center on the Mesa.	High	1-3 years
Explore converting existing warehouse space or constructing a large building with rental bays for people who do not have garage space for hobby work (auto, wood, construction).	Low	5-10 years
Create an official entrance to the Airport and Industrial Park.	Medium	3-5 years
Install official signage with a directory at the entrance to the Mesa.	Medium	3-5 years
Evaluate the development of new industrial space on Port property, either fully speculative or on a build-to-suit basis.	Medium	3-5 years

Further develop, widen and pave the road from HWY 19 to the Mesa.	Medium	3-5 years
Work with the City of Arlington to market Mesa Property to developers and support the City through any long-term sales or leases of large chunks of City and Port Property	High	Ongoing
Work closely with the City of Arlington on building plans, zoning requirements and regulations for any potential changes.	High	Ongoing
Support exploration of potential options for private development of workforce housing on Port Land not suited for industrial or agricultural uses.	High	Ongoing

A.4 Aviation Properties Strategic Objectives

A.4.1 Enhance transportation connections to promote business, tourism and recreation opportunities within the district.

A.4.1 Action Plan	Priority	Timeframe
Explore leasing the airport from the city; implement if feasible.	High	1-3 years
Evaluate developing the second story of the airplane hangar into apartments.	Low	5-10 years
Further develop airport infrastructure, including paving the runway.	High	1-3 years
Develop existing hangar for planes, pilots lounge, restaurant space; make it more desirable for potential clients	Medium	3-5 years
Install a fuel station for airplane traffic.	Medium	3-5 years
Encourage the retention and expansion of airport uses to accommodate a lively airport district.	Medium	3-5 years
Assist with water and fuel option installation at the State owned Condon Airport.	Medium	3-5 years
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	High	1-3 years

A.5 Commercial Property Strategic Objectives

A.5.1 Enhance the economic development within the district through well-planned and collaborative commercial property acquisition, development, and improvement.

A.5.1 Action Plan	Priority	Timeframe
Follow up on potential interest on 1.2 acres between Gronquist and Watco buildings; install build to suit infrastructure.	High	1-3 years

Make the Gronquist Building more attractive to current and perspective renters through additional landscaping, installation of sidewalks, and planting trees.	Low	5-10 years
Install an electric vehicle charging station for golfers.	Low	5-10 years
Expand the use of the Gronquist Building as a Community Center.	Medium	Ongoing
Install signs for the Gronquist Building, BBQ and Golf Course	Medium	3-5 years
Explore options for further development of the 1 st story of the Gronquist building, including installation of a kitchenette in the large conference room, and potentially using the large room as the new port office.	Medium	3-5 years
Maintain and improve port owned facilities to simultaneously maximize revenues and community benefit to the extent possible.	Medium	Ongoing
Respond to unanticipated opportunities that contribute to the districts economic development or revenue enhancement goals.	High	Ongoing

A.5.2 Enhance opportunities for workforce housing within the district through well-planned residential property acquisition, development and improvement, thereby improving the Port Districts Appeal to industry.

A.5.2 Action Plan	Priority	Timeframe
Complete purchase of Proctor Property	High	June 15, 2023
Complete annexation and rezoning of the Proctor Property	High	July 2023
Conduct a Plat survey to determine how to subdivide the Proctor Property	High	September 2023
Subdivide Plat and record tax lots	High	November 2023
Develop basic infrastructure, including streets, water and sewer	High	1-3 years
Actively market improved and subdivided lots to developers	High	1-3 years
Respond to unanticipated opportunities for residential property acquisition or improvement that contributes to the district's economic development or revenue enhancement goals.	High	Ongoing

MANAGEMENT

Management Goal: Employ best management practices for the Port through continuing education for staff and commissioners and pursuing opportunities for collaboration and partnership with other local and regional agencies.

B.1.1. Ensure timely creation, adoption, and implementation of best management practices for Port ordinances, policies, and procedures.

B.1.1 Action Plan	Priority	Timeframe
Re-evaluate Port Commissioner Zones in conjunction with the County.	High	June 2023
Annually review permanent staffing to determine if there are enough personnel to meet port needs; hire additional staff to meet increasing workloads.	Medium	Ongoing
Complete annual review and update of Capital, Property, management, financial environmental, community, marketing, economic development and resilience strategic objectives as part of the budget process.	High	Ongoing

B.1.2 Supply training opportunities and professional development for staff and Commissioners to ensure they have the necessary resources and tools to serve district residents and area businesses.

B.1.2 Action Plan	Priority	Timeframe
Continue to budget for and coordinate annual staff and board training	High	Ongoing
Provide training opportunities that position the Commission and staff to seek out, access and leverage funding opportunities.	High	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	High	Ongoing

B.1.3 Pursue opportunities for collaboration and partnership with other local and regional agencies to improve communication, build capacity and leverage resources.

B.1.3 Action Plan	Priority	Timeframe
Continue to improve working relationships and active partnerships with Condon, Arlington, and Gilliam County.	High	Ongoing
Develop and strengthen communication and collaboration with the Confederated Tribes of the Umatilla Indian Reservation.	Medium	Long-Term
Continue to develop relationships with local economic and community development agencies, including the Oregon Frontier Chamber of Commerce and Pioneer Community Development Cooperation.	High	Ongoing
Port management shall continue to attend partner agency meetings to keep communication open and maximize opportunities for pooling resources.	High	Ongoing
Respond to unanticipated partnership opportunities that contribute to the Port's Goals.	High	Ongoing

Continue to update the Port's website, including posting of the Port Commission meeting minutes to help citizens stay better informed on Port activities and decisions.	High	Ongoing
Conduct community outreach efforts to citizens and the state and federal delegations about Port activities.	High	Ongoing

FINANCIAL

Financial goals: Assure the Port's fiscal stability and reliable financial condition for its ongoing strategic future by capturing all revenue streams, leasing out current assets and pursuing additional funding opportunities.

C.1.1 Ensure adequate financial reserves for the district to achieve its mission of economic, recreational and community development. Improve Financial Reporting. Improve reliability of cash flows.

C.1.1 Action Plan	Priority	Timeframe
Maximize Port income by making an effort to capture all revenue streams.	High	Ongoing
Implement a transient tax for the RV Park and Dry Campground.	Medium	3-5 years
Continue efforts to have all available buildings and office spaces leased.	High	Ongoing
Develop a plan with Gilliam County to spend the remaining partnership money from the state.	High	Ongoing
Increase longevity of current port equipment by establishing equipment plans to service assets owned.	Medium	3-5 years
Create a replacement schedule for Port owned equipment that wears out.	Medium	3-5 years
Annually evaluate and if indicated, adjust rates for services to remain at market levels.	Medium	Ongoing
Continue to identify and implement measures to maximize revenues and reduce unnecessary expenses	High	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	High	Ongoing
Continue to track depreciation of capital assets and incorporate into the Port's financial reporting	Medium	Ongoing
Establish a lease rate policy based on a targeted return on asset value.	Medium	Ongoing
Periodically review increasing the Port's property tax rate to cover a greater share of general Port administrative and economic development costs.	Low	5-10 years
Explore options for and implement a revenue fee structure for windsurfers.	Medium	3-5 years

ENVIRONMENTAL

Environmental goal: Collaborate with district entities to encourage and maintain sound environmental stewardship of all lands, facilities and waters within the District and continue to use the Environmental Sentry Corp to conduct remediation activities throughout the county.

D.1.1 Collaborate with district entities, such as the City of Arlington and City of Condon to ensure sound environmental stewardship of the Port District.

D.1.1 Action Plan	Priority	Timeframe
Continue to promote sustainable operations, including renewable energy generation at the Port and in the District.	Medium	Ongoing
Continue to support removal of invasive weeds in the district.	Medium	Ongoing
Seek opportunities for expanded or new environmentally sustainable business development opportunities.	Medium	Ongoing
Continue to incorporate environmental compliance for all facilities and operations on Port property into Port maintenance staff activities.	High	Ongoing
Respond to unanticipated opportunities that contribute to the Port's environmental goals.	High	Ongoing

D.1.2 Use the Environmental Sentry Corps status as a 501 3(c) to remediate dilapidated buildings and brownfield sites throughout the Port district.

D.1.2 Action Plan	Priority	Timeframe
Continue providing assistance for brownfields and similar clean-up efforts within the district to promote redevelopment.	High	1-3 years
Complete asbestos/brownfield remediation of the Condon Grade School	High	1-3 years
Explore option of purchasing abandoned Village Inn Restaurant in Arlington to demolish, rehabilitate, and re-develop.	Medium	3-5 years
Explore options for purchasing the old Texaco and Glass Repair shop for remediation and repurposing.	Medium	3-5 years
Assist the City of Arlington if requested to remediate the old Motel Downtown.	Medium	3-5 years
Rewrite bylaws to allow for more assistance with critical issues facing the county, including the housing crisis.	Medium	3-5 years

MARKETING

Marketing and communications goal: Effectively market Port and County assets and services to maximize community and economic development; improve communications among all District entities.

E.1.1. Maximize the effectiveness and utilization of Port assets and capabilities through an ongoing Marketing Program; actively market District and Port available land and assets.

E.1.1 Action Plan	Priority	Timeframe
Work with Gilliam County and Business Oregon on marketing available industrial lands and updating the State's and Port's available land inventory websites.	High	Ongoing
Improve marketing of Environmental Sentry Corps to County and Cities; make sure residents know what the resource can do for them.	Medium	Depending on suitable sites
Improve marketing efforts for empty buildings and port assets, increase outreach of available spaces; maintain a picture inventory easily accessible of available spaces.	High	Ongoing
Generate a complete list of industrial property available for development in the County, assist Gilliam County, Arlington and Condon with marketing of available land.	High	Ongoing
Develop plan on marketing to windsurfers and increasing tourism outreach.	Medium	Ongoing
Increase online marketing presence through Port Website, Facebook and social medial marketing.	Medium	Ongoing, depending on staff capacity
Ensure Port Property is on the certified list of available property on applicable websites.	High	Ongoing
Support city and commercial growth	High	Ongoing
Work with Gilliam County to establish clear areas of responsibility with regards to economic development and support.	Medium	Ongoing
Continue to work with the County for marketing Shuttler Station.	Medium	Ongoing
Continue to work with Condon to market 7 acres of industrial property.	High	1-3 years
Continue to work with Arlington to market the Mesa.	High	Ongoing
Identify and apply targeted marketing for Port properties, e.g. advertise campground and improvements, recreational opportunities, moorage opportunities and opportunities for development of Port Properties.	Medium	Ongoing
Utilize partner agencies such as the Oregon Frontier Chamber of Commerce to assist in marketing and advertising Port properties that are ripe for development or redevelopment	High	Ongoing

Use marketing to support management and community goals, including clear messaging of the Port's mission and timely communication with district residents.	Medium	Ongoing
Employ marketing to attain community goals, e.g. event promotion, active transportation options, training opportunities, community calendar	Medium	Ongoing

ECONOMIC DEVELOPMENT

Economic development goal: Contribute to the economic development of the Port district through growing tourism activities, supporting local businesses and pursuing economic development opportunities in collaboration with the City of Arlington, City of Condon and Gilliam County.

F.1.1. Grow tourism in the Port district.

F.1.1 Action Plan	Priority	Timeframe
Promote tourism through sponsoring events, such as the A-Town Throw Down, Big River Band Festival, Show 'n' Shine Car Show and fishing derby.	Medium	Ongoing
Partner with Cities and the Oregon Frontier Chamber of Commerce to install interpretive and informational signage.	Medium	Ongoing
Promote beautification of the Port District, through programs such as public art, City Murals, and local partnerships.	Medium	Ongoing

F.1.2 Support local businesses and Port-related industries in the Port District

F.1.1 Action Plan	Priority	Timeframe
Encourage new and expanded recreation-related businesses (e.g. gear/boat rentals) to operate in the district by providing technical assistance resources.	Low	5-10 years
Explore opportunities to promote economic activity in the winter months to support tourism-dependent businesses.	Low	5-10 years

EMERGENCY MANAGEMENT/RESILIENCY GOALS

Resilience Goal: Anticipate, prepare for and adapt to both natural and non-natural hazards and support Oregon's and Gilliam County's Emergency Management Planning.

G.1.1. Plan ahead to help mitigate the effects of emergencies that may affect the Port.

G.1.1 Action Plan	Priority	Timeframe
Actively participate in emergency management and hazard mitigation efforts led by Gilliam County, including Emergency Management and Fire Services.	Medium	Ongoing
Build disaster resiliency into new developments	High	1-3 years

COMMUNITY

Community Goal: Manage Port assets and support community initiatives that promote job growth, community development and recreational opportunities that enhance quality of life for all district residents.

H.1.1. Enhance district communities and properties by supporting relevant industries and initiatives, such as tourism and eco-tourism, recreational fishing, art and niche agriculture.

H.1.1 Action Plan	Priority	Timeframe
Maintain and enhance Port facilities to ensure their continued aesthetic appeal, ambiance, and community value.	High	Ongoing
Collaborate with local entities (City of Arlington, City of Condon, City of Lonerock, Confederated Tribes of the Umatilla Indian Reservation, Oregon Frontier Chamber of Commerce, etc..) to accomplish community-driven initiatives, e.g. Arts & Economic development	Medium	3-5 years
Respond to unanticipated opportunities that contribute to the Port's Community goals.	High	Ongoing