QUONSET
DEVELOPMENT CORPORATION

MANAGEMENT OPERATING PLAN

FY 2026-2031

WHO WE ARE:
THE QUONSET DEVELOPMENT CORPORATION

The **Quonset Development Corporation (QDC)** is a quasi-state agency, established as a special purpose subsidiary of the Rhode Island Commerce Corporation. QDC is responsible for the development and management of the **Quonset Business Park (QBP)**, pursuant to RIGL 42-64.10.

MISSION STATEMENT

QDC **develops and manages the Quonset Business Park**, a statewide asset, in accordance with the Master Land Use and Development Plan and in the best interest of the citizens of Rhode Island **to attract and retain successful businesses that provide diverse employment opportunities**.

In broad terms, QDC develops and manages the Quonset Business Park (QBP) in order to:

CREATE ADDITIONAL JOBS.

STIMULATE PRIVATE SECTOR INVESTMENT.

CREATE ADDITIONAL TAX BASE.

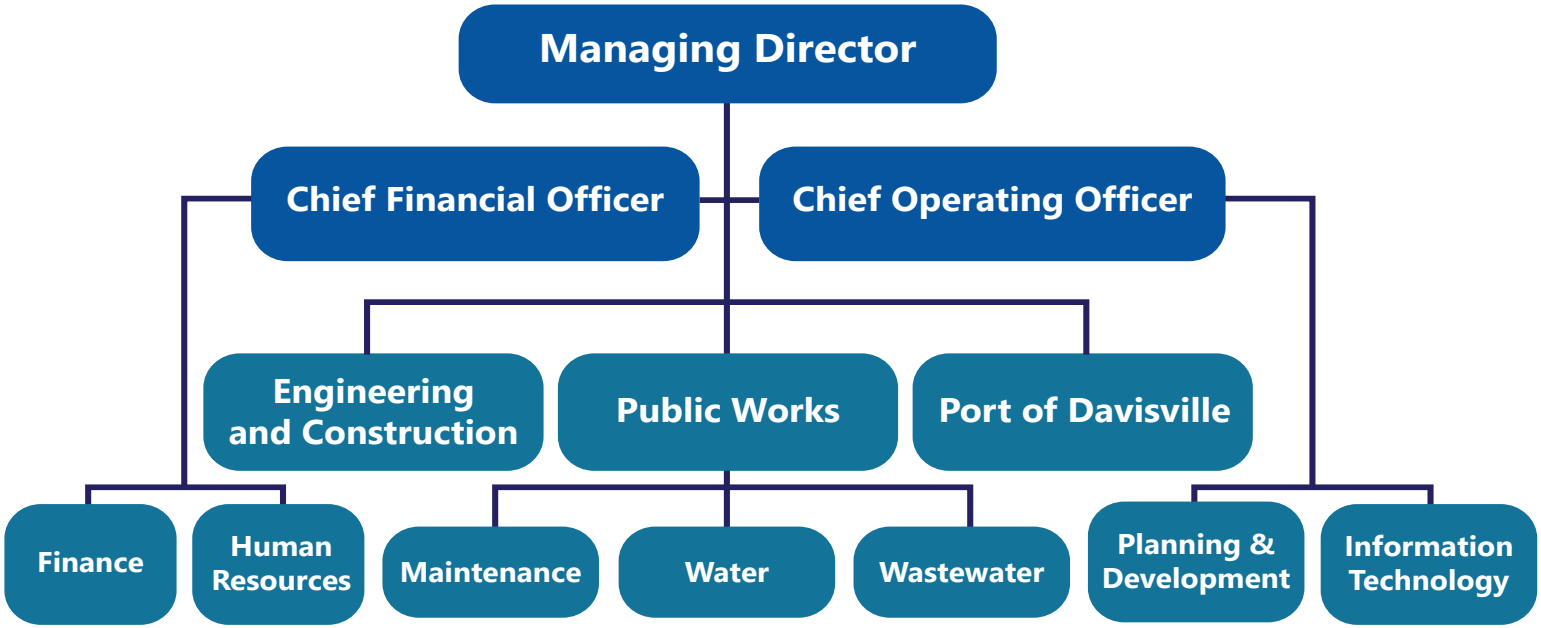
GOVERNANCE

QDC is governed by an 11 member Board of Directors. **6 members** are appointed by the Governor. **4 members** are appointed by surrounding communities (North Kingstown, East Greenwich and Jamestown). The **RI Secretary of Commerce** serves ex officio as the Board Chair.

STAFF ORGANIZATION

QDC's organizational structure is well suited to accomplish the Corporation's mission. Each member of QDC's staff plays an integral role in achieving the Corporation's long-term goals and maintaining the Park's success, and the organizational structure provides determines the extent to which roles and responsibilities are delegated, controlled and coordinated.

QDC's departments are responsible for managing the activities of the Corporation, overseen by the Managing Director and the executive management team, as outlined below.



EXECUTIVE LEADERSHIP

QDC's executive leadership team is lead by the Managing Director, and includes the Chief Financial Officer, and the Chief Operating Officer. Executive leadership has the overall responsibility for managing and developing the QBP including through policy formulation, fiscal accountability, marketing, land development, public relations, tenant services, long-term planning, information technology, security, and human resource management.

PUBLIC WORKS

The Public Works Department maintains QDC's assets, including roads, buildings, grounds, water and sewer infrastructure, and public spaces, to ensure that QBP remains a first class business park.

PORT

The Port Department manages and develops the maritime activities at the Port of Davisville to provide a source of revenue to QDC and a thriving commercial cargo operation in the State's transportation system.

ENGINEERING AND CONSTRUCTION

The Engineering and Construction Department assists in the management and development of land and infrastructure projects in the QBP, including through preparing land for new development, and upgrading infrastructure to meet tenant's needs.

WHAT WE DO:
DEVELOP & MANAGE THE QUONSET BUSINESS PARK

The **Quonset Business Park (QBP)** is a major economic engine in the State of Rhode Island and southern New England, indirectly supporting 24,861 jobs, which represents 5 percent of total employment in Rhode Island. The Park is home to **over 250 businesses** and **more than 14,890 jobs**, more than half of whom are employed in manufacturing. The manufacturing of items from plastics to submarines in the QBP, represent **19% of the manufacturing jobs in the state of Rhode Island**. Because of the Park's location and multi-modal transportation infrastructure assets,the QPB is a leader in manufacturing; the Blue Economy; life sciences research and development; construction; and distribution.

QBP is situated on land comprised of the former Quonset Naval Air Station and the Davisville Construction Battalion Center. Of the 1,450 developable acres within the Park, only **58 acres remain available** and an additional **30 acres are in negotiation** for development. Of the available parcels, sizes range from **1 to14 acres**, only **1 site can accommodate a 200,000 square foot facility,** and **1 site can accommodate a 100,000 square foot facility**, which is the minimum size needed for industrial scale manufacturing buildings commonly seen in the Park. The status of all lands within the QBP can be seen on the map on the following page.

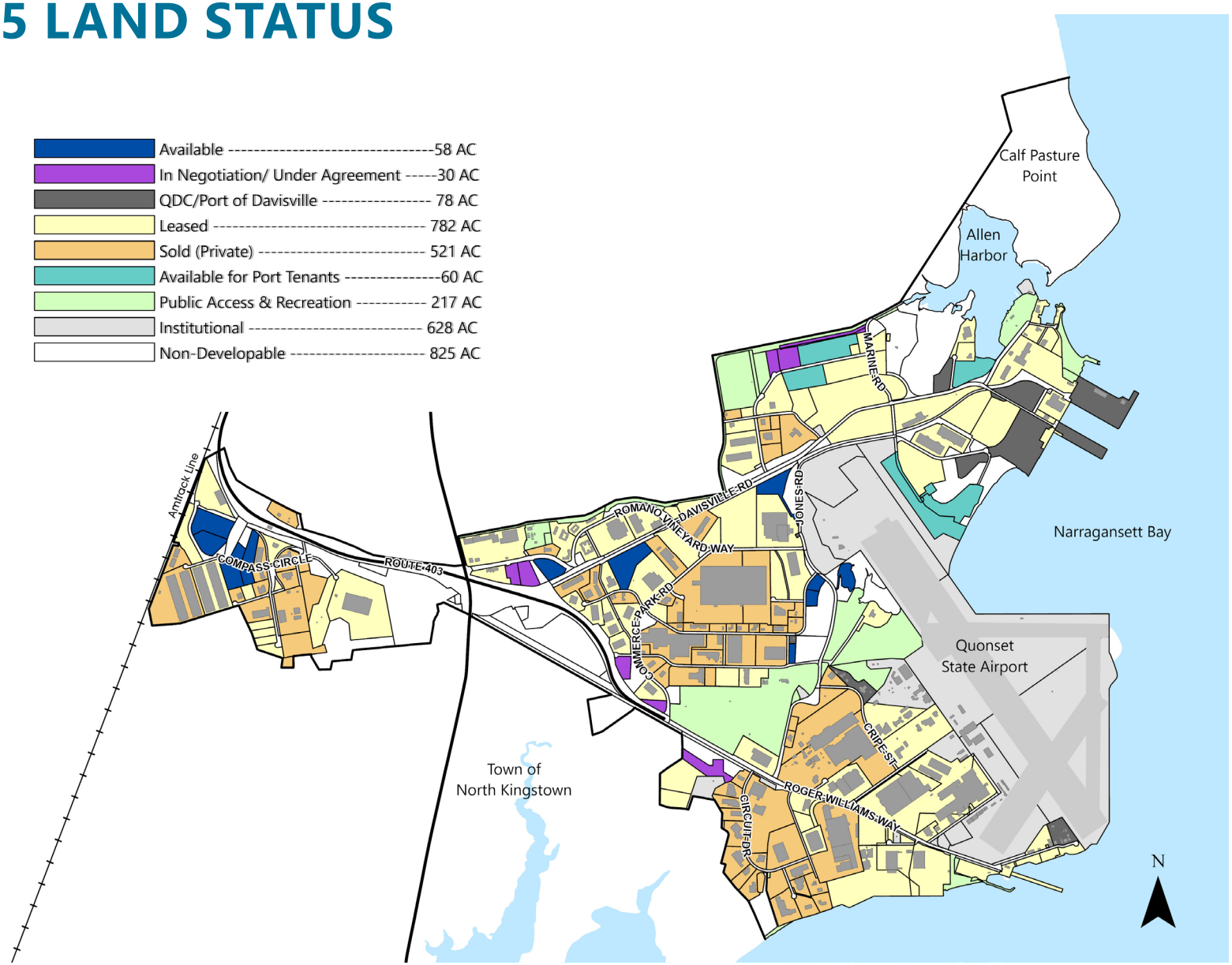
Annually, QBP produces **$5.9 billion in economic output**, **$1.72 billion in household income** for RI families, and **$169.1 million in tax revenue.**

Source: 2023 Bryant University Study

Approximately $900 million of public investment at the QBP has resulted in **over $3.0 billion in private investment at the Park since 1980**.

$900 MILLION IN PUBLIC INVESTMENT → **OVER $3 BILLION IN PRIVATE INVESTMENT**

2025 LAND STATUS



WHY WE ARE SUCCESSFUL:
FINANCIAL SUSTAINABILITY, DEVELOPMENT PREDICTABILITY & FOCUSED OPERATIONS

15 YEARS OF SUCCESSFULLY EXECUTING OUR OPERATING PLAN

Since 2010, when QDC wrote its first Management Operating Plan, QDC has successfully worked toward long-term financial sustainability, effective development predictability and unparalleled excellence in tenant services. With a shared vision of the QBP as an economic driver, day-to-day operations are focused on achieving our goals.

To develop this FY 2026-2031 Management Operating Plan, QDC's leadership undertook a comprehensive assessment of strengths, weaknesses, opportunities and threats. To be successful into the next decade and beyond, QDC must continue to build on existing strengths, mitigate potential weaknesses, capitalize on opportunities, and neutralize threats.

POINTING TO SUCCESS

Every day, QDC progresses towards full realization of its goals, with strengths emerging in support of each important goal.

1. **POSITION THE QUONSET BUSINESS PARK AS THE CROWN JEWEL OF RHODE ISLAND ECONOMIC DEVELOPMENT.**

   QBP's location on Narragansett Bay and its access to highway, rail, air and marine transportation options have long benefited the State, attracting businesses and encouraging economic activity. Now, the majority of Rhode Islanders know of QBP's essential economic impact. In 2024, QDC commissioned a survey of Rhode Islanders to better understand statewide perceptions of QBP and the Port of Davisville. When asked whether Quonset's Port of Davisville makes a positive or negative impact on the Rhode Island economy, 60% of respondents felt it had a positive impact, compared to 3% who

felt it had a negative impact. Rhode Islanders know that the nearly 15,000 employees and 250 businesses that make up QBP are essential to Rhode Island's economy.

2. PROVIDE SUPERIOR INFRASTRUCTURE AND ASSETS AT THE QUONSET BUSINESS PARK TO DRIVE EXISTING BUSINESS GROWTH AND NEW BUSINESS ATTRACTION.

Not only does QBP have unparalleled multi-modal freight transportation options to support businesses, QDC continues to upgrade its infrastructure to strengthen these connections. QDC is in the midst of implementing a $234.5 million Master Plan for the Port of Davisville, which is creating new capacity and flexibility for users. Since 2014, QDC has performed over $9.7 million in rail upgrades and improvements to strengthen the Park's ability to provide rail access to businesses. Through a new interconnection to the Kent County Water Authority system, QDC's water system now has surplus capacity to serve the highest water users. And, QDC's wastewater treatment facility continues to provide excess capacity to support the Park's businesses. In addition to QBP's robust infrastructure, the Park's four public beaches and a 4 mile bike path are assets that make working at QBP a pleasure.

Additionally, QDC's Flex Industrial Campus, which consists of flexible industrial buildings with leasable units, has been highly successful. QDC has constructed 10 Flex Industrial Buildings in coordination with a private contractor, and all 10 buildings are fully leased to 21 companies. An 11th building is under construction and is also fully leased. These assets have been instrumental in QDC's support of existing businesses and in attracting new businesses to the Park.

3. OPERATE AND MAINTAIN THE QUONSET BUSINESS PARK IN A 'FIRST CLASS' MANNER.

There is a dedicated and experienced agency managing QBP – the Quonset Development Corporation. QDC's staff has the expertise, experience and positive attitude necessary to lead QBP toward its goals. The predictability of QDC's processes and outcomes is exceptional, with everything from Development Plan Review to water service requests

and snow management running smoothly.

4. ENSURE THAT THE QUONSET DEVELOPMENT CORPORATION CONTINUES TO ENJOY FINANCIAL STABILITY AND SUSTAINABILITY.

QDC's development of QBP has led to a strong long-term financial outlook. With 250 business in a variety of industrial sectors, QDC has the diverse customer base necessary for long-term financial stability. QBP is nearly fully leased, and many of QDC's leases include terms of 25 years or longer. QBP has a strong anchor tenant in General Dynamics Electric Boat, who has invested +/- $1 billion in new infrastructure and facilities in the last several years. Additionally, QBP's rail operator, Seaview Railroad, has processed a record volume for two consecutive years in a row, with continued growth anticipated.

5. CONTINUE TO FOSTER STRONG RELATIONSHIPS WITH THE TOWN, STATE AGENCIES, AND OTHER STAKEHOLDERS SO THAT ALL ENTITIES WORK TOGETHER IN IMPLEMENTING A SHARED VISION OF THE PARK'S FUTURE.

As a quasi-state agency, QDC is a strong partner to other State agencies and the Town of North Kingstown. Thanks to QDC's leadership, QDC and the Town enjoy a well defined host community relationship, with processes and inputs clearly documented. For over two decades, the development of QBP has been strongly supported by Rhode Island's political contingent, including multiple governors, senators and congressmen. Due to QDC's reputation as an agency that gets things done, QDC continues to perform construction management activities for the RI Air National Guard on behalf of the State of RI. In every regard, all parties are working together toward achieving the common vision.

WHERE WE ARE HEADED:
ASSESSING CHALLENGES & OPPORTUNITIES

QDC's management conducted a comprehensive analysis of strengths, weaknesses, opportunities and threats (SWOT) in order to identify and prioritize QDC's activities. Looking to the future of QBP, it is critical not only to assess the existing strengths, but also to look at ways to overcome weaknesses, turn opportunities into strengths, and counteract potential threats. A lack of understanding of weaknesses and threats may be a liability. If not addressed, weaknesses and threats may undermine existing strengths. Also, to continue progress towards goals, QBP must capitalize on new opportunities as they arise.

RESULTS FROM SWOT: IDENTIFYING CHALLENGES

QDC must look ahead to potential challenges in order to identify and activate solutions. The challenges on QDC's horizon are described below.

There is little remaining developable land at QBP. Land is a finite resource, and leasing land is QDC's primary source of revenue. QDC's revenue may stagnate once all developable land has been leased, unless QDC begins to look at redevelopment of under-performing lands or improvements that increase lease rates.

Unless directly addressed, changes to QBP's reputation may come along with the Park's full development. Rhode Islanders are aware of QBP's success due to high visibility. Each development and infrastructure project is widely celebrated and proclaimed, with events, marketing materials and news coverage. When full development occurs, and infrastructure projects become primarily maintenance, rather than upgrades, it may be difficult to maintain this visibility, and QBP's reputation may suffer.

QDC does not have site control over privately owned land within QBP. While it is no longer QDC's policy to sell land, there have been limited opportunities to repurchase land that has been sold. When land is privately controlled, the owner may choose not

to develop the land, or not to use the land for its highest and best use. QDC should continue to attempt to regain lands that have been sold.

QDC's must continue to address its aging infrastructure. QDC is well into implementing the Port of Davisville Master Plan, which will bring new life to the +/- 80-year-old Piers 1 and 2. QDC maintains a 5-year Capital Improvement Plan that includes critical upgrades to QBP's infrastructure, including the water and wastewater systems. QDC must continue to monitor infrastructure condition and perform upgrades as needed.

QBP continues to have less than adequate public transit service. The nearly 15,000 employees that come to the Park every day have little choice when it comes to transportation. While the RI Public Transit Authority (RIPTA) has made several changes to its service to QBP, those changes have not resulted in a significant increase in usage. QDC will continue to work with RIPTA to determine how best to serve QBP.

Currently, QBP has a problem with per- and polyfluoroalkyl (PFAS) contaminants. Both the State of Rhode Island and the U.S. Environmental Protection Agency have adopted maximum contaminant levels for PFAS, and QBP's water source tests above the established limits. QDC must plan for PFAS mitigation, including determining financing options. Lack of action on PFAS mitigation could cause legal issues, while implementing PFAS mitigation may cause QBP's water usage fees to increase to a level that will negatively impact businesses. Creative thinking, and potentially support from the State of Rhode Island, will be necessary to overcome these challenges.

There are several items outside of QDC's direct control that threaten the success of QBP. QDC should continue to monitor the following:

- Changes to the Rhode Island, New England, and U.S. macro-economic outlook;
- The future of electricity and natural gas availability in Rhode Island;
- Changes in shipping patterns due to regulatory environment;
- Changes in federal off-shore wind sentiment;

- Changes in federal grant funding streams;
- Changes to Rhode Island's federal delegation;
- The availability of trained workforce to support QBP's businesses;
- Trends in natural hazard frequency and severity; and
- Viability of national rail service providers and their ability to service QBP.

CAPITALIZING ON OPPORTUNITIES

In addition to addressing weaknesses and monitoring threats, it is critical that QDC embrace new opportunities as they arise. QDC sees many potential opportunities on the horizon, as detailed below.

While the developable land at QBP is becoming scarce, there are several opportunities for new development and redevelopment. There are several parcels that are currently in use as construction laydown area, which will become available for new development activity. QDC has leased 19 acres of land at the Quonset State Airport ("OQU") from the Rhode Island Airport Corporation ("RIAC"), which is contiguous to additional lands controlled by QDC. QDC is in the process of readying these lands for new development, with the intent to capitalize on opportunities for use of this land as they may arise. QDC is also working with RIAC and the RI Department of Transportation ("RIDOT") on the transfer of approximately 27.7 acres of undeveloped land at OQU. Once acquired, QDC intends to also ready this parcel for new development activity.

RIDOT, working with QDC, was awarded an $81 million grant from the U.S. Department of Transportation to complete the "Missing Move" between I-95 and Route 403. Part of the funded project includes construction of three ramps that serve QBP, as well as a roundabout at the intersection of West Davisville Road and Compass Circle. Construction of the "Missing Move," the ramps and the roundabout will benefit QDC's businesses and encourage development of the remaining parcels. QDC will continue to work with

RIDOT on implementation of this project.

As discussed previously, QDC's Flex Industrial Campus has been highly successful. The continued demand for Flex Industrial units is an opportunity to further support businesses. Much of the remaining developable acreage at QBP consists of smaller parcels, capable of hosting buildings of under 100,000 square feet. QDC will continue to assess and consider the viability of constructing additional Flex Industrial buildings for these parcels.

There is an approximately 80-acre parcel of undeveloped land at the Quonset State Airport, adjacent to Narragansett Bay and under the control of RIAC, known as "Parcel 4". QDC is working with RIAC on an agreement whereby QDC and RIAC would identify funding for necessary infrastructure improvements that would allow QDC to develop approximately 45 acres of Parcel 4 for industrial uses and RIAC to develop approximately 35 acres for new aviation uses. While the site is challenged, the development of Parcel 4 represents a significant opportunity to add acreage to QBP for new industrial development.

Implementation of the Port of Davisville Master Plan will unlock opportunities for new users and types of cargo at the Port. Construction of the Terminal 5 Pier and the implementation of the planned laydown and access improvements will create flexibility, expand capabilities, and increase capacity, leading to greater use of the Port. QDC will continue to seek funding for completion of the Port of Davisville Master Plan, and will market the Port's new assets to increase usage.

WHERE WE ARE HEADED:
GOALS AND OBJECTIVES

GOAL 1: POSITION THE QUONSET BUSINESS PARK AS THE CROWN JEWEL OF RHODE ISLAND ECONOMIC DEVELOPMENT.

The Quonset Business Park is an economic driver for the State of Rhode Island. Through tangible support of real estate development and day-to-day operations QDC is focused on excellence.

As a public real estate development corporation, QDC leases land within the QBP for business operations, generating job creation, tax revenue and private investment in new construction, infrastructure upgrades, and facility equipment fit-outs. There are currently **58 acres of available land** left for development within the Quonset Business Park, representing approximately **555,000 square feet** of additional building development that can be accommodated on the available parcels, representing over **550 additional jobs**.

GOAL 2: PROVIDE SUPERIOR INFRASTRUCTURE AND ASSETS AT THE QUONSET BUSINESS PARK TO DRIVE EXISTING BUSINESS GROWTH AND NEW BUSINESS ATTRACTION.

To attract private investment, QBP must have the infrastructure in place to not only make the available land suitable for development, but also the assets necessary to compete in the real estate market. Park assets include the Port of Davisville, 14 miles of railroad, wastewater and drinking water systems, four public beaches, and the Quonset Bike Path. The infrastructure and assets of the QBP continue to be a driving force behind the desire of businesses to locate to, or grow in the Park.

GOAL 3: OPERATE AND MAINTAIN THE QUONSET BUSINESS PARK IN A 'FIRST CLASS' MANNER.

The Park is well maintained and the appearance of the Park is something of which QDC is proud. Managing the Park in a "First Class" manner requires more than simply maintaining the Parks's appearance; it requires a dedicated, professional staff that manages the Park's infrastructure with a focus on achieving the Park's long-term goals.

GOAL 4: ENSURE THAT THE QUONSET DEVELOPMENT CORPORATION CONTINUES TO ENJOY FINANCIAL STABILITY AND SUSTAINABILITY.

It is essential that QDC continues to operate in a financially sustainable manner, including maintaining stable operating revenues, continuing to control costs, and ensuring an adequate capital budget. As QDC does not receive any operating revenue from the State of Rhode Island, the day-to-day operations of QDC must be supported by revenues from leases, and fees associated with utility and Port usage. Annual revenues must continue to provide for operating expenditures to maintain QDC's long-term sustainability.

GOAL 5: CONTINUE TO FOSTER STRONG RELATIONSHIPS WITH THE TOWN, STATE AGENCIES, AND OTHER STAKEHOLDERS SO THAT ALL ENTITIES WORK TOGETHER IN IMPLEMENTING A SHARED VISION OF THE PARK'S FUTURE.

The success of the Quonset Business Park relies on productive relationships with the Town of North Kingstown, State agencies and others with an interest in development of the QBP. The vital relationships that QDC shares with the Town, the State Building Code Commissioner's Office, the Rhode Island Airport Corporation, the Rhode Island Department of Environmental Management, and the Rhode Island Coastal Resources Management Council are an important component to the success of the Park.

OBJECTIVES

Each goal is supported by a series of objectives, which, are key steps in achieving the goal:

GOAL 1: POSITION THE QUONSET BUSINESS PARK AS THE CROWN JEWEL OF RHODE ISLAND ECONOMIC DEVELOPMENT.

1-1	Provide pad-ready sites with concise, predictable entitlement process.
1-2	Invest in development initiatives to support a full spectrum of business types and sites with opportunities for small business to grow and flourish.
1-3	Activate remaining properties to generate jobs, taxes and investment.
1-4	Support existing business growth.
1-5	Incentivize job growth and long-term investment in the Business Park.
1-6	Maintain a marketing and promotion program to recruit new companies to the Park and the Port.
1-7	Support expansion of existing companies.
1-8	Encourage industry diversity in businesses located at the Park.
1-9	Provide technical information to potential Park residents.
1-10	Ensure business friendly property tax policies.

GOAL 2: PROVIDE SUPERIOR INFRASTRUCTURE AND ASSETS AT THE QUONSET BUSINESS PARK TO DRIVE EXISTING BUSINESS GROWTH AND NEW BUSINESS ATTRACTION.

2-1	Improve infrastructure to support growth.
2-2	Develop initiatives to leverage Park assets to expand opportunities for growth.
2-3	Expand Port of Davisville infrastructure to capture new business (i.e. offshore wind, break bulk cargo, container on barge, etc.) while supporting growth of existing Ro-Ro business.
2-4	Maintain clean, accessible public spaces.
2-5	Program new projects consistent with anticipated revenue.

GOAL 3: OPERATE AND MAINTAIN THE QUONSET BUSINESS PARK IN A 'FIRST CLASS' MANNER.

3-1	Organize and manage a dedicated professional staff with unified desire to make Quonset Business Park the crown jewel of RI economic development.
3-2	Maintain infrastructure in a high state of good repair.
3-3	Operate and maintain Port to leverage success, expand existing operations, diversify cargo, and capitalize on renewable energy opportunities.
3-4	Provide high quality utility services that have the capacity to service the current and future needs of the Park's businesses while being sustainable, competitive, and compliant with State regulations
3-5	Maintain rights of way and common areas to add value to the Park through making a good impression on visitors and businesses.
3-6	Maintain QDC operated buildings to be competitive in the marketplace, code compliant and attractive to businesses.
3-7	Provide public safety and security services through the Municipal Services Agreement with the Town of North Kingstown.
3-8	Maintain superior technical data to understand the status and future needs of all Park infrastructure and assets.

GOAL 4: ENSURE THAT THE QUONSET DEVELOPMENT CORPORATION CONTINUES TO ENJOY FINANCIAL STABILITY AND SUSTAINABILITY.

4-1	Prepare balanced budgets consistent with anticipated revenue.
4-2	Establish sustainable rate structures.
4-3	Providing funding stream for common area maintenance.
4-4	Pursue grant funding.
4-5	Manage leases to support sustainable operations.
4-6	Manage funding of capital expenses.
4-7	Conduct activities using acceptable purchasing and accounting standards.

GOAL 5: CONTINUE TO FOSTER STRONG RELATIONSHIPS WITH THE TOWN, STATE AGENCIES, AND OTHER STAKEHOLDERS SO THAT ALL ENTITIES WORK TOGETHER IN IMPLEMENTING A SHARED VISION OF THE PARK'S FUTURE.

5-1	Maintain positive, supportive relationship with the Town of North Kingstown to achieve superior public services.
5-2	Engage with RIAC to best leverage Quonset State Airport for growth.
5-3	Partner with State government for critical supports, i.e. off-site infrastructure, public transit, streamlined permitting, historic preservation, water supply, utility services, etc.
5-4	Align marketing efforts with State economic development goals and initiatives.
5-5	Promote environmental stewardship.
5-6	Maintain public relations with taxpayers and neighbors.
5-7	Maintain relations with tenants, businesses, professional and non-governmental groups.
5-8	Maintain government relations at all levels with elected and appointed officials.

HOW TO GET IT DONE:
ANNUAL ACTION PRIORITIES, 2025-2026 FISCAL YEAR

The key to achieving QDC's goals lie in the day-to-day management and operations of the Corporation. Each fiscal year, the Executive Leadership review the current status of the Park, its infrastructure and assets, and set the annual priorities for action. The 2026 Annual Action Priorities are listed below, organized by Goal.

GOAL 1: POSITION THE QUONSET BUSINESS PARK AS THE CROWN JEWEL OF RHODE ISLAND ECONOMIC DEVELOPMENT.	
ID	ACTION
1A	Prepare development initiative proposals for projects, infrastructure modifications, investments, and policy adjustments to further enhance job growth at Quonset Business Park and provide budget proposals to the Executive of Commerce in support of these initiatives as necessary.
1B	Develop and implement site readiness improvements of remaining development parcels.
1C	Pursue all real estate leads to siting at least one new major business at the Business Park.
1D	Embrace and support existing tenant base for both current operations and future expansions.
1E	Complete the lease with Green Development and coordinate the requirements for a prospective bio-solids project.
1F	Coordinate expansion projects with existing tenants, including Coldlink Logistics, REGENT Craft, Edesia Nutrition, and Bitumar.
1G	Complete construction of Flex Industrial Park Building #11.
1H	Work cooperatively with Green Development to obtain approvals for the construction of a battery energy storage system.
1I	Design and construct the Zarbo Avenue relocation to open new lands for tenant development.
1J	Complete the transfer of the I.D.I. Site from RI Department of Transportation (RIDOT).
1K	Plan and implement projects to ready the I.D.I. Site for new development activity.
1L	Keep open dialogue with the RI Airport Corporation regarding the development of Parcel 4.
1M	Coordinate with the U.S. Navy for the transfer of Parcel 7B.

GOAL 2: PROVIDE SUPERIOR INFRASTRUCTURE AND ASSETS AT THE QUONSET BUSINESS PARK TO DRIVE EXISTING BUSINESS GROWTH AND NEW BUSINESS ATTRACTION.

ID	ACTION
2A	Complete planned water system capital projects, planned wastewater system capital projects, planned building systems capital projects, and planned public works equipment acquisitions, as programmed in QDC's 5-year Capital Improvement Plan.
2B	Complete dredging of area surrounding the Rhode Island Fast Ferry Terminal on behalf of the tenant.
2C	Complete drainage improvements for Parcel 43B in connection with potential new leases.
2D	Complete construction of relocated rail and utility infrastructure on Parcel 42 in connection with the REGENT Craft and Edesia development projects.
2E	Complete on-going rail siding upgrades along International Drive.
2F	Coordinate construction of new Route 403 ramps and Compass Circle roundabout with RIDOT.
2G	Complete rail siding installation at the railroad Engine House.
2H	Implement Circuit Drive sidewalk and roadway improvements.
2I	Complete condition assessment and alternatives analysis of the carrier pier.
2J	Complete improvements to Site Readiness Parcel 28 for integration into the Port of Davisville.
2K	Pursue funding to construct the Davisville Road West relocation to provide better access from the Port of Davisville to available land in North Davisville.
2L	Design the new Terminal 7 laydown area at the Port of Davisville.
2M	Complete remaining projects within the Port of Davisville Master Plan as funding allows.
2N	Plan and coordinate utility relocation for cargo movements from North Davisville to the Port.

GOAL 3: OPERATE AND MAINTAIN THE QUONSET BUSINESS PARK IN A 'FIRST CLASS' MANNER.

ID	ACTION
3A	Manage Corporation staff to create a positive working environment and provide direction, support and advice to focus effort on the advancement of the Corporation's goals and the Development of the Business Park.
3B	Permit and construct new the new wastewater treatment facility outfall.
3C	Construct new rail sidings to the Terminal 5 Pier.

GOAL 3: OPERATE AND MAINTAIN THE QUONSET BUSINESS PARK IN A 'FIRST CLASS' MANNER.	
ID	ACTION
3D	Complete the design and permitting of the Maritime Way improvements to provide better access to the Port of Davisville.
3E	Upgrade the rotating biological contractors (RBCs) at the wastewater treatment facility.
3F	Design and permits a PFAS treatment system for the water system.
3G	Create, implement and update a long-term maintenance, improvement and replacement program for Port infrastructure.
3H	Update and implement the 5-year pavement improvement program.
3I	Create, implement and update a 5-year vegetation and landscaping improvement program.
3J	Implement and update athe 5-year capital improvement plan for water, wastewater, port infrastructure, facilities and equipment.
3K	Prepare a rail condition assessment and create a long-term rail maintenance, improvement and replacement program.
3L	Ensure delivery of public works services; delivery of water supply compliant with regulatory requirements; and delivery of wastewater collection and treatment compliant with regulatory requirements.
3M	Ensure tenant projects are reviewed for issuance of permits in a timely manner.
3N	Provide for proper building maintenance.
3O	Provide for proper maintenance of all public spaces.

GOAL 4: ENSURE THAT THE QUONSET DEVELOPMENT CORPORATION CONTINUES TO ENJOY FINANCIAL STABILITY AND SUSTAINABILITY.	
ID	ACTION
4A	Ensure proper fiscal controls are maintained.
4B	Maintain budgetary control for operations.

GOAL 4: ENSURE THAT THE QUONSET DEVELOPMENT CORPORATION CONTINUES TO ENJOY FINANCIAL STABILITY AND SUSTAINABILITY.

ID	ACTION
4C	Maintain budgetary control for capital improvements.
4D	Provide quarterly financial reports and ensure timely completion of annual financial audit.
4E	Deliver projects on time within budget.
4F	Negotiate tenant renewals with terms favorable to the Corporation.
4G	Negotiate new transactions with terms favorable to the Corporation.
4H	Complete the transfer of the Gateway Buildings to GTC, LLC, including the purchase of the railroad Engine House and the property at 112 Dillabur Avenue.
4I	Pursue funding for the preferred carrier pier alternative.
4J	Determine a financing plan for treatment of PFAS within the water system.
4K	Lease Gateway 6 and managing expiring lesaes at other Gateway Office buildings to maintain occupancy.

GOAL 5: CONTINUE TO FOSTER STRONG RELATIONSHIPS WITH THE TOWN, STATE AGENCIES, AND OTHER STAKEHOLDERS SO THAT ALL ENTITIES WORK TOGETHER IN IMPLEMENTING A SHARED VISION OF THE PARK'S FUTURE.

ID	ACTION
5A	Work with the RI Public Transit Authority to find long-term funding for the QX express bus and to develop a more comprehensive transit solution for the Park.
5B	Coordinate Parcel 43 improvements with US Navy, EPA, and RIDEM to support USN cleanup activities.
5C	Formulate plan and coordinate potential relocation of the Allen Madison House with the RI Historic Preservation and Heritage Commission.
5D	Coordinate with State Building Commission and State Fire Marshall for project permitting and inspection.
5E	Continue to foster a positive working relationship with the host community of North Kingstown.

GOAL 5: CONTINUE TO FOSTER STRONG RELATIONSHIPS WITH THE TOWN, STATE AGENCIES, AND OTHER STAKEHOLDERS SO THAT ALL ENTITIES WORK TOGETHER IN IMPLEMENTING A SHARED VISION OF THE PARK'S FUTURE.	
ID	ACTION
5F	Provide strategic input and technical support to the Commerce Secretary on economic development initiatives as requested for projects both at Quonset Business Park and located throughout the State.
5G	Manage monthly interaction with Town of North Kingstown through the Technical Review Committee.
5H	Implement and maintain an effective public relations program to maintain a positive image for the Park.
5I	Support RI Air National Guard (RIANG) with management and execution of capital projects through the Military Cooperative Construction Agreement process, including completion of the new headquarters facility.
5J	Coordinate with the Army Corps of Engineers, U.S. Environmental Protection Agency, and the U.S. Navy on long-term environmental clean-up as necessary.
5K	Secure development of workforce housing on Site Readiness Parcels 35 and 36.
5L	Plan the relocation of the RI Department of Motor Vehicles Commercial Driver's License course to West Davisville.
5M	Complete the purchase of additional buffer areas in West Davisville.
5N	Complete the land swap with the Town of North Kingstown for development of the Town's public safety complex.
5O	Coordinate the construction of the relocated Fire Station #6.
5P	Finalize the Environmental Land Use Restriction for parcel 7A.