



PORT OF HOOD RIVER COMMISSION
AGENDA
Tuesday, May 18, 2021
Via Remote Video Conference, Marina Center Boardroom

5:00 P.M.
Regular Session

1. Call to Order
 - a. Modifications, Additions to Agenda
 - b. Public Comment
 1. Todd Anderson, Gorge Paddling Center
 2. Brian Towey, Written Comment Received 05/14/2021 *(Page 3)*
 2. Consent Agenda
 - a. Approve Minutes from the May 4, 2021 Budget Committee Meeting *(Maria Diaz, Page 5)*
 - b. Approve Accounts Payable with Jaques Sharp in the Amount of \$10,575 *(Fred Kowell, Page 9)*
 3. Informational Reports – *(Provided for information only, unless discussion requested by Commissioner)*
 - a. Bridge Replacement Project Update *(Kevin Greenwood, Page 13)*
 4. Presentations & Discussion Items
 - a. Airport Planning Presentation – Mike Davis, UAS Consulting *(Michael McElwee, Page 23)*
 - b. Strategic Business Plan Outline Review *(Genevieve Scholl, Page 37)*
 5. Executive Director Report *(Michael McElwee, Page 67)*
 6. Commissioner, Committee Reports
 - a. Marina Committee, May 6
 - b. Airport Advisory Committee, May 7
 7. Action Items
 - a. Approve Amendment No. 1 to Lease with Pfriem Brewing in the Halyard Building *(Fred Kowell, Page 121)*
 - b. Approve Resolution No. 2020-21-3 Renewing Workers' Compensation Insurance for FY 2021-22 *(Fred Kowell, Page 125)*
 - c. Approve Amendment No. 3 to Intergovernmental Agreement with Oregon Dept. of Transportation for Consultation Services Related to Bridge Replacement *(Kevin Greenwood, Page 129)*
 - e. Authorize Execution of Employment Agreement with Kevin Greenwood for Bridge Replacement Project Management Services *(Michael McElwee, Page 135)*
 8. Commission Call
-
9. Executive Session under ORS 192.660(2)(e) real estate negotiations.
 10. Possible Action
 11. Adjourn

If you have a disability that requires any special materials, services, or assistance, please contact us at 541,386,1645 so we may arrange for appropriate accommodations.

*The chair reserves the opportunity to change the order of the items if unforeseen circumstances arise. The Commission welcomes public comment on issues not on the agenda during the public comment period. With the exception of factual questions, the Commission does not immediately discuss issues raised during public comment. The Commission will either refer concerns raised during public comment to the Executive Director for a response or will request that the issue be placed on a future meeting agenda. People distributing copies of materials as part of their testimony should bring **10 copies**. Written comment on issues of concern may be submitted to the Port Office at any time.*

From: [Brian Towey](#)
To: [John Everitt](#); [Ben Sheppard](#); [David Meriwether](#); [Hoby Streich](#); [Michael McElwee](#)
Cc: [Kristi Chapman](#); [Daryl Stafford](#); [Genevieve Scholl](#)
Subject: Event Site / Sandbar Uses and Signage
Date: Friday, May 14, 2021 11:10:12 AM

Commissioners,

I spoke of this issue recently with Commissioner Chapman and would like to relay my concern to the rest of you, as well.

There is a safety issue related to incompatible (when concurrent) user groups at the Event Site and Sandbar areas. As an example, last week I arrived at the Event Site just as a “kitemare” was being sorted out. The final impact zone (there were two) was the area near the water on the east end of the beach – it was not occupied, this time. During nice weather, picnickers, tourists and gawkers congregate there – sometimes setting up camp for the day. This problem will be mostly mitigated by kite launching being moved to the Sandbar in the next few weeks.

Also, on a recent windy and sunny day on the Sandbar, sunbathers and families with children (one with a really cool Blue Angles kiddy kite) and kilters were at the water’s edge all together. My concern, as someone with Operational Risk Management experience in motorsports, is that this is an unusually dangerous mix of incompatible uses, and it is unnecessary. I appreciate everyone’s desire to enjoy a piece of beach on a nice day and I think that there is an opportunity to direct individuals to the most appropriate (safest) location for their type of use.

I hope that you will consider signage that explains the danger and unpredictability of wind sports and the associated equipment. It is apparent that many people just don’t know the hazards and would probably move to safer areas if they knew the alternatives available.

If you aren’t familiar with my concern, please take the opportunity to spend a few minutes at the Event Site launch area on the next sunny and windy day.

Thank you for your consideration.

BT

Brian Towey
1516 Columbia Street
Hood River, OR 97031
brian@briantowey.com
541.490.6904

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Port of Hood River Commission
Meeting Minutes of May 4, 2021 Budget Committee Meeting
Via Remote Videoconference and Marina Center Boardroom
1:30 p.m.

THESE MINUTES ARE NOT OFFICIAL until approved by the Port Commission at the next regular meeting.

Present: Commissioners: John Everitt, Kristi Chapman, Ben Sheppard, David Meriwether; Budget Committee members: John Benton, Judy Newman, Svea Truax, Becca Sanders, Larry Brown; from staff, Michael McElwee, Fred Kowell, Genevieve Scholl, Kevin Greenwood, Daryl Stafford, John Mann; Legal Counsel Anna Cavaliere.

Absent: Hoby Streich

Media: Gail Oberst, Columbia Gorge News

1. CALL TO ORDER: President John Everitt called the meeting to order at 1:39 p.m.

2. ELECTION OF OFFICERS:

Motion: Move to elect John Benton as Budget Committee Chair.

Move: Judy Newman

Second: Svea Truax

Vote: Unanimous

MOTION CARRIED

President John Everitt turned the meeting over to Chairman Benton, who then confirmed the appointment of Michael McElwee, Executive Director, as Budget Officer.

Motion: Move to elect Judy Newman as Secretary

Move: John Benton

Second: Svea Truax

Vote: Unanimous

MOTION CARRIED

There was a consensus to have the minutes recorded by staff.

3. PUBLIC COMMENT: None

4. BUDGET MESSAGE: There was consensus that McElwee would provide highlights of the Budget Message rather than read the Message verbatim that was included in the Budget packet. McElwee explained that the annual budget is prepared in conformance with financial policies and reviewed the timeline of budget adoption. The Port functions on a fiscal year basis as a Municipal Corporation in the State of Oregon in accordance with ORS 777 and other statutes. The Port operates under three funds: General Fund for general governmental activities, Revenue Fund for business-type activities, and Bridge Repair and Replacement Fund for capital improvements and replacement efforts of the Hood River/White Salmon Interstate Bridge. Additionally, McElwee reviewed the Port's Financial Policies: The Port reserves an amount at least equal to 10% of the Port's depreciable assets. The Port's overall debt service coverage ratio should equal to 2.0 or greater. The Port will pursue a Cash-on-Cash rate of return before debt service that exceeds the average cost of debt for the Port.

McElwee highlighted the uncertainties presented by not just COVID19, but the reduction in bridge revenue, and waterfront operations/management to the FY 2020-21 budget. McElwee noted that without knowing the direct impacts on Port operations, a limited extent and responsible decisions could only be made at this time due to the pandemic. McElwee noted the proposed budget effectively is presented as a "base case," year-to-year conditions for budget purposes. McElwee looks at the current situation and notes that there is a pretty significant decrease in tolling revenue and a significant decrease in bridge traffic, but notes that there has been a comeback. On the plus side, the commission approved a policy that would defer rent payments for tenants if needed. There has been

success in obtaining grants and subsidies from various sources with various coveted relief acts. With the COVID relief funds that have come in or are committed to come in, McElwee describes the financial stability as being in good shape even after all uncertainties. McElwee opened up the discussion for questions and encouraged them throughout his message.

McElwee proceeded to review the Asset Areas:

Industrial/Commercial Properties: Overall, vacancy rates in the Port's industrial and commercial real estate portfolio remain quite low, but our occupancy rate is quite high. Tenants seemed to benefit from the policy approved by the commission to help during the pandemic. McElwee notes the importance of maintaining the ports portfolio. There was a big capital project done this past year on the Big 7 building roof replacement while other capital projects like the improvement project within the port office have been deferred into the next fiscal year. McElwee mentions the Lower Mills industrial area infrastructure being almost completely complete. The last step being that there's a five-acre parcel that still has a remnant wetland on it. In terms of Lot 1, McElwee restates that there was a preliminary subdivision plan, but it would have required a commitment to a significant capital investment in infrastructure within a five-year period which was not something that could be assumed as an obligation. However, there is focus on getting one piece of the infrastructure plan in place, which is the extension of Anchor Way in the middle of Lot 1. This will be a 1.5-million-dollar project and is seeking several grant opportunities to fulfill the project. McElwee notes the anticipated work needed in the next several years in order to increase its net revenue and seek ways to decrease net costs in order to compensate for the significant loss of revenue that comes with the building of the new bridge.

Bridge/Transportation:

McElwee emphasizes not wanting to spend too much money on the existing bridge if there is going to be a replacement. With these budget limitations, the Port is looking to defer smaller capital projects until there is more bridge certainty, but the two discussed include the bridge weight limit being reduced and the high salt content in the concrete approach ramps. Aside from the upgrades to the tolling system, the two capital projects looked to be fixed on in this fiscal year are going to be towards maintaining and restoring weight capacity/upgrading approach ramps for safety. Bridge inspection was finished up within the last week, to which McElwee notes it did not reveal any major capital repairs needed. For this coming fiscal year budget, the Oregon side was successful in obtaining a 5 million dollar build grant and another is embedded in the state of Washington transportation. There is more work to obtain another 5 million dollars from the State of Oregon, which could potentially bring the 10 million to 15 million to keep the effort going. McElwee notes there is a toll increase in the proposed budget, the last one being in 2017-18, which will include an increase in the Breezeby amount and then another quarter to the cash rate to bring it to 1.25.

Recreation/Marina:

McElwee said lots of small capital projects were deferred, however, a number of small, important ones were carried out. A new ADA ramp and repairs to the event sites were some of those. A potential project this coming fiscal year is the grant request to repair the approach ramps on either side of the marina launch. McElwee notes that with doing both sides it is a big capital project which is why there is a request to hopefully obtain around \$ 130,000 from the State of Oregon. McElwee also points out the CPI increase to marina tenants.

Airport:

McElwee points out the amount of activity up at the airport within the last year and a half. There was a lengthy permitting side, a connect Oregon 6 grant and then there was an FAA grant, all effectively combined to create an expansion and a renovation of the north ramp along with construction of a very significant compensatory wetland. The commission has approved a contract with an architect for the possibility of a new commercial hangar that is focused on aviation related technology companies. If approved, a significant capital investment from the port and it would also require a combination of debt financing and use of some of the ports reserve funds to carry the project out. The port is also seeking some state assistance for the project. The budget includes a 60-thousand-dollar place

holder will be used towards working with a community group/member and the noise issue occurring at the airport. This budget will help acquire technology to be able to track the activity at the airfield to help address the noise issue. McElwee notes that T-hangar lease rates are going up 6%.

Administration & Management:

McElwee noted that in terms of administration, there is always a concern about the medical insurance costs. The port is anticipating a fiscal or a CPI increase which will be fairly modest. A 7% increase in medical insurance rates is anticipated. McElwee notes that there is anticipation for some new positions at the port and some increase in responsibilities to other positions which he believes to be the most significant and important modification to the staffing structure. It would include the naming of a deputy executive director and the addition of a new person in the facilities department. These positions would represent about a one hundred dollar increase in total of staff expenditures that are intended to address the positions mentioned and the possibility maybe likelihood that there will be several retirements in the next 3-5 years. McElwee adds that the budget that's been proposed and that the committee will consider does not mean that that money will be used for all projects on every line item, but it is more so a roadmap that reflects the policies of the commission and the priorities.

- Questions: Commissioner Chapman discussed the need to market our tolling system to other agencies since we are enhancing its capabilities.
 - Svea Truax discussed the importance of moving forward quickly with the load analysis and the work that will be needed to be done to bring our bridge load capacity back up to 80,000 lbs. This led to more discussion of adding more budgetary authority to this capital line item.

4. BUDGET REVIEW: Fred Kowell, Chief Financial Officer, reviewed and discussed the budget with the Budget Committee and Port Commission. Kowell presented proposed budget figures in detail; including, Personnel, Personnel cost and Benefits, Capital Improvements and Revenue projections. Kowell and staff members addressed questions, noted recommended modifications, and comments as the budget was reviewed. Budget Documentation will be attached to the bound meeting minutes. Kowell noted some budget spreadsheet link errors from other spreadsheets to the primary budget document related to the Bridge Repair and Replacement Fund Capital Outlay, Transfers and Grants and in the Revenue Fund, Lower Hanel Mill and Airport Capital Outlay.

5. BUDGET DELIBERATIONS: The following recommendations were received from the Budget Committee:

Corrections discussed and approved by the Budget Committee:

1. Change the term of Judy Newman to 2021 and Becca Sanders to 2023.
2. Correction to Bridge Repair & Replacement fund Grants line and Transfer from Revenue Fund lines.
3. Correct page 27, Bridge Repair & Replacement fund to match the CIP page 35.

Budget Amendment Recommendations:

4. A CPI increase of 1.6561% from the Bureau of Labor Statistics for the Western Region Class B/C to be used in the Port's Approved Budget with regard to compensation and other agreements.
5. A 2.5% rate increase is allowed to be included for slip rates for Marina tenants and a 6% rate increase for T-Hangar tenants at the airport. Both increases will allow the Port to bring these asset centers closer to self-sufficiency.
6. Change the Hook Rigging project to \$40,000 from \$20,000 with a \$30,000 grant from Business Oregon. Add \$225,000 for the Avgas fuel tank at the airport due to a possible delay in getting the tank installed

before 2020-21-year end. Increase the Bridge Load Analysis from \$250,000 to \$500,000 and take the funding from the Hanel \$1.5 million placeholder.

- 7. A toll increase of \$0.05 for Breezeby and \$0.25 for cash tolls to consider the cost-of-living since the last toll increase in January 2018. The toll increase if considered would not happen until January 2022.

6. ACTION ITEMS:

Motion: Approve current property tax levy of \$0.0332 per \$1,000 of assessed value for FY 2020-2021.
Move: Newman
Second: Brown
Vote: Unanimous
MOTION CARRIED

Motion: Move to approve the FY 2021-2022 budget with modifications and corrections discussed.
Move: Brown
Second: Newman
Vote: Unanimous
MOTION CARRIED

7. ADJOURN:

Chairman Benton adjourned the meeting at 4:15 p.m.

Respectfully submitted,

Maria Diaz

ATTEST:

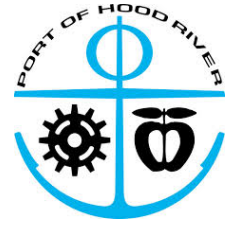
John Benton, Chair, Budget Committee

Judy Newman, Secretary, Budget Committee

John Everitt, President, Port Commission

David Meriwether, Secretary, Port Commission

Commission Memo



Prepared by: Fred Kowell
Date: May 18, 2021
Re: Accounts Payable Requiring Commission Approval

Jaques Sharp	\$10,575.00
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Attorney services per attached summary

TOTAL ACCOUNTS PAYABLE TO APPROVE	\$10,575.00
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JAQUES SHARP

— ATTORNEYS AT LAW —

205 3RD STREET / PO BOX 457
 HOOD RIVER, OR 97031
 (Phone) 541-386-1311 (Fax) 541-386-8771

CREDIT CARDS ACCEPTED

HOOD RIVER, PORT OF
 1000 E. PORT MARINA DRIVE
 HOOD RIVER OR 97031

Page: 1
 May 05, 2021
 Account No: PORTOHaM

Previous Balance	Fees	Expenses	Advances	Payments	Balance
MISCELLANEOUS MATTERS					
JJ					
1,400.00	1,750.00	0.00	0.00	-1,400.00	\$1,750.00
FBO AIRPORT AGREEMENT (Gifford/Classic Wings)					
1,325.00	0.00	0.00	0.00	-1,325.00	\$0.00
LEASE (Pfriem Brewing)					
5,150.00	300.00	0.00	0.00	-5,150.00	\$300.00
AIRPORT HANGER LEASE (Hood Tech)					
418.00	0.00	0.00	0.00	-418.00	\$0.00
LEASE (Cloud Cap Technology)					
375.00	0.00	0.00	0.00	-375.00	\$0.00
AGREEMENT (Hood River Soaring)					
0.00	850.00	0.00	0.00	0.00	\$850.00
TRESPASS ON PUBLIC PROPERTY					
0.00	625.00	0.00	0.00	0.00	\$625.00
TIMBER INCUBATOR BUILDING LEASE (Chief Consulting					
25.00	0.00	0.00	0.00	-25.00	\$0.00
MARINA MOORAGE AGREEMENT					
0.00	250.00	0.00	0.00	0.00	\$250.00

Account No:

Previous Balance	Fees	Expenses	Advances	Payments	Balance
ODOT IGA - I-84 BRIDGE REPLACEMENT					
50.00	50.00	0.00	0.00	-50.00	\$50.00
LEASE (Neal Creek Forest Products, LLC)					
935.00	0.00	0.00	0.00	-935.00	\$0.00
LEASE (Rapid Ready Mix) (Bingen WA)					
425.00	0.00	0.00	0.00	-425.00	\$0.00
LEASE (United State Government (GSA)(FHWA))					
1,400.00	0.00	0.00	0.00	-1,400.00	\$0.00
LEASE (Wolf Ceramics & Sarah Wolf)					
425.00	0.00	0.00	0.00	-425.00	\$0.00
LEASE (PWK Design, LLC)					
200.00	0.00	0.00	0.00	-200.00	\$0.00
NORTHWEST PIPELINE EASEMENT					
0.00	375.00	0.00	0.00	0.00	\$375.00
(Airport Fuel Tank Procurement)					
0.00	5,550.00	0.00	0.00	0.00	\$5,550.00
GORGE SAIL VENTURES DOCKAGE AGREEMENT					
0.00	475.00	0.00	0.00	0.00	\$475.00
BRIDGE TELECOM EASEMENT					
0.00	175.00	0.00	0.00	0.00	\$175.00
TIMBER TRESPASS - AIRPORT					
0.00	175.00	0.00	0.00	0.00	\$175.00
UTILITY EASEMENT (Sprint)					
275.00	0.00	0.00	0.00	-275.00	\$0.00
<u>12,403.00</u>	<u>10,575.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-12,403.00</u>	<u>\$10,575.00</u>

THIS STATEMENT REFLECTS SERVICES PROVIDED AND PAYMENTS RECEIVED THROUGH THE 30th OF APRIL UNLESS OTHERWISE STATED



Project Director Report
May 18, 2021

The following summarizes Bridge Replacement Project activities from April 17-May 13, 2021:

PROJECT MANAGEMENT UPDATE

- *With Washington legislative appropriations likely to be dispersed through Klickitat County, the Port is working with County staff to determine necessary agreements and most efficient work flow to maximize funding.*
- *ODOT anticipates a \$15,000 amendment to their \$250,000 contract for providing advising services during the NEPA process.*
- *Staff is preparing update to Bridge Replacement Project Director job description. Current description focused on NEPA; needs update for pre-construction tasks.*
- *Quarterly Executive Committee meeting convened April 27.*
- *With Washington legislative appropriation, staff is recommending development of Owner’s Representation/Project Advising contract. This contract would replace the NEPA project advising contract with Otak as the project transitions away from the EIS process.*

GOVERNMENT AFFAIRS/LOBBYING UPDATE

- *A matrix of funding opportunities is attached.*
- *Rep. Bentz has declined to submit any FastAct Reauthorization or Appropriations requests this session. The Port had submitted a \$5M bridge request.*
- *Rep. Herrera-Beutler will, however, submit the same request.*
- *Focus now switches to Sens. Merkley and Wyden process due May 14.*
- *White Salmon Mayor Marla Keethler served on a Washington Council on International Trade (WCIT) panel to discuss rural infrastructure projects. Her focus was on the bi-state nature of the bridge replacement. WCIT is a state organization advocating for trade and investment policies to increase competitiveness for small and medium-sized businesses.*

FEIS/ROD CRITICAL PATH UPDATE

- *Both archaeological and historic structure technical reports (Sec. 106) are complete and being distributed for agency review.*
- *Consulting parties will then meet to discuss possible mitigation/avoidance solutions in late May/June.*
- *Land Use chapter undergoing Port review.*
- *Biological Opinion from National Marine Fisheries (NMFS) still pending.*
- *Continued discussions with Yakama fisheries on possible impacts to registered sites. Preparing presentation for Yakama and Umatilla meetings to time with Sec. 106 technical reports release*

- *Additional bore in SR14 by cultural resource parcel to be added to Geotech scope. Design will make every effort to avoid project impacts to parcel.*
- *Project communication may help facilitate opening of tribal fish processing plant in Bingen*
- *Critical path memo attached. As activities related to NEPA diminish, the monthly update will now include other project tasks and goals.*

GOVERNANCE/BSWG UPDATE

BSWG Meeting scheduled for May 19th

- *Siegel finance plan review including toll scenarios*
- *Review Strategy Principles*
- *Wash. Leg. update from Sen. King tentatively scheduled*
- *Review of contracts and planned tasks*

April 13th BSWG Meeting action items

- *Commissioner Chapman and Mayor Keethler agreed to present updated Strategy Principles at next BSWG meeting*
- *Funding strategies matrix sent to members*

State Legislative staffs will begin evaluating Governance Authority later this summer. Still on track for authority formation bill in 2022 session.

FUNDING & FINANCING UPDATE

- *BUILD template complete. Meeting with FHWA scheduled for May 21.*
- *Washington legislative funding available between July 1 – December 31.*
- *1Q ODOT reimbursement request submitted to finance.*
- *Approximately \$600k left of HB2017 funding*
- *Siegel has reached out to USDOT TIFIA program to coordinate with governance structure development.*

MEETING SCHEDULE

- WSP Engineering Mtg., May 17
- WSP Weekly Check In, May 17
- Thorn Run Partners, May 18
- Yakama Nations Fisheries, May 19
- BSWG Meeting, May 19
- BUILD Meeting, May 21
- WSP Weekly Check In, May 24
- NEPA Project Team, May 27
- Sec. 106 Cultural Resources, May 28
- Memorial Day, May 31
- WSP Weekly Check In, May 31
- Thorn Run Partners, June 1
- Klickitat County Transportation, June 2

HOOD RIVER BRIDGE REPLACEMENT CURRENT FUNDING OPPORTUNITIES

as of 4/22/2021

ORIGIN	POT	RANGE	ASK	BACKGROUND	LEAD	DEADLINES	ACTION
Wash. DC	FastAct Reauthorization	\$15M-\$20M per cngrrs. District for transportation projects	\$5M	Each Congressional District will receive between \$15-\$20M for transportation projects as part of DeFazio plan. INFRA is a part of FastAct. Senate process to eventually include earmarks and that they will likely be larger than House earmarks, but there has not yet been a call for priority projects in the Senate EPW Committee	Hal Hiemstra, Summit	4/9/2021, T&I Deadline of 4/23/21	\$5 million Post-NEPA phase request submitted to Reps. Bentz and Herrera-Beutler
Wash. DC	FY2022 Appropriations	<\$1.5M	n/a	Community Projects. Housing and Urban Development funding. <\$1.5M. Too small for bridge project; Funding for BUILD is appropriated by appropriators, but BUILD \$ are not typically earmarked. Appropriators will earmark some transportation funding at funding levels likely to be less than \$1.5 million; as well as Economic Development Initiative (EDI) funding within the HUD account, but this will not be a source of large earmarks	Hal Hiemstra, Summit	n/a	will be utilized by other Port projects
Wash. DC	Build Back Better	potentially >\$75M	\$75M x 2	Currently a Biden administration goal - \$2.2 trillion American Jobs Act has been proposed by the administration, but increasingly, it appears that to move, the proposal will have to be considered under reconciliation which will preclude earmarking of projects. Senator Murray recently asked for proposed projects that might be considered for earmarking within this legislative effort if it moves forward, but she is the only NW Senator how has solicited project proposals for possible earmarking in a massive infrastructure proposal. IF a massive infrastructure program moves through reconciliation, the new funding would need to plus up existing programs like INFRA and BUILD since reconciliation would only permit spending increases, not policy changes.	Hal Hiemstra, Summit	22-Apr	start engineering for \$75M ask in '22; prepare \$75M INFRA application for '22
Olympia	Senate Transp. Budget	\$5M	\$5M	Sen. King is ushering request through budget process. Currently in Senate budget; King/Boswell working to include in House budget.	Brad Boswell, Boswell Consulting	Feb. 1	Supplemental Budget Process underway. Budget approval end of April
Olympia	Senate Transp. Budget	\$50k	\$50k	Placeholder for studying bi-state governance options	Brad Boswell, Boswell Consulting	Feb. 1	Supplemental Budget Process underway. Budget approval end of April
Olympia	Senate Transportation Plan	\$140M	\$140M	\$140M placeholder for Washington's portion of the bridge funding included in plan. Major transportation needs will require increase in revenue creation making passage an unknown.	Brad Boswell, Boswell Consulting	Feb. 1	End of '21 or '22 Session
Salem	Legislative Transportation Staff	n/a	n/a	Proposed bi-state concept shared with legislative counsel during the interim.	Miles Pengilly, TRP	1-Jul	After '21 Session; pre-'22 Session
Salem	COVID ARPA Funding	\$0M-\$790M	\$5M	ARPA could be a likely source of funding for the project's \$5M ask from the Oregon Legislature. Other potential sources could be Lottery.	Miles Pengilly, TRP	Apr. 15	Early June '21

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MEMO

TO: Kevin Greenwood, Hood River Bridge Replacement Project Director, Port of Hood River
FROM: Brian Carrico, WSP
SUBJECT: Status of Critical Path Activities and Projected Work through June 15th
DATE: May 12, 2021

CRITICAL PATH ACTIVITIES

Progress and challenges to completing critical path activities are described below. Completed actions with no activity are not noted.

1. ENDANGERED SPECIES ACT (ESA) COMPLIANCE

PROGRESS:

- Status check with NOAA Fisheries on progress toward issuance of the biological opinion. Agency indicates other projects are higher priorities and are preventing completion of this task. No change in status.

CHALLENGES:

- None.

SCHEDULE RISKS:

- **Moderate risk** associated with NOAA Fisheries for completing consultation on schedule. Not expected to impact overall schedule.

SCHEDULED COMPLETION DATE: ~~1/5/2021 (APRIL 2020 MEMO); 3/05/2021 (JAN 2021 MEMO); 4/5/2021 (MAR 2021 MEMO);~~ **5/31/2021 (APR 2021 MEMO)**

- Adjusted schedule for additional time to have NOAA Fisheries issue the biological opinion.
- Successor task: Final EIS (final review draft)

2. COMPLIANCE WITH SECTION 106 OF THE NATIONAL HISTORIC PRESERVATION ACT

PROGRESS:

- Underwater remote sensing report completed, and findings incorporated into Survey Report and reviewed by ODOT.
- Consulting Parties monthly meetings are on hold as the archaeological testing analysis is advanced.



- Draft Archaeological Testing Report and Survey Report was submitted to Port and ODOT on March 26 and April 23 respectively; ODOT’s review is completed; and revised draft to be submitted to Oregon SHPO, Washington State DAHP and tribes in late May.
- Responses received from the survey for tribal fishers and information will be used as appropriate in ongoing consultation and in the Final EIS.
- A joint meeting with the Umatilla tribe’s fish and wildlife committee and cultural resources commission is being scheduled for early June.

CHALLENGES:

- Consultation with tribes remains challenging; however, video conferencing with tribes is becoming a more viable option to discuss the project and consult on project impacts and mitigation.
- Continued close coordination with DAHP is necessary to obtain concurrence on archaeological reports and the MOA.

SCHEDULE RISKS:

- **High risk:** Obtaining concurrence on the Archaeological Survey Report and Archaeological Testing Report by the Oregon SHPO and Washington State DAHP are high risk items as there is much interest by these agencies and the tribes to accurately document archaeological resources and avoid or minimize impacts from the project. Restarting the consultation effort on the mitigation plan for the bridge is linked to providing the consulting parties information about the archaeological work.

SCHEDULED COMPLETION DATE: ~~4/16/2021 (APRIL 2020 MEMO); 5/17/2021 (MAY 2020 MEMO); 5/4/2021 (JUNE 2020 MEMO); 3/3/2021 (JULY 2020 MEMO); 5/27/2021 (AUGUST MEMO); 6/18/21 (SEPT MEMO); 7/6/2021 (JAN MEMO); 8/16/2021 (FEB MEMO);~~ **10/29/2021 (MAR 2021 MEMO)**

- No change to schedule completion date.
- Successor task: Final EIS (final review draft)

3. FINAL EIS FOOTPRINT SET

PROGRESS:

- Evaluating design changes to eliminate work within known archaeological sites.
-

CHALLENGES:

- None.

SCHEDULE RISKS:

- None.

SCHEDULED COMPLETION DATE: ~~1/28/2021 (APR 2020 MEMO); 2/3/2021 (NOV 2020 MEMO); 3/2/2021 (FEB 2021 MEMO); 5/4/2021 (APR 2021 MEMO);~~ **(6/6/2021 (MAY 2021 MEMO)**

- Extended schedule 1 month to address Port’s request to alter footprint to capture additional impacts to Port property.
- Successor tasks: Final EIS/Record of Decision

4. PUBLISH FINAL EIS/RECORD OF DECISION



PROGRESS:

- Updated response to comments (based on Port and ODOT review) and provided to FHWA to review.
- Continued coordination with Port on 4(f) resources and land use impacts;
- Section 4(f) letters to be submitted to ODOT for distribution to owners with jurisdiction.

CHALLENGES:

- None.

SCHEDULE RISKS:

- Section 106 compliance is the critical path for completing the FEIS/ROD.

SCHEDULED COMPLETION DATE: ~~7/22/2021 (APR MEMO)~~; 7/28/2021 (NOV MEMO); ~~8/25/2021 (FEB MEMO)~~; **11/30/2021 (MAR MEMO)**

- No schedule changes.
- Successor tasks: Close out EIS project.



PROJECTED WORK FOR NEXT 30 DAYS

The following work is projected to occur from May 15 through June 15.

TASK 1. PROJECT MANAGEMENT

- Coordination with Port, Consultant Team and other agencies
- Invoice for May activities
- Update schedule and critical path status
- Geotechnical investigation contracting.

TASK 2. PUBLIC INVOLVEMENT

- Prepare monthly update for July issue.

TASK 5. ENVIRONMENTAL

- Finalize responses to comments received on the SDEIS after receipt of FHWA comments.
- Incorporate additional technical updates as information from the ESA consultation, Section 106 process, and Section 4(f) process.
- Coordinate with Port on ongoing outreach to tribal fishers.
- Attend joint meeting of Umatilla tribe's fish and wildlife committee and cultural resources commission.
- Coordinate with ODOT/FHWA on FEIS/ROD
- Update FEIS/ROD based on comments from ODOT and Port (Admin Draft #1B), include information from historic and archaeological resources; submit to ODOT for technical review.
- Schedule next monthly meetings for June.

TASK 6. ENGINEERING

- Support the Final EIS production by addressing Requests for Information regarding design.
- Coordination in preparation for geotechnical investigation work.



EIS UPDATE

BRIDGE REPLACEMENT PROJECT

JUNE 2021 UPDATE



In December 2003, a draft environmental impact statement (EIS) was published as part of a bi-state collaborative effort. This draft EIS was the first step in complying with the National Environmental Policy Act (NEPA). Currently, the Port of Hood River (Port) is advancing the project to complete the EIS effort and position the project for future funding and construction.

NEPA Activities:

- Preliminary drafts of the Final EIS/Record of Decision and responses to public comments received on the Supplemental Draft EIS provided to the Oregon Department of Transportation (ODOT) and Federal Highways Administration (FHWA) for review. Completion of Final EIS/Record of Decision expected by Fall 2021.
- Completed and submitted the cultural resources survey and archaeological testing reports to the Oregon State Historic Preservation Office (SHPO), Washington State Department of Archaeological and Historic Preservation (DAHP), and tribes for review and comment.
- Continued discussions with the SHPO, DAHP, and other parties and tribes to identify potential mitigation measures for removal of the existing bridge.
- Continue consultation with Native American tribes on cultural resources, access to the Columbia River, fishing activities, treaty rights, and other identified interests.

Other Activities:

- The Washington state legislature appropriated \$5-million for additional engineering and planning efforts and the Oregon legislature has a request for an equal amount. The project also received a \$5-million federal BUILD grant in September. Together the funding will produce engineering, governance structure and traffic studies necessary to continue through to the construction phase.
- The Port, ODOT, WSDOT, FHWA and Klickitat County will be meeting to coordinate the procurement for numerous contracts as funding comes from various agencies.
- The Bi State Working Group will be establishing strategy principles for the project as well as receiving an introductory finance plan that will ultimately be used as a component for toll establishment.
- Washington legislature has appropriated \$50,000 for studying a Bi-state Bridge Compact concept for the future ownership and financing of the replacement bridge.
- Preparations underway for geotechnical investigations planned for Summer 2021.

How would bridge replacement benefit the Columbia River Gorge communities?

The Hood River Bridge provides a critical connection for residents and visitors to the Columbia River Gorge National Scenic Area. One of only three bridges spanning the Columbia in this region, the bridge is a critical rural freight network facility for agriculture, forestry, heavy industry and high-tech companies with freight originating throughout the northwest. The existing bridge is nearing the end of its serviceable life and is obsolete for modern vehicles with height, width, and weight restrictions and is also a navigational hazard for marine freight vessels. The bridge has no sidewalks or bicycle lanes for non-motorized travel and would likely not withstand a large earthquake.

If project funding is secured, the new bridge would provide a safe and reliable way for everyone to cross or navigate the Columbia River—by car, truck, bus, bicycle, on foot, or on the water. A new bridge would support a thriving economy and livable communities.

WE ARE HERE ▼

Agency/Stakeholder Outreach	Environmental Compliance											
	Technical Study Updates				Supplemental Draft EIS				Final EIS/ROD			
	Community Meeting				Community Meeting							
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	2018		2019				2020				2021	

To learn more about the project, please visit us at:
www.portofhoodriver.com/bridge

PROJECT CONTACT

Kevin Greenwood, Project Director
 ☎ 541-436-0797
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Commission Memo



Prepared by: Michael McElwee
Date: May 18, 2021
Re: Airport Strategic Vision

In late March, Commissioner Streich recommended that staff engage an outside party to assist with our efforts to consider the strategic vision for the Ken Jernstedt Airfield. This suggestion was intended to add a new perspective to the Strategic Business Plan update process and the new Fixed Base Operator (FBO) Agreement now in negotiations.

Consultant Mike Davis was retained in early April under a small contract. The scope of services to be carried out included:

- Interviews with staff, FBO and Port Commissioners, review of financial data and familiar with the layout, operations, and issues.
- Summary description of a future “vision” for the Airfield supported by a written evaluation of its competitive strengths, constraints, and recommended service levels. Description of the specific steps the Port should consider achieving the future “vision.”
- Evaluation of the current FBO operations and draft FBO Agreement and specific recommendations.

Mr. Davis will attend the meeting and discuss his findings in a brief presentation. His written report is attached.

RECOMMENDATION: Information.

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Ken Jernstedt Airfield

May 1, 2021

Strategic Summary



Mike Davis

UAS Consulting

Ken Jernstedt Airfield

Ken Jernstedt Airfield

Strategy Report, May 26, 2021

UAS Consulting LLC: Mike Davis, Todd Meislahn

Introduction

UAS Consulting (UAS) was engaged by the Port, to assist with visioning the Airfield both as how it could/should be and by interpreting its status. Specifically, UAS was asked to summarize a future vision, recommend specific steps to consider achieving that vision and evaluate the current FBO agreement and provide recommendations. (See Exhibit A for full scope of work). The final report was to encapsulate this as well as provide a financial analysis to go with the recommendations.

The following report is an outline of UAS's findings as shaped by interviews, market knowledge, due diligence, and input by Port Staff. The report is meant to facilitate discussion with the Port Board of Commissioners and to enable them to develop the Airfield to meet the Port's Mission and goals.

Port of Hood River Mission

The Port of Hood River seeks to initiate, promote, and maintain quality of life and a healthy economy throughout the Port District and the Columbia River Gorge.

Within this Mission, the Ken Jernstedt Airfield is to deliver safe, secure, efficient, and attractive aviation facilities and services to the aviation community, residents, businesses, and visitors ("quality of life") through a commitment of quality service, professional competence and fiscal responsibility ("healthy economy").

UAS conducted interviews with all Port commissioners, Jeremy Young of Tac Aero, Tac Aero Staff, community members and multiple airports across the country of similar size. UAS did not contact tenants, at the behest of Port staff. The following is a summary of the feedback:

- The Airport
 - is Important to the community
 - lacks effective communication with the community
 - needs to achieve Breakeven
 - needs to develop for businesses that can relocate to the airport
 - need light-industrial space to lease

- The Port
 - has a responsibility to constituents
 - Non-Bridge activity must strive to be financially neutral

The comments can be placed into two categories (1) Quality of life (community) and (2) Financial (revenue neutral). Both fit into the Port's Mission.

After multiple visits to the airport and conducting the above interviews and due diligence, UAS has the following observations:

- Airfield lacks broad based community awareness
- Minimal tenant involvement (respond to problems versus pro-active positive involvement)
- Improve community outreach (airport specific)*
- No contract accountability and lack of follow-up (e.g., old FBO agreement)
- No airport public relations programs or Community outreach pro-active strategy
- Buildings on south side are in poor shape
- Lack of signage, not inviting, directions

**See ACRP Report 16: Guidebook for Managing Small Airports*

Recommendations

In order to achieve the Airfield's vision, its recommended that the Port take the following steps:

1. Complete the commercial building and tenant it with low noise impact local aviation related companies, thereby providing significant income for the Port and much needed locations for companies (see financial model exhibit).
2. Port to manage the fuel operations once moved to the north side. Pilot services, flight training, maintenance and other services should be contracted (to an FBO).
3. Create agreements that are in the best interest of the Port and, therefore, the community and ensure that they are enforced. This includes leases and operation agreements. Monthly, semi-annual, or annual reviews of these agreements may be necessary as the Port moves into its new vision.
4. A dedicated Airport/FBO manager (or assigned volunteer/public officials) will be necessary to ensure that there are eyes on the investment at the airport and that it is managed as the Port would like. Critical community outreach and public

relations will be necessary on an on-going basis. This needs to be conducted on a Pro-Active basis and not reactive.

5. The Port should allow for private construction of hangar space. T-hangar and box hangars typically do not make a positive financial impact for the airport for 15-20 years. Allowing involvement by the private sector to lease ground and build their own hangar should be considered.
6. Consider the south side of the airport as a potential high-value aircraft storage and possible business incubator area. This is a less noise intensive use than other options and utilizes the land for maximum benefit and minimum impact. Allowing private development with land leases is the highest revenue generating option for the Port with limited capital investment.

Items to consider:

- i. Based on our initial port meeting and the individual meetings, timely follow up on deadlines with tenants. This not only has a negative cash flow implication but creates the impression – both to the tenants and the public – that the airport is not efficiently managed.
- ii. Based on our interviews, the current FBO is focused on their expansion and profitable operations in other airports. Local focus has been reduced with this expansion. One stakeholder home is located on the airport and will continue to use the airport. Local pilot lessons are still being offered but the primary tail-wheel instruction has been shifted to other airports.
- iii. The new volunteer/public official would be primarily responsible for promoting the area and the airport facilities to pilots, visitors, and the public in general. S/he would work with WAAAM and other community organizations to create opportunities that will demonstrate the value of a local airport to the community at large.

General Office

- iv. As stated above, the current FBO is moving some of their operations to other airports. It is recommended that the port offer fuel sales directly and earn the entire profit from sales of approximately 40,000 gallons per year. In addition, the current FBO would then be paying market rent, creating an additional increase in cash flow. This should be considered after moving the fuel operations.
- v. An optional Office (in the new light-industrial building) would properly promote the benefits of the airport to all parties and provide a meeting place for the airport.

Recommendations – Task List

- **Operations**

1. Community Outreach

- a) Focus on Four Industries

- Recreation
- Aviation Technology
- Agriculture
- Public Safety

- b) Develop action plans for community outreach

- Education
 - Grade Schools, High Schools, College
 - See Exhibit D
- Local Business
 - Engage Social Clubs (Lions Club, Rotary, Gliders, etc)
 - Project collaboration with WAAAM
 - Establish Public Viewing/Visiting area

2. Services

- a) Who should the airfield be serving?

USERS	COMMUNITY	BUSINESSES
Pilots	Visitors	FBO
Flight Students	Parents	Clubs (i.e. Gliders)
Tenants	Visitors (i.e. Museum)	Independent Operators
WAAAM	Education	Aviation Related*
HR Soaring	Search & Rescue	Aviation Light Industrial**
	Law Enforcement	
	Fire Related	
	Schools, College	
	Social Service Clubs***	
	Local Businesses	
	Neighbors	

*Aviation Related – e.g., Software development, soft industries

** Aviation Light Industrial – e.g., light manufacturing, physical industries

b) Fuel

- Manage Fuel
- Automate reporting direct to the Port

3. Asset Management

a) Develop & Complete Light Industrial Building

- Consider including a conference room, office, waiting/planning area.
- Lease at light industrial rates
- Further investigation in T-Hangar Rates and ROI.

4. Personnel

a) Assigned Manager or Volunteers

- Focus' on Public Relations, Light Industrial Occupancy, Tenant and visitor relations, Public outreach
- During interim, utilize Airport Advisory Board to be responsible for specific functions (marketing and outreach) and Port staff (responsible for Reporting, financial and light industrial building construction).

b) Have someone in the Airport office (rotate if necessary) until Airport Manager is assigned. Office to be established in new building,

c) Volunteer or public official create open communication with tenants, community groups, political groups, neighbors, and others.

- **Financial**

1. Primary focus to establish Light Industrial Building

a) Utilization of modeling (see exhibits) provides a “what-if” to ensure direction is financially sound.

2. Potential Hangars – lost revenue but lease ground to allow tenant to build.

Short-Term recommendations (summarized)

1. Completion of the Commercial Light Industrial Building
 - a. Focus tenants that are Aviation related light manufacturing
 - b. Port office created at south end of this building
2. Upgrade and Transfer fuel to north end
 - a. Setup automatic reporting (technology) directly to the port
3. Create and Setup a pro-active community outreach program
 - a. Include those items listed in above section
 - b. Recruit public officials and volunteers in leu of an Airport Manager.
4. Utilize New FBO Agreement with minor changes that are previously outlined

FBO agreement

- Recommendations

The FBO agreement needs to be updated. After review of the existing agreement and the proposed draft agreement, UAS has the following comments on the proposed draft agreement. With just a few modifications the agreement can put the Port in a positive position that can be utilized quickly.

- i. Modify the termination clause to allow the Port anytime to change the agreement any time.
- ii. Include an obligation to report within a specific timeline (e.g., new students report required in 15 day following the end of the month), fines or default are the result of non-reporting.
- iii. Assign the port the responsibility to follow up and to enforce any delinquency.
- iv. Tenant should be responsible for any normal wear-and-tear on the FBO building (e.g., carpets).

Exhibits

Exhibit A: Future Vision

Exhibit B: Example of Financial Model

Future Vision

The Ken Jernstedt Airfield is a boutique airport serving the Central Columbia Gorge. The three economic sectors in the Area are recreation, aviation technology, and agriculture** which together have created a very vibrant community. The three industries are starting to work synergistically, and the Ken Jernstedt Airfield is positioned to support this collaboration through thoughtful development and community engagement.

The Airfield supports education by connecting youth to various industries and aviation generally through a robust relationship with the college, WAAAM and various mentorship/apprenticeship connections with local business. Encouraging local youth to consider careers in local industries allows the area to keep talent here and grow a thriving labor pool with strong community connections. Aviation careers can also take local youth outside the area with endless possibilities in this growing field.

Local aviation related businesses are supported through the provision of much needed and highly functional light industrial space, providing a campus synergy with future employees, collaborative businesses, and a vibrant airport community. There are various types of space that range from older and less expensive options for new business incubation and HQ type space that provides both an impressive public facing component and a flexible workshop/R&D environment.

Local pilots are offered a welcoming atmosphere that provides what they need for flight as well as the connections many want from their local airports. The fueling and FBO service is prompt and professional. Clubs and comradery are all vibrant at the Ken Jernstedt Airfield. The airport restaurant provides a gathering place. There is space for storage of small, recreational aircraft as well as larger, more expensive planes that need additional attention. However, space is limited, and prices reflect the scarcity. Maintenance is provided on the field and various options for flight training are provided by small, independent Certified Flight Instructors.

Visitors to the airfield will be welcomed and provided with either sufficient tie down or hangar for their short term stay or a polite connection to the Dalles airport for additional spaces. FBO staff is accommodating and acts as a concierge for the local community, providing information about the airport and surrounding areas. A free automobile usage is available for pilots and a small fleet of complimentary e-bikes are provided for visitors to explore the area.

The surrounding community is involved and updated regularly about the airport. Annual functions are held at the airport, such as the Fly-in, that bring community members in to learn about aviation. The Airport Advisory Committee holds monthly meetings at the airport and actively invite non-flying public participating and discussion.

The airport restaurant*, while small, provides a gathering place for both flying and non-flying public. The views are second to none and having a place to gather and eat at the airport is something all airport stakeholders can enjoy.

**further analysis would be necessary to ensure that a restaurant would be successful.*

***Utilization of multi-spectral sensors in helicopter and drones. Early and rapid detection of plant health is expanding to orchards and wheat fields in the region.*

Community Education Vision



UAV/Drone Enclosure – Big Bend Community College, WA

Through the collaboration with WAAAM, the local Grade Schools, High School and College a Drone enclosure can efficiently be constructed for STEM/Robotics education. This is an effective gathering place for Robotic and UAS education bringing students from around the community and outside.

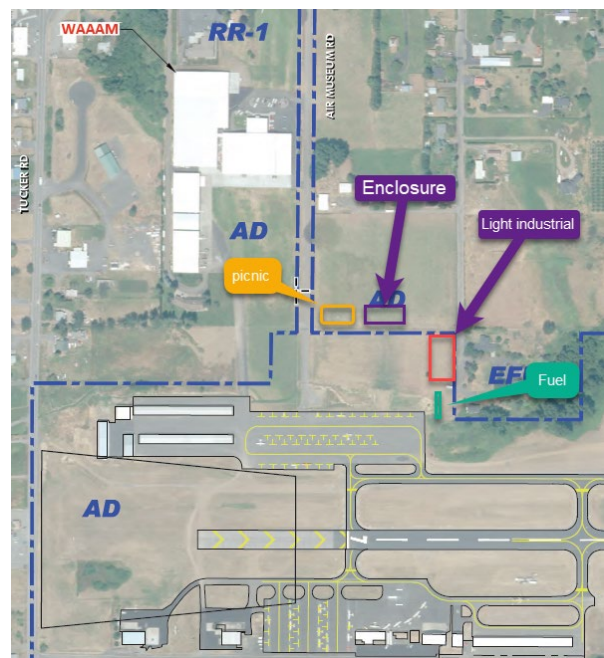
Support by local UAS businesses bring community support and awareness to the public. Locating this enclosure near the new Industrial Building and parking lot is an ideal location for public viewing and use of the education institutions. Adding picnic tables bring an added viewing area for parents, visitors, students, and educators.

Utilizing this area can enhance the community relationships in a positive, pro-active manner.

A restaurant* should be considered in this area as it is a possible location for WAAAM visitors in addition to Airfield visitors, businesses, and students.

Note the sitting area (picnic?) and enclosure is on WAAAM property and raises the possibility of collaboration for education and community outreach.

**further analysis would be necessary to ensure that a restaurant would be successful.*



Example of Financial Model

HOOD RIVER AIRPORT BUILDING										
Financial Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	Years 11-15	Years 16-20	20-Year Totals	IRR
Hangar Pro-forma										
Net Revenues	\$ 128,622	\$ 257,244	\$ 263,675	\$ 270,267	\$ 277,024	\$ 1,492,531	\$ 1,688,661	\$ 1,910,565	\$ 6,288,589	
Operating Expenses	(61,600)	(63,448)	(65,351)	(67,312)	(94,331)	(429,132)	(464,518)	(584,522)	(1,830,215)	
Reserves	(6,431)	(12,862)	(13,184)	(13,513)	(13,851)	(74,627)	(84,433)	(95,528)	(314,429)	
Net Operating Income	\$ 60,591	\$ 180,934	\$ 185,140	\$ 189,442	\$ 168,841	\$ 988,772	\$ 1,139,710	\$ 1,230,515	\$ 4,143,944	
Less: Net Effect of TI's	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Less: Debt Service	(244,927)	(244,927)	(244,927)	(244,927)	(244,927)	(1,224,633)	(1,224,633)	(1,224,633)	(4,898,530)	
Net Cash Flow	\$ (184,336)	\$ (63,993)	\$ (59,787)	\$ (55,485)	\$ (76,085)	\$ (235,861)	\$ (84,922)	\$ 5,882	\$ (754,586)	4.4%
ASSUMPTIONS	<i>Avg price/sf NNN</i>	\$0.85	<i>TI's as a multiple of commission</i>	0.0						
	<i>1st month of 100% occupancy</i>	13	<i>Labor-annual starting</i>	\$44,000						
	<i>Annual rent increase</i>	2.5%	<i>Labor-annual increase</i>	3.0%						
	<i>Vacancy allowance</i>	3.0%	<i>M&S as % of Labor</i>	40%						
	<i>Leasing Commission on 5-year term</i>	0.0%	<i>Reserves as % of Revenue</i>	0.05						
Light Industrial Pro-forma										
Net Revenues	\$ 212,081	\$ 424,162	\$ 434,766	\$ 445,635	\$ 456,776	\$ 2,460,987	\$ 2,784,381	\$ 3,150,271	\$ 10,369,058	
Operating Expenses	(116,173)	(118,417)	(120,728)	(123,109)	(150,561)	(557,184)	(611,661)	(753,625)	(2,551,458)	
Reserves	(10,604)	(21,208)	(21,738)	(22,282)	(22,839)	(123,049)	(139,219)	(157,514)	(518,453)	
Net Operating Income	\$ 85,304	\$ 284,537	\$ 292,299	\$ 300,244	\$ 283,376	\$ 1,780,753	\$ 2,033,501	\$ 2,239,132	\$ 7,299,147	
Less: Net Effect of TI's	(55,526)	13,428	13,428	13,428	13,428	(410)	(464)	(525)	(3,213)	
Less: Debt Service	(244,927)	(244,927)	(244,927)	(244,927)	(244,927)	(1,224,633)	(1,224,633)	(1,224,633)	(4,898,530)	
Net Cash Flow	\$ (215,149)	\$ 53,038	\$ 60,801	\$ 68,746	\$ 51,878	\$ 555,710	\$ 808,404	\$ 1,013,975	\$ 2,397,403	18.1%
ASSUMPTIONS	<i>Avg price/sf NNN</i>	\$1.40	<i>TI's as a multiple of commission</i>	2.0						
	<i>1st month of 100% occupancy</i>	13	<i>Labor-annual starting</i>	\$44,000						
	<i>Annual rent increase</i>	2.5%	<i>Labor-annual increase</i>	3.0%						
	<i>Vacancy allowance</i>	3.0%	<i>M&S as % of Labor</i>	70%						
	<i>Leasing Commission on 5-year term</i>	3.0%	<i>Reserves as % of Revenue</i>	0.05						
Light Industrial vs Hangars	\$ (30,813)	\$ 117,031	\$ 120,588	\$ 124,231	\$ 127,963	\$ 791,571	\$ 893,326	\$ 1,008,092	\$ 3,151,989	

Note: We developed a financial model that allows us to determine “what-if” results. The above is just one result by adding certain variables to determine cash flow, etc. By changing our assumptions (e.g., changing average price) it will automatically adjust the pro-forma.

We determined the average price for Light Industrial in other geographic locations to be between \$1.25/sf NNN and \$1.50sf NNN. The above example uses \$1.40. This is just one variable that can be changed in our Model.

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Commission Memo

Prepared by: Genevieve Scholl
Date: May 18, 2021
Re: Strategic Business Outline/Draft Review



The Strategic Business Plan Update process has resumed in earnest, with public input and Situation Analysis activities mostly complete. Consultant Terry Moore of Good Next Steps LLC has begun his work to compile and organize received public input and survey response; economic data provided by the Port, state economists and MCEDD; Marina and Airport advisory committee recommendations; and Commission direction into a draft plan outline.

Mr. Moore's first draft of the Plan outline, including preliminary drafts of the first three main sections of the Plan, is attached. Please note this review is of the Plan text only – layout and design work, including photos, maps, graphics and tables, will be done by Pageworks after we reach a final draft of the text. For detailed background on the thinking that led to the outline taking on the structure that it has here, please also see the attached memo from Mr. Moore to staff from March.

Before moving further with the writing effort, staff and Mr. Moore now seek Commission discussion and comment on this approach, particularly on the topics highlighted in red. We want to know whether we are on the right track with this overall approach. Mr. Moore will attend the meeting to answer any questions and observe the Commission discussion during review.

RECOMMENDATION: Discussion.

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Cover goes here

Port of Hood River

2021 – 2026 Strategic Business Plan

Design Note: The 2014 SBP will serve as a template for the 2021-2026 update in terms of the overall organization of the Plan document. Upon approval of the final text document, Pageworks is on contract to do the final layout and design work.

Acknowledgments

This plan was developed by Port of Hood River staff with assistance by consultants as directed by the Port of Hood River Commission. For more information about the Port of Hood River, visit www.portofhoodriver.com.

Port of Hood River

2021 Board of Commissioners

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Special Thanks to

Citizens of the Port District, Port of Hood River employees, City of Hood River, Hood River County, Pageworks Design, EnviroIssues, Good Next Steps, Business Oregon Port Planning and Marketing Fund.

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List of Appendices

Note: This is a partial list, to be completed when Chapter 4 is written.

- Appendix A Map of Port Boundaries
- Appendix B Port of Hood River History
- Appendix C Port Activities and Facilities
- Appendix D Port Organizational Structure and Supporting Policies
 - Attachment 1 Port of Hood River Governance Manual
 - Attachment 2 Port Marina policies
 - Attachment 3 Ordinance 22 (2009 and 2012 Update)
 - Attachment 4 Ordinance 23
 - Attachment 5 Real Estate Transaction Policy
 - Attachment 6 Financial Policies
- Appendix E 2014 Strategic Business Plan (full document)
- Appendix F Assessment of options for development of 2021 SBP update (March 2021)
- Appendix G Public Engagement in the development of the 2021 SBP (includes survey results, 2020)
- Appendix H Commission Work Session on Drivers of Change & Possible Port Actions, Nov 2019
- Appendix I
- Appendix J
- Appendix K
- Appendix L
- Appendix M
- Appendix N

The following APPENDICES from the 2014 SBP have not yet been moved to the list above, as staff and the consulting team consider recommendations of which of these items should be carried over from the original plan as is, and which would require an update. Most of this would be referenced as appendices to either Chapters 2 or 4 of the updated SBP

appendix E	Port's Current Year Budget
appendix F	Waterfront Development Strategy
appendix G	assessment of Waterfront Recreation Sites
appendix H	Key Facilities Descriptions
appendix I	Port of Hood River Rent Roll
appendix J	economic Impact analysis, ECO NW
appendix K	Hood River economic Opportunities analysis
appendix L	Port of Hood River 10-Year Capital Plan
appendix M	Building Condition assessment
appendix N	Bridge Long-Term Operations Plan
appendix O	Paving Condition assessment
appendix P	Port 10-year Financial Model

Additional: Studies and reports conducted since 2018 by Steve Siegel and Advisory Committees

Summary

The Plan Summary will be included in the full draft document to be reviewed by the Commission in May or early June. Recommendation is to make it a true summary, 2 pages in length, and to focus on conclusions versus process.

Page 1. The Plan: what it is and why the exercise is important. Statement of Vision, Mission, Values, Goals and Action areas.

Page 2 Actions: short description of key actions and description of the bridge replacement project and capital needs of the current bridge's effects on financial planning of other services). Then, for each of six Action Areas; Bridge, Airport, Marina, Recreation, Economic & Real Estate Development, and Central Services, a list of 2 – 3 key actions for each.

The Overview describes (and Appendix F, in more detail) why the Port has chosen to go with a shorter plan focused on goals and actions, with technical detail in appendices. When the new SBP is done, all those appendices will be available on the Port website.

I Overview

I.1 About the Port of Hood River

The Port of Hood River is a public agency that provides five main services to people in the Hood River area. The Port manages and operates:

- Highway and Water Transportation: the Hood river Interstate Bridge and the Hood River Marina
- Air Transportation: the Ken Jernstedt Airfield
- Industrial and Economic Development: the Waterfront Business Park and other commercial land development and buildings
- Recreation: the Hood River Marina, Port Marina Park. Waterfront recreation sites.

The Port District extends south from the Columbia River through the Hood River Valley. It covers about half of Hood River County, including the City of Hood River and the towns of Odell and Parkdale, but not the City Cascade Locks. ([Appendix A](#): map of the Port District).

The Port of Hood River was incorporated in 1933 to facilitate industrial development. As the Hood River area has grown, so have amount and importance of the Port's facilities and services. Its role expanded in 1950 with the purchase of the Hood River - WhiteSalmon Interstate Bridge, and the responsibilities and revenues that accompanied that purchase. Later the Port developed the waterfront with fill projects (1960s and 70s), acquired the airport (1976), acquired and renovated commercial buildings (1980s), developed a business park (1990s), and expanded industrial, commercial, and recreation facilities along the waterfront (2000s). For more history, see [Appendix B](#).

For information about the Port's activities and facilities, see [Appendix C](#). For more information about its organizational structure, see [Appendix D](#).

I.2 About This Plan

1.2.1 Purpose

Every person, and every group of people, spend some time thinking about how to improve its conditions. Call that effort planning. The effort is undertaken based on a commonly shared belief that, though the future is uncertain, things can be done to affect the future in ways that will make conditions better for a person, a family, a business, a community, a country.

Too much time thinking about the future is day-dreaming and can leave pressing tasks undone; too little time and foreseeable and correctable problems become crises. One should occasionally look at the compass and a distant landmark to check on general progress toward a desired destination, but current and pressing needs usually demand the majority of one's attention.

The Port periodically looks up from its day-to-day operations and the pressing demands of the

people that use its facilities to ask, “Are we delivering the right type and level of facilities and services, and is what we can do to deliver them better?” That look up is called *strategic planning*, and this document is the Port of Hood River’s *Strategic Business Plan* (the Plan).¹

I.2.2 Contents

The Port has a history of strategic planning. It prepared a thorough plan in 2014 (the 2014 Plan),² which replaced a plan done in 2006. The Port organized the 2014 Plan to comply with the state’s template for strategic plans done by ports, which recommended an organization typical of most strategic plans: (1) What are your goals? (2) What conditions now and in the future provide opportunities or challenges for meeting those goals? and (3) What strategies / actions are priorities for pursuing those goals?:

The Port began this Plan update in Fall 2019. Staff and Commissioners recognized that much of the information in 2014 plan is relevant today and needed little updating. The Commission made decisions to compress parts of the planning process and report that would mainly repeat work previously completed. Then, in March 2021, the COVID-19 pandemic required further adjustments to schedule: the strategic planning process was postponed for a year while the Port addressed several urgent issues related to COVID and to key facilities.

The Port staff and Commissioners recognized that the Port (1) had much work already done that did not have to be repeated in a new strategic plan, and (2) had many urgent issues that the staff and Commission had already evaluated and decided needed their attention. That raised an important question: What is the efficient path for completing the Plan update; can the Port do things to get a usable document more quickly so staff and Commissioners can turn sooner from planning the work to doing it?

Appendix F answers that question with an assessment done by an independent consultant specializing in strategic planning. In summary, the assessment found:

- There are several good reasons for the Port to complete its Plan update.
- There are several things the Port can do to reduce the time it takes to complete that update, without significantly diminishing the usefulness of the Plan. In fact, a shorter Plan document, with details in supporting appendices, is probably more useful for users of the Plan than a longer document with more detail.

This Plan’s structure follows recommendations in that assessment, which were largely identical and always consistent with the structure approved by the Commission in Fall 2019. The overarching recommendation is to focus on *actions* in the Plan, and provide links to other documents that show how those actions were arrived at. The rest of this Plan continues to provide links to the Plan’s appendices, all of which are available on the Port’s website.

¹ The Plan is not only a good idea—it’s the law. Oregon requires the 23 Ports in the state to create and adopt strategic plans. The Port has received money to update its SBP, has an obligation to complete it, and has other sources of funding that may be contingent on that completion.

² *Port of Hood River 2021 – 2026 Strategic Business Plan*. See **Appendix E** for the full plan, which was organized to meet the state’s template for strategic plans done by ports.

I.2.3 Process

The Port began its process to update the Plan in Fall 2019. In November 2019 the Commission met in a work session to review and discuss (1) a proposed scope of work for developing the Plan, (2) a proposed outline for the final Plan, (3) factors that might affect the Hood River area and the Port over the next 10 years, and (4) the implications those factors for the Port's vision, mission, and activities.

In December the Commission approved a process for public engagement and comment. The Port held a public open house, distributed surveys, and tabulated survey results in February 2020,

By April, the demands of COVID led the staff and Commission to set aside programmed tasks on the Plan. They began again a year later. In March 2021 the Port assessed its options and created a modified work plan for the development of the Plan. The Commission received a draft of the Plan in May. After public review and comment, the Commission unanimously adopted the Plan in June 2021.

See [Appendix G](#) for more information about how the Port communicated with the public during the development of this Plan.

2 Situation Assessment

The Port concurs with the consensus in the professional literature on the central role of evidence to decisionmaking in a strategic plan—or for any policy decision.

Standard practice in strategic planning is to start with an evaluation of conditions: past, present, and potential future ones. Those conditions may support an organization’s goals and activities, or they may be obstacles to them. They may be internal to the organization and thus things it can change, or external to the organization, and thus things it can only respond to. They may be conditions that relate broadly to forces that social or demographic; economic; environmental; technological; or political (public policy). And each of those categories could have several forces. The analysis gets complicated.

However the evidence ultimately gets structured and presented, its purpose is to describe an organization’s *situation*: what are the *big forces (drivers of change)* that will affect (positively or negatively) an organization’s ability to achieve its goals, vision, and mission, subject to its values? An assessment of that situation is the part of the strategic plan often called, yes, the *Situation Assessment*.

A common way for an organization to present that assessment is as a SWOT analysis (for its internal *Strengths and Weaknesses* in delivering services, and external *Opportunities and Threats* it faces as it tries to do so. The presumption is that information and discussion about those factors will help the organization identify and prioritize areas for improvement and action.

The Port did a SWOT analysis as part of its 2014 Plan.³ Here is a summary of its conclusions:

Strengths

- Attractive quality of life in town and region
- National "brand" of Hood River
- Strength of local economy
- History of sound management
- Solid financial footing
- Good relationships with City, County, Business
- Commitment to community engagement
- Proximity to Portland

Weaknesses

- Diminishing supply of buildable lands
- Limited tax base
- Heavy reliance on bridge income
- Cost of maintaining existing infrastructure
- Limited engagement on local economic issues
- Workforce housing costs
- Education/workforce training limitations
- Lack of access to federal funding

Opportunities

- Growing high tech/entrepreneurial cluster
- Greater involvement in Upper Hood River Valley
- Bicycle tourism associated with Scenic Highway
- Collaboration with local businesses
- Lot 1 / Nichols Basin
- Expo Center Site

Threats

- Bridge accident or failure
- Opposition to waterfront development
- Impact of future debris flow
- Limited land supply
- Cost of new infrastructure
- Accidents on Port property
- Reduction in FAA funding
- Environmental issues (e.g. E-Coli)

A lot of work was done and reported in the 2014 Plan to arrive at these conclusions. Many things true in 2014 are true today. Every *strength* listed is still a strength. Most of the *weaknesses* and *threats* are still there, though some manifest themselves differently (e.g.,

³ Chapters III and IV of that Plan provide 18 pages of situational information.

E-Coli → COVID). Some of the *opportunities* have been taken, at least partially, some remain, others now exist (e.g., Port study to coordinate with other recreation agencies on joint purchasing).

The Commission discussed *drivers of change* at its work session in November 2019.⁴ It generated a list of things for staff to consider as it conducted its situation assessment for the Plan update, but was clear that its list was preliminary, almost certainly incomplete, and a starting point for other staff analysis. Staff scheduled to begin that analysis in the first quarter of 2021—that intention had to give way to the demands on staff and Commission time created by COVID. As staff returned to the Plan in March 2020, they started with an evaluation of the best way to finish that Plan so that it could be a practical guide for future action, and avoid unproductive time on research and writing.⁵ Key conclusions:

- Even though Commissioners and staff already know what will be in the Plan, getting the Plan completed is worth the effort, for several reasons.
- An extensive Plan, or a new or extensive situation assessment, would cost more than the additional value it delivered. The Port does *not* have significant problems in areas that are commonly problems for other jurisdictions: lack of clarity or agreement on Vision, Mission, and Values; lack of focus or agreement on biggest priorities; lack of long-run financial planning; poor decisionmaking process that confuses policy and budget decisions; inefficient communication and relationships between and among policymakers and staff; poor quality of information about key factors affecting outcomes. In other words, though there is always room for improvement, the Port is a well-managed organizations that does not have significant internal weaknesses that need attention.
- Similarly, many of the external opportunities and threats are unchanged. No reasonable amount of research into regional demographics, the regional economy, technology advances, or environmental issues will change the Port’s clearly stated priorities: work on (1) the multiple aspects of securing approval and funding for a replace bridge, and (2) securing replacement funding for other Port services.
- Moreover, the Port Commission, staff, and stakeholders have, in the last two years, done a lot of work on priority issues in each of the service. It is better to use the Plan to consolidate and integrate that work than to work from new data to come to new conclusions about priorities.
- Among the many lessons of COVID: the future is uncertain; past trends are no assurance of future conditions. A better strategy than predicting specific conditions and developing a Plan to optimize on that set of conditions is to consider a range of possibilities, monitor conditions, and have the institutional procedures that facilitate timely course correction.

⁴ See [Appendix H](#), Commission Work Session on Drivers of Change & Possible Port Actions, Nov 2019.

⁵ See [Appendix F](#) for details.

In that context, here are this Plan's assumptions about key conditions:

- Bridge replacement is at the center of all Port service delivery. The bridge is the dominant Port facility; it affects most people in the Port district; it is obsolescent and must be replaced or significantly rebuilt; it is the Port's responsibility to manage and find funding for a long-term to get approval and funding for a replacement bridge (without the Port efforts, replacement is likely to be many years farther out), replacement means that bridge tolls will no longer be available to support other Port services.
- Demographic and economic conditions. The Hood River region has fundamentals that strongly suggest it will grow at least as fast, and probably faster, than the national economy, on average. COVID stopped growth in the Hood River region, but as the national economy recovers so will the region. Like other destination recreation areas, and especially because of its strong agricultural economy, the population the Port serves will continue to be diverse in terms of ethnicity, income, and use of Port facilities. Moreover, diversity, inclusion, and equity are getting more attention nationally. The Port will have pressure to do more for the underserved, and pressure to do more for the higher-income households and business that drive economic development (e.g., airport, marina).
- Housing costs will increase because of increasing demand, increasing cost of materials, and constraints on land supply and building type. That effect will have ripple effects on labor supply, economic development, distribution of households by location, the need for recreation facilities, and property tax revenues. The Commission will probably need to make decisions about whether its property development and management broadens from industrial / commercial to address making housing more affordable. Historically, the region has relied on the Port for maintaining a supply of industrial land.
- There are no technological trends that suggest that the demand for Port services, or the way it delivers them will change significantly in ways that would change the Port's priorities. For example, electronic tolling might improve, and state and federal transportation authorities might look more favorably on the bridge replacement, but that will not change the fact that the Port has a huge amount of work to do to make the replacement happen, and that a significant part of its staff effort will go in that direction.
- Each Port service area has its own special issues. The Port is addressing these issues through the development, with the help of stakeholders, of service area plans and priorities. Those are discussed in Chapter 4 of this Plan.
- Internally, the Port organization is well managed. Modest efficiency gains are always possible and probably likely, but so are increases in the cost of materials, supplies, and labor. Two areas for possible prioritization in this planning period: (1) succession planning (the Port's good operation derives in large part from experienced senior management), and (2) diversity at all levels of staffing, boards, and public outreach.

3 Vision, Mission, Values

At a work session in November 2019, the Port Commissioners addressed:

- Vision: a statement of what the Port would to achieve, how it would like to operate, and how it would like to be viewed by the community.⁶
- Mission: a simple, overarching statement of what the Port activities aim to achieve, consistent with the Vision.
- Values: as the Port strives for the vision by carrying out the mission, what will it consider and how will it behave? Values are principles that guide activities of the agency and the conduct of the Commission and staff.

The Commission concluded that the statements in the 2014 SBP addressing these topics still did a good job of capturing the Port’s intent. They allowed that the update process might suggest some amendments that they would consider, but that the language of the 2014 SBP was the place to start and may be sufficient without amendment.

The public open house or survey (Feb 2021) did not reveal any strong opinions about changes to the Port’s vision, mission, or values. In its creation of the draft Plan in Spring 2021, staff added language related to diversity that the Commissioners discussed and adopted in the final language that follows.

3.1 Vision

The Port works with the community to create an environment that promotes economic growth and vitality for all citizens. The Port establishes and maintains collaborative relationships with all stakeholders and promotes consensus to meet competing needs. It engages in prudent, cost-effective investments that achieve public objectives but maintain its long-term economic self-sufficiency. The Port is a high-performing organization - a model of best practices among special districts in Oregon - providing high quality services. The Port is efficient and careful with public resources to which it has been entrusted . The Port focuses its efforts on its district while collaborating with other entities in the Mid-Columbia region in recognition of the inter-dependence of communities in the area.

3.2 Mission

The Port of Hood River works to promote and maintain a healthy economy and strong quality of life in the Port District and throughout the Columbia Gorge.

3.3 Values

- Integrity - maintain a high level of professional standards
- Responsiveness - act in a timely way to all reasonable requests
- Transparency - ensure business is conducted openly, with public oversight

⁶ The 2014 SBP used the term *Approach* when it described this broad view of what a successful Port organization looked like and did. This Plan update uses the more common term, *Vision*.

- **Collaboration** - actively participate with all stakeholders
- **Stewardship** - seek high standards of maintenance of the Port's assets and always consider the long-term public good
- **Innovation** - consider new approaches and best practices
- **Quality** - strive for excellence in all Port activities
- **Diversity** – be proactive, not reactive, in encouraging diversity at all levels of Port activity: Commission, staff, volunteer boards, and public engagement.

4 Service Areas and Actions

Staff spent time identifying and evaluating different ways to organize actions. Other plans have done so (1) by department, (2) by goal, (3) by geographic subarea, (4) by the heading in the state's template for Port plans (Management Plan, Financial Plan, Facilities Plan, EcDev&Marketing Plan, Environmental Plan). Ultimately, staff and the consulting team concluded that (1) everyone (Commission, staff, user and stakeholder groups) understood the Port in terms of its 5 service areas: Bridge, Airport, Marina, Recreation, Economic & Real Estate Development. The service areas align well with goals, they are what the people the Port serves care about, they get staff out of departmental silos, they match the way staff and Commissioners have been conducting Port business, each of them has engaged stakeholders and advocates that would like to see the Plan give them some attention, and they match the organization shown on the Port's web site.

In addition to these 5 *external*-facing service areas, we add one, inclusive *internal*-facing services area that is critical to success in the other five: Central Services (e.g., exec management, finance, human resources, IT, communications, building and fleet maintenance, and so on).

We already have strategic plans for some of these services areas; all of them have some type of document explaining issues and intentions. Our recommendation is to draw from those documents (and cite them as appendices) to create a concise description of issues and actions for each service areas (2 pages for each service area). The subheadings of that summary description might be something like: (a) Goal (b) Background (opportunities and challenges that set the context for Actions (c) Actions (d) Measures of Success.

Staff seeks Commission discussion, amendments, and approval of the structure. We hope to have that discussion and get that approval at the Commission meeting on May 18. If the Commission approves that 2-page max per service area recommendation, then the substance of the Plan is a total of 12 pages. A structural outline follows.

4.1 Overview

This section will be a page or less, and repeat a point made in Chapter 2:

- The replacement of the bridge is at the center of Port efforts over the next 5 years
- The Commission believes other Port services are valued by user and efficiently provided by the Port. It intends to continue to provide those services
- Revenue is the overarching priority. Funding for a replacement bridge; funding for other services to replace the toll revenue that will go to the bridge. In the next few years, the overarching strategy relating to revenue is (1) find new sources of revenue (consider all types: grants, loans, fees, ...), and (2) find efficiencies to reduce the cost of service delivery. The intent is to at least maintain, if not improve on, the current level of service. In the longer run, if such efforts are not successful in getting revenue to match the cost of current levels of service, the Port will have to consider operational cuts: reducing the number or levels of services.

4.2 Bridge and other highway transportation

Goal

Background

Actions

Measures of Success

4.3 Airport

Goal

Background

Actions

Measures of Success

4.4 Economic and Real Estate Development and Management

Goal

Background

Actions

Measures of Success

4.5 Marina

Goal

Background

Actions

Measures of Success

4.6 Recreation

Goal

Background

Actions

Measures of Success

4.7 Central Services

1. Define central services: exec management, Commissioner and committee assistance, finance, HR, maintenance, communication and public engagement, IT, and so on.
2. Quote from Appendix F: Port is in pretty good shape on central services, but always room for improvement.
3. List a couple actions. E.g., (a) Financing...critical to everything; (b) more work on DEI (c) succession planning, (d) improved process for developing and accomplishing an annual Commission Work Plan (e) ...

Goal

Background

Actions

Measures of Success

5 Next Steps

This will be a short section: 1 -2 pages. Obviously, the next steps are to implement the Actions in Chap 4, but best practice here would be good to show an integrated timeline, with dependencies and synergies.

Might work to have subheadings:

- Immediate Next Steps

- Process for using that Plan - (the 2014 SBP had a section for this)

Date: March 2021
To: Michael McElwee, Executive Director, Port of Hood River
From: Terry Moore, Good Next Steps, LLC
Subject: STRATEGIC BUSINESS PLAN, PORT OF HOOD RIVER
INTERIM ASSESSMENT

The effort of the Port of Hood River to update its Strategic Business Plan was interrupted a year ago by the onset of COVID. As the Port returns to its planning effort, it asks this question:

Given (1) all the work done on the previous SBP that is still relevant, (2) all the work done in 2020 on strategic issues (sometimes in the context of and sometimes despite COVID), and (3) the other pressing needs that have been that have been only partially addressed because of COVID...What is the most efficient way to conclude the SBP process? In particular, can the Port leverage work it has already done to create an SBP that focuses on *Actions* and references most the information that supports those actions as appendices to the SBP?

The memorandum addresses those questions, concludes that a shorter SBP is not only acceptable but probably better, and provides an revised outline (consistent with the one approved by the Commission in November 2019) for the Strategic Business Plan.

1 Background and Purpose of this Memorandum

In Fall 2019, the Port of Hood River (the Port) began an update of its Strategic Business Plan (SBP, or the Plan) of 2014. The Port hired Terry Moore to assist with the development of the updated SBP.

In November 2019, the Port's Board of Commissioners (the Commission) met to review and discuss (1) a proposed scope of work for developing the Plan, (2) a proposed outline for the final Plan, (3) factors that might affect the Hood River area and the Port over the next 10 years, and (4) the implications those factors for the Port's vision, mission, and activities. The Commission and staff concluded at that meeting that the next steps would be for staff and consultant to build from the Commission's ideas about key factors to create, during the first quarter of 2020, a *Situation Assessment* that would serve as a technical foundation for the evaluation and selection of actions for the Plan.

The development of the Plan was interrupted by the multiple demands on the staff's and Commission's time created by COVID. The Situation Assessment, and the Commission work session to discuss it, was postponed once, and then indefinitely. Staff and consultants did no direct work on the Plan for almost a year (April 2020 to March 2021).

In 2021, the Port's Executive Director and Commission were again able and ready to reengage on developing the Plan. The Director asked consultant Terry Moore to do an assessment of the best path forward. *Should the Port simply pick up where it left off a year ago, or might it be more effective to amend the structure and content of the Plan?*

This memorandum addresses that question. It has four sections in addition to this short introduction:

- Section 2, *The Why and What of Any Strategic Plan*. Some background on the typical reasons for and construction of a strategic plan.
- Section 3, *Why the Port Is Creating a Strategic Plan*. The original reasons.
- Section 4, *Topics the Port May Have Already Covered Sufficiently*. The Port has already addressed many strategic issues in other practices and documents.
- Section 5, *What Plan Process and Structure Makes Sense Now?*. My recommendations for trimming the process to get quickly and efficiently to a practical SBP document.

2 The Why and What of Any Strategic Plan

Everyone plans – some more than others. The future is uncertain, but experience demonstrates that (1) some futures are more likely than others, and (2) some futures are more capable of being changed by taking actions aimed at modifying them. The sun will rise and set despite any personal effort or government edict to make it otherwise, but sunburn can be prevented by planning schedule, location, clothing, and lotions.

Too much time thinking about the future leads to mistakes today; too little time and one loses one's way. One should occasionally look at the compass and a distant landmark toward the desired destination, but current and pressing needs usually demand the majority of one's attention.

In other words, strategic planning is long-run and big-view. It tries to see that the sum of individual actions make sense in the context of broad goals and available resources.

In the context of an organization (like a business, a city, or the Port), the process of strategic planning can be a check that the daily actions and short-run plans of individual departments are consistent with (1) larger organizational purposes and operating principles, (2) longer-run forecasts of needs and resources (staff and budget) to address them, and (3) requirements of higher levels of organization or government.

There is a lot of professional literature on the value, *in theory*, strategic planning, and some that demonstrates that the value is hard to achieve *in practice*. Strategic planning takes time, and the majority of strategic plans do not get the attention of policymakers, staff, and the public after they are completed.

There is a lot of agreement in the literature on how a strategic plan gets done, and on what it should contain. The exhibits below are from my presentation to the Commission in November 2019.

Exhibit 1: Plan Framework

- Outcomes we want
 - Conditions that affect our ability to achieve outcomes
 - Actions to achieve outcomes that are realistic and effective
 - Strategic plan addresses subset of what is important to an organization
- Goals
 - Constraints & Opportunities
 - Policy Evaluation & Choices

Exhibit 2: Plan Outline

- I. Purpose/Background
- II. Situation Assessment
- III. Vision / Mission / Values / Goals
- IV. Strategies and Actions
- V. Implementation / Next Steps
- VI. Appendices (next slide)

- | | |
|---------------------------------|---|
| A. Background | E. Communication, Advocacy & Public Outreach Plan |
| B. Planning Process | F. Economic Development Plan |
| C. Situation Assessment | G. Environmental Plan |
| A. SWOT | H. Economic and Demographic Analysis |
| B. Public Input Summary | I. Port Properties and Rents |
| D. Operational Assessments | J. Port Policies |
| A. Management Plan | E. Evaluation of Strategies and Actions |
| B. Financial Plan | |
| C. Facilities Management Plan | |
| D. Real Estate Development Plan | |

Exhibit 3: Supporting Research (Plan Appendices)

3 Why the Port Is Creating a Strategic Plan

The Port's reasons for creating a SBP cover all the points in Section 2:

- The Port has several departments with related, but different, missions. Are the missions consistent? What are the priorities across operational areas? Are short-run work plans consistent with longer-run financial forecasts? Are there opportunities for collaboration and consolidation that could better achieve mutual goals?
- The Port serves many diverse interests. Are these interests aware of the Port's activities and objectives? Do they support them? Are they satisfied with how they get informed and engaged?
- Oregon requires the 23 Ports in the state to create and adopt strategic plans:

In 2010, Business Oregon adopted the [New Strategic Business Plan for Oregon's Statewide Port System](#) to support the development of individual port plans. A template for planning begins on page 117 and still serves as the outline ports use to update an existing strategic plan through a public process and typically with the help of a consultant. With the 10-year anniversary in 2020, ports will be updating their plans and publishing them on their individual websites. ¹

¹ Requirements for Port planning come from *Business Oregon*, its department for economic development. <https://www.orinfrastructure.org/Infrastructure-Programs/Oregon-Ports/>

The Port has received money to update its SBP, has an obligation to complete it, and has other sources of funding that may be contingent on that completion.

The previous points are common to all ports. Special to the Port of Hood River is the overarching issue of the obsolescent Hood River Bridge and the need, within 5 – 10 years, for either a replacement bridge or a large investment in renovation of the existing bridge. The Port has done extensive work on bridge replacement; more is planned and budgeted. A strategic plan is not needed to keep that work moving. An SBP will, however, place other Port activities in the context of the bridge issue: its magnitude, its funding needs, its likely changes in financial resources for the Port (with impacts on other operations).

4 Topics the Port May Have Already Covered Sufficiently

I have worked on 15 – 20 strategic plans, and reviewed dozens. I have found many issues common to a majority of these plans. My list follows. Some of the issues are core reasons that drove organizations to engage in a strategic planning process. My key message for the Port of Hood River is this conclusion: *The Port of Hood River does not have significant problems with any of these issues.*

- **Lack of clarity or agreement on Vision, Mission, and Values (VMV).** The Port developed VMV and principles as part of its 2014 SBP. In the 2019 work session to kick-off the development of the new SBP, the Commission reviewed all that material and concluded it was still accurate and probably did not need amendment.
- **Lack of focus or agreement on biggest priorities.** It is common for a strategic planning process to include one-on-one interviews with policymakers and key staff, and for those interviews to make evident some lack of agreement on organizational priorities. My experience with the Port and review of its documents suggest strong agreement on most of the basic issues.

The Port's unique role as owner and operator of the Hood River Bridge provides a focus for the organization. All the Commission and staff agree on the basic story:

- The Bridge is a critical piece of local infrastructure. Lifestyles for most people in the Columbia Gorge would be negatively affected. For many businesses and workers, the economic impacts would be substantial.
- The Bridge fails to meet modern standards (e.g., narrow lanes, no bike or pedestrian access) and is at a point in its lifecycle where it must be either replaced or substantially rebuilt.
- It takes a lot of study, time, and discussion to get from the statement "A new bridge is needed" to a buildable project with appropriated funds. The need has to be restated again and again to slowly gain support as more senior transportation projects work through the state and federal process of approval and funding.
- Such projects require an advocate to keep them moving. In metropolitan areas, Metropolitan Planning Organizations are where local priorities get worked out,

and then (ideally) the full weight of the multiple jurisdictions in that MPO is applied to a state transportation agency as it develops its priorities for state and federal spending. In the small town of Hood River and the rural area that surrounds it, there is no MPO. The logical agency for organizing an effort for a bridge replacement or renovation is the Bridge's owner and operator: the Port of Hood River. If the Port does not step up to that challenge, everything will take longer and proceed less efficiently.

- The Port has benefitted in the past from the revenues of the Bridge, and it does so today. A new bridge will mean that much of the revenue that it generates from tolls for other Port operations will go to paying back the debt incurred to finance the new bridge. The Port Commission and staff recognize the dilemma and accept it: the interests of their constituents require that the Commission and staff work hard for a bridge project that will then require them to simultaneously work hard for revenues to continue to provide other services that people have come to expect from the Port.
- Resolving that dilemma is the key project for the Port for the next 5 - 10 years. By virtue of its large effects on Port revenues, it effects all other goals that the Port wishes to accomplish.
- **Lack of long-run financial planning.** I have worked for many jurisdictions that do not have a well-developed (or any) financial planning model. As often as not, a key task of any strategic plan is to develop such a model, and to use its results to help inform policy decisions, which ultimately become budget decisions. The Port is already doing all this at a level that would be the envy of jurisdictions many times its size. I observed the recent Commission work session (April 2021) in which the Chief Financial Officer spent 2 - 3 hours with the Commission and Budget Committee going through the financial forecasts (including work by consultants on forecasting Bridge revenues). The Port is doing a very good job of discussing its needs and opportunities for action in the context of a likely range of financial futures.
- **Poor decisionmaking process that confuses policy and budget decisions.** This problem often accompanies the previous one. Policymakers know they are elected to make policy choices, and that they also approve the budget. The budget should reflect the policy choices they have already made. Instead, the budget process often uncovers policy disagreements and gets mired in policy debate, resulting in inefficiencies for both policy evaluation and budgeting. My sense is that senior staff and the Commission are aware of the potential problems here and work to keep the distinctions clear. Improvements, however, are almost always possible. In other plans I have proposed an annual cycle for identification, analysis, debate, and ultimate agreement about key policy issues, that meshes with a typical annual budget cycle.
- **Inefficient communication and relationships between and among policymakers and staff.** This is often *the* fundamental (and unstated) reason for starting a strategic planning process. It often gets addressed in a new strategic plan under the heading of *governance*. It covers everything about how a jurisdiction makes policy decisions.

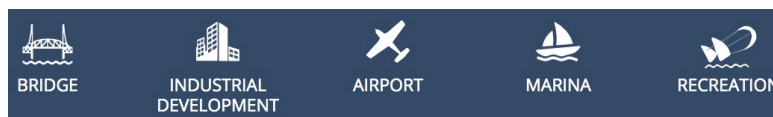
The problem may be internal to elected officials (for example, split commissions with strongly opposed policy objectives and conflicting personalities) and staff (ineffective senior leadership for any of several reasons). It may be poor procedures (e.g., ineffective meetings and staff reports, no system for seeking and implementing best practices).

My observations of the Port on this topic are not systematic and somewhat limited, but I have worked occasionally with Port staff and Commission for over ten years. I do not see strong evidence of confusion about the roles of the Commission and staff, poor communication procedures, or bad relationships that inhibit effective action. The organizational structure is clear; senior staff are open and effective; staffing is lean. Staff developed recently (2019) governance policies that address and clarify some of the typical issues. In short, governance procedures is not the pressing issue at the Port that it is in many local governments.

- **Poor quality of information about key factors affecting outcomes.** Common to all strategic plans is some assessment of factors that have had or may have effects on the ability of the organization to undertake and successfully execute actions that will help achieve its VMV, consistent with its operating principles. Those factors may be positive or negative (opportunities or threats), and internal and controllable by the organization or external and not controllable by the organization. Some idea about the strength and direction of those factors should be the basis for a discussion about what is important to address with action.

Exhibits 1, 2, and 3 above all show the Port’s original intent (November 2019) to have a Situation Assessment as part of the updated SBP. A start was made and then abandoned when COVID demanded the full attention of the Port Commission and staff.

In summary, the Port is a relatively small service district with a few specific services that are clearly evident on the home page of its website:



The Port has had a good, Port-wide strategic plan that it has monitored and made progress on, and the equivalent of sub-strategic plans for most its five service areas. It has been clear about its overarching mission related to the Bridge replacement or renovation, and has successfully kept that long and difficult project moving forward. It has experienced, industrious, communicative, and cooperative senior staff. It has well-developed processes in place for finance and budgeting, facility maintenance, bridge tolling. Its Commission is engaged, industrious, and informed. ²

² Objectivity requires me to balance my high evaluation of the Port with the observation that the majority of my experience with strategic planning is with cities and counties, which are much larger organizations (some with budgets and staffing equivalent to those of a Fortune 500 company). Size creates bureaucracy. Bureaucracy done well makes the best of a bad problem: keeping clear communication and focus among a large group. That said, communication

That summary is context for my comments in the next section about the most efficient way for the Port to complete its update of its strategic business plan.

5 What Plan Process and Structure Makes Sense Now?

Many organizations need to go through a strategic planning process to get clear on what they are supposed to do, how well they are doing, and critical system failures that need fixing. The Port's staff and Commission are already clear about VMV and key issues; the Port has a functional system of central services that allow its staff to work effectively in its five service areas. Senior staff and the Commission generally agree on priorities and actions to address them.

If that assessment is approximately correct, what is the need for an SBP document? The Port has a lot to do; the staff and Commission are ready to do it: why spend time fussing over a document that simply states what they already know? The main answers are:

- Closure and Documentation. The effort to go from where the Port is now to a useful SBP is small and worth the effort.³ The documentation is what helps deliver the benefits in the following bullet points.
- Continuous improvement. An SBP can be part of the basis for an annual report card: how are we doing on the things we said we would do?
- Modeling of best practices. All the professional literature recommends some type of strategic planning. It is not always done, and rarely a habit. But if it becomes a habit it is easier and more useful. Don't break the chain.
- Communication. Commissioners, staff, partners, and public interest change. An SBP is a good starting document for explaining the Port's purposes, activities, and priorities.
- State requirements. Requirements are enforced first by logic, then by persuasion, then by sticks and carrots. The state requirements don't include sticks, but they do include the ability to withhold carrots: funding the Port would like to have. An updated SBP is a good idea even without the carrots; the carrots make it even better.

So, yes, a plan document should be produced. But how detailed and elaborate does it have to be? What is the appropriate (efficient) level of effort?

An organization's first strategic plan is a big deal. And by "first" I mean "the first one ever, or the first one in a new commitment to such planning (because we forgot about the old one)." By that definition, the 2014 SBP the Port's first plan, and this Plan is the update

problems occur in small groups as well (if not your family, then one you know?) and the Port has done a good job of keeping the communication and agreement on direction clear.

³ Two economic are at play here: (1) *sunk costs are irrelevant*: it doesn't (shouldn't) make any difference how much you have spent on getting something done because you should take the next steps based on (2) *evaluation of marginal benefits and costs* (what is the additional cost of the product being considered, and are its benefits greater than its costs? My point re the SBP: given where the Port is now, the additional costs of getting the document done are likely to be smaller than the benefits of having the document.

of that SBP. If an organization monitors its first plan annually (“What did we achieve, what’s left to do, are there issues that are obviously important that need to be added by amendment to the plan this year?”), then the process for a major update of a strategic plan (usually by year 3 – 5) can be less elaborate. Whether it will be or not depends on how well the organization has done in making its strategic plan part of an annual review of policy and the development of an annual work program for elected officials. If strategic planning becomes standard and continuous, elaborate new versions of the plan are not necessary.

That is where the Port is. I see no need to demonstrate to the public, local interest groups, partner agencies, or potential Bridge funders that the Port is doing its job. The Port’s mission or performance has not been questioned. There is not a need for an elaborate document to persuade people of the Port’s competence. If documentation is needed, the Port has it in the many studies and presentations that it has archived and available for public review.

The strategic planning process can be applied to an entire organization or to a part of an organization (e.g., a department). In the theoretical ideal, an organizational strategic plan is supported by consistent departmental strategic plans. Which comes first is not critical: one can build an organization plan by compiling well done departmental plans, or departments can use an organizational plan (its VMV, principles, situation assessment, and priority actions) as a starting place for creating a consistent departmental plan. The Port was more on the first path in Fall 2019; with the introduction of COVID, it shifted more toward the second path. The staff and Commission dealt with the policy issues that confronted them as if they were strategic priorities. Many were.

A potential argument for a larger SBP effort is that the state requires it. The state requires an SBP that has certain content, and it requires an update. It suggests an organization for the first SBP, but is clear that any port can modify the template to suit its situation.⁴ Personally, I think the outline for the Port’s new SBP is better than the state’s suggested template. Either way, the critical language in the state document is this: “... each update will represent a significant step towards an effective program to address their major business and organizational challenges.” This update can do that, and do it efficiently, by (1) leaving a lot of the details in supporting documents (appendices to the updated SBP) including the 2014 SBP, which closely follows the template and has much information that has not changed since 2014), and (2) focusing on Actions.

The Port has a lot to do and limited resources. The objective of a SBP is to make sure the staff and Commission are working on the most important policy issues. Time spent on expanding and beautifying the SBP update, for an unspecified audience, is time not spent on the Bridge, the airport, future finance, and so on. With efficiency as a key objective, what topics might the updated SBP address well enough by simply pulling from other documents that have already addressed those topics well enough?

⁴ “Each port’s business agreement will provide the opportunity to modify or streamline this template. It is not expected that every port will be required to address every topic in the template, but rather that each update will represent a significant step towards an effective program to address their major business and organizational challenges.” *Ports 2010: A New Strategic Business Plan for Oregon’s Statewide Port System*, page 117, <https://www.oregon4biz.com/assets/docs/IFA/2010PortPlan.pdf>

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- **Vision, Mission, and Values.** VMV and principles are clearly decisions for elected or appointed officials, not consultants. Some strategic plan (especially, and usually, plans that are being created for the first time) spend months on VMV, with extensive public engagement. A typical city, county, or service provider will have VMV that center on delivering the right services, and doing so effectively, efficiently, fairly, and with the approval of its constituents. The Port's 2014 VMV and principles cover a lot of the concepts and words in typical strategic plans.

The Port staff and a consultant did some surveys of the public in early 2020. No comments emerged suggesting that the Port had the wrong VMV or principles.

Given these points, and the Commission's expressed desire to use the VMV from the 2014 Plan for this 2021 update, I see no compelling reason to do more work on them (in the form, for example, of a Board work session, another citizen survey, or suggested new language by staff). That said, I note that all strategic plans that I have worked on in the last few years have some language about diversity, inclusion, and equity. The 2014 SBP does not. I would recommend adding something that the Commission could discuss, amend as desired, and approve at the next discussion of a draft of the new SBP.

- **Priorities for Action.** Staff and Commission generally agree that (1) central services (e.g., executive management, financial management, facility maintenance, communications) are working well and do not need any special attention,⁵ and (2) each of the Port's five main service areas (bridge, industrial/real estate development, airport, marina, recreation) might have issues that should be flagged for special policy attention.

One question helps a local government establish its strategic priorities: What important issues (opportunities or problems) are unlikely to be adequately addressed by normal staff activities, and need the focused attention of the Commission? Those are the issues on which the Commission should be spending its time and focusing its annual work plan. The decision on the categories of strategic actions in the SBP is for staff to make, but the Port's five main service areas (plus central services) would be an organizational understandable to everyone, and easy for staff to implement.⁶

- **Situation Assessment.** Policy analysts believe decisions should be based on information. But what can be readily measured rarely tells the full story, and the interpretation of data depends on what each interpreter brings to it. The data are never definitive: elected officials are elected to make what they believe to make the best choices they have with the data they have available.

⁵ An issue that could raise to the level of a strategic priority is succession planning and diversity hiring. The Executive Director, with the support of the Commission, is working on that issue. It will get attention even if it is not in the updated SBP, but putting it in the SBP would probably get it more attention.

⁶ The potential downside of that structure is "siloeing": it essentially organizes and implements along departmental lines. Some of my other comments in this memorandum support my conclusion that the Port's small number of senior staff already have, and could easily improve some procedures for cross-departmental coloration and integration on strategic actions.

Most of services that the Port is responsible for do not seem immediately and strongly challenged by shifts in external drivers like demographics, the economy, technology, consumer preferences, or the environment. The discussion at Commission meetings for the last year suggest that the Commissioners support the services that the Port is providing, and that they expect to continue to provide them for at least the next five to 10 years.

There are plenty of uncertainties, a few of which may be positive. The two biggest are the Bridge and COVID.

Regarding the Bridge, the Port is committed to the path of trying to find a way to maintain a bridge connection between Hood River and Washington. Everyone paying attention to that issue expects the Port to be in the lead for a while. What must done, broadly, is understood. There is little in the way of data that would convince elected officials and business leaders in the Hood River region that the Port should just stop working on the Bridge issues. Unless there are large and unpredicted changes in technology, policy, or the economy, over the next several years, the Bridge will be a priority issue for the Port, and it will be working are many different activities related to the Bridge.

Regarding COVID, the Port, like all government agencies, had to devote time and money to determine how its public services would cope with the COVID crisis. That effort is not over, but the worst of the uncertainty and reorganization appears to be in the past. Like other agencies, the Port figured out how to reduce some operations, maintain other operations while social distancing, and allow a public decisionmaking process to occur without face-to-face meetings. The Port had reasons to prepare an update to its SBP before COVID, and has been considering for a year as part of its operational evaluations the impacts of COVID on the demand for its services and its ability to provide them effectively and efficiently. Social distancing has certainly reduced the use of the Port's public facilities, but almost all forecasters view the drops as temporary, not as long-term trends.

I see the question for the Port now as this: Is a written Situation Assessment likely to present information that would cause the Commission to change many (or any) of the strategic decision it has made in the last year? I think the answer is, No. If that is true, then time spent developing a writing a Situation Assessment has little practical value. Thus, in the interest of efficiency, I recommend that the outline of the updated SBP be amended to have a short summary of the situation (perhaps along the lines I have laid it out in this memorandum), and that it not have a supporting, extensive Situation Assessment as an appendix.

Those recommendations lead to this revised outline for the updated SBP for the Port's consideration.

Administration

- Due to Commissioner travel plans, I suggest we re-schedule the second June Commission meeting to June 22nd. This would be the last regular Commission meeting for both Commissioner Everitt and Commissioner Meriwether.
- COVID
 - All eligible Port staff have received at least their first dose of vaccinations.
 - Hood River County is in Moderate Risk category.
 - The CDC has lifted most masking and social distancing mandates for fully vaccinated persons.
 - The FDA has approved the Pfizer vaccine for persons aged 12-15, and OneCommunity Health and other providers have begun inoculations for this group.
- Interviews with three finalist candidates to fill the Property/Development Manager position were conducted the week of May 10. I hope to announce the new Property/Development Manager in June.
- Multiple efforts continue to secure funding for various Port priority projects.
 - Multiple support letters were submitted, and verbal testimony presented to the Capital Subcommittee of the Joint Ways & Committee on Friday June 7. This effort was to seek lottery bond funding to support the bridge replacement project. I also provided the attached letter of support at the same hearing to support the City's stormwater replacement project.
 - Staff and TRP conducted briefings with Rep. Anna Williams and Senator Chuck Thomsen and sought their support for ARPA funds for the Commercial Hangar and Anchor Way projects. Senator Thomsen expressed interest in the commercial hangar. The submitted request form and support letters are attached.
 - Genevieve and Hal Hiemstra prepared funding requests to Senators Wyden & Merkley seeking Congressionally Directing Spending allocations also for the Anchor Way and Commercial Hangar projects. The forms and support letters are attached.
 - The above applications took significant time and efforts to complete on a short timeframe. Genevieve and Kevin took the lead on these and did a tremendous job. We had solid support from Thorn Run Partners and Hal Hiemstra at Summit Strategies.

Recreation/Marina

- The Gates Memorial Project is complete except for installation of the memorial plaques. A ribbon cutting will be scheduled this summer. The volunteer group that advocated for the project is very thankful for the Port's support. The area has already experienced lots of use, the kids are loving it.
- Event Site pass sales as of May 10 show a total of 677 regular season passes and 40 over length passes were sold. For comparison, following are pass sales from prior years during the period of January 1-May 15:
 - 2019 – 390 passes sold
 - 2020 – 222 passes sold
 - 2021 – 717 passes sold (of these, 302 are from Hood River Valley addresses).
- Additional port-a-potties and a hand washing station have been added to the Event Site. We will deliver facilities to other areas of the waterfront as use increases. Efforts to hire and train summer staff are underway with hopes of opening the restrooms earlier than July 1. The additional cleanings require more staff. There have been very few applicants to the job posting thus far. State Covid requirements obligate the Port to have additional daily cleanings for compliance with the county risk levels.
- American Cruise lines has resumed their schedule. ACL's first official stop was May 4.
- A local resident has organized a "clean-up" of the Sandbar to relocate woody debris away from kite use areas on May 15. The effort required the Port to allow access for two trucks. The Sandbar is owned by the State of Oregon and DSL approval was obtained. The group coordinated the effort with our Event Site Host and the CGW2 and the Hood River Watershed to make sure any removal or relocation of woody material was acceptable.
- The Event Site Parking Lot booth will open daily for the season on May 28th.
- A decision will be made in the next few weeks about closing the kite launch/land area that allows kites to use the Event Site grass area off season. This is an annual decision that is made based on river flow predictions, activity levels at the Event Site and weather forecast. Once the decision is made, all launching and landing will move out to the sandbar and the Event Site will remain closed until mid-September.

Development/Property

- Key Development has submitted a Site Plan Review Application to expand the parking lot behind the Solstice Building and install 16 Tesla charging stations.
- There appears to be significant interest in response to the Request for Developer Interest for the Barman Lot. The deadline for responses is May 28.

Airport

- An Airport Advisory Committee meeting was held on May 6 to discuss the strategic vision for the airport. Consultant Mike Davis gave a short presentation on his strategic vision ideas for the airport. Mr. Davis will attend the Commission meeting to convey his final report and findings.
- The AWOS wind sensor is now back on line. Installation of the other equipment instruments (visibility and barometer) will take place in the next two weeks. The tri-annual inspection took place on May 13.

Bridge/Transportation

- Mechanical and electrical inspections of the lift span were successfully conducted April 25-29. Some traffic backups occurred but the impact was significantly less than if longer lifts had occurred. There was one significant funding related to a single cable. The engineer's full report will be complete by late May. The work will now take place with four shorter duration lifts on April 19, 21 and 22. Staff will still be working to get the word out widely, but these shorter lifts will greatly reduce traffic impacts.

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INDUSTRIAL/COMMERCIAL FACILITIES • AIRPORT • INTERSTATE BRIDGE • MARINA

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May 7, 2021

Joint Committee on Ways and Means
Capital Construction Subcommittee
Oregon State Legislature
900 Court St. NE
Salem, Oregon 97301

Re: Support for Hood River Waterfront Stormwater Line

Dear Co-Chair Girod, Co-Chair Holvey and Members of the Committee:

I write to you today in support of the Hood River Waterfront Stormwater Line Project lottery bonding request for \$2,694,953.

In 2019, the Hood River Waterfront Stormwater Line Project was approved for \$1.7 million in Lottery Bonds as part of HB 5030. At the time, that lottery allocation was enough to fully fund Phase 1 of the Waterfront Stormwater project. Due to the pandemic, the lottery bonds were never issued, and since then the total project cost has increased by \$1 million as a result of work in and near a wetland.

Out of rising concerns about the rapid deterioration on the stormwater line and the expansion of a seasonal sinkhole, the City of Hood River had no choice but to move forward and complete Phase 1 construction. Funding was done on an emergency basis, and the project was locally funded with urban renewal dollars that were intended for economic development near the Port of Hood River. Phase 2 is currently underway, and the project must continue forward to protect the City's wastewater treatment plan and two large commercial facilities.

While the City has provided a local match and secured additional funding from DEQ and USDA, there is still a significant need for repayment and full funding sources. The City prefers to not burden local businesses with a new multi-million-dollar tax as we all work to recover from the pandemic, but it will be forced to do so if there are no other viable funding sources.

Thank you for your consideration.

Sincerely,

Michael McElwee
Executive Director, Port of Hood River

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2021 American Rescue Plan

Senate – Local Community Investments

Submission Deadline: May 10, 2021

Rules regarding use of funds and instructions on filling out form

There are certain general requirements regarding how member ARPA investment funds may be used. These are:

- The funds may not be used for projects/programs that are ongoing in nature; they are to be used for one-time purposes only that can be spent by the ARPA deadline of December 2024.
- The funds may not be used to provide financing for a bill that is under consideration by the Legislature or would need policy legislation to be enacted.
- Legislators may not transfer any of the funds from their allocation to another legislator, but they may pool resources to fund one larger project.
- A legislator's allocation may be split into multiple programs/projects but the total number of projects per member may not exceed 4.
- As guidance comes in on the use of ARPA, investments will be evaluated to determine that they can be used as desired. If an issue arises, legislators will be contacted.

Instructions

To facilitate next steps and prepare a budget bill, the attached form must be filled out by each member as described below. **If legislators are pooling funds for a single program/project, please submit one form with all legislator names and the additional information as described. Forms are to be submitted to Anna Braun in the Senate President's Office by May 10, 2021.**

Amount - Each State Senator has \$4 million to support local community priorities. If the amount spent is less than the allocation, enter the actual amount that is to be used. If there is more than one program/project being funded, the amounts may not add to more than the total allocation.

Project/Program Name - Provide the name of the program/project as it should appear in a bill.

Project Type - Identify whether it is a: Capital Project, Grant Program, Support Services, Technical Assistance, or Other; if it is Other, use the Description column to explain the type of project/program.

Recipient Organization - Identify the organization that will be spending the money; this could be a state agency, local government, or nonprofit entity.

Description - Provide information on how the money will be spent and what is to be achieved. This information is needed to develop legislation and the budget report that will provide legislative direction on how the funds are to be spent.

Senate – Local Community Investments ARPA Submission Form

Legislator(s): Senator Chuck Thomsen

Submission 1

Amount: If the amount is less than the allocation, enter the actual amount that is to be used. If there is more than one program/project being funded, the amounts may not add to more than \$4 million.

\$500,000

Project/Program Name: Provide the name of the program/project as it should appear in a bill.

Ken Jernstedt Airfield Aviation Technology Hangar Development

Project Type: Identify whether it is a: Capital Project, Grant Program, Support Services, Technical Assistance, or Other; if it is Other, use the Description column to explain the type of project/program.

Capital Project

Recipient Organization: Identify the organization that will be spending the money; this could be a state agency, local government, or nonprofit entity.

Port of Hood River

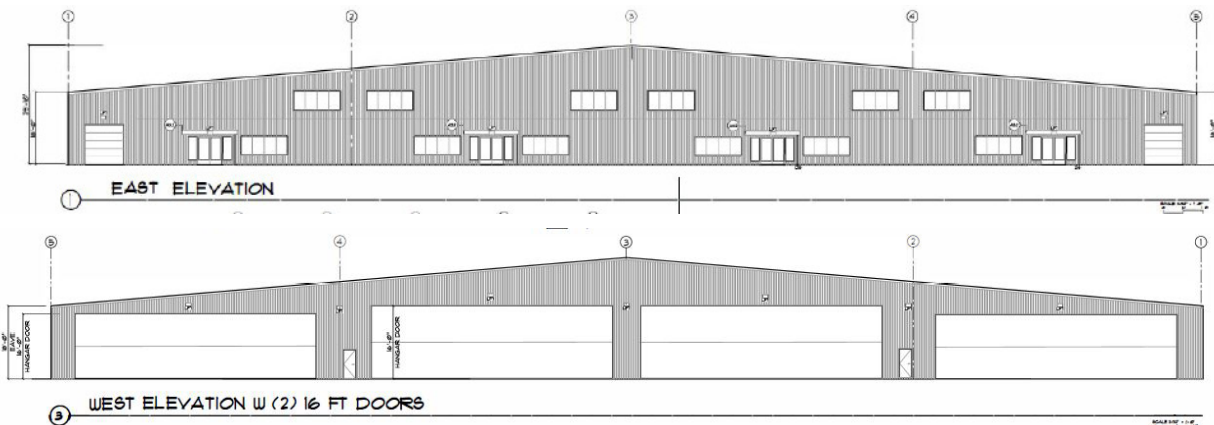
Description: Provide information on how the money will be spent and what is to be achieved. This information is needed to develop legislation and the budget report that will provide legislative direction on how the funds are to be spent. (You may attach additional pages if needed).

Construction of a new, 27,000 square foot hangar building located on shovel-ready, Port owned property at the Ken Jernstedt Airfield in Hood River, designed to anticipate commercial leased space by up to 4 aviation technology businesses.

Port of Hood River KEN JERNSTEDT AIRFIELD AVIATION TECHNOLOGY HANGAR DEVELOPMENT ARPA Funding Request

Project Need

The Ken Jernstedt Airfield (4S2) provides airport services and amenities to the Mid-Columbia region that supports wildfire and emergency response, agriculture, tourism, pilot training, glider flights, and aviation technology research and development, as well as general aviation. The Airfield serves approximately 15,000 flights annually and provides storage for more than 100 aircraft in T-Hangar spaces and tie-downs. Regional high schools and the Columbia Gorge Community College are developing and implementing aviation-focused STEM curricula, designed to foster career pathways in aviation for Gorge residents. The unmanned aerial vehicle (UAV) industrial cluster is based in the Mid-Columbia, growing jobs and new business start-ups and relocations that creates a demand for training aviation technology workers in a spectrum of specialities. In response, the Port of Hood River seeks to develop a large, new commercial hangar at the Airfield to provide sufficient space, facilities, and amenities for these highly beneficial businesses to grow.



Preliminary design drawings were commissioned from Aaron Faegre in 2020.

Project Status

In 2016, the Port received a ConnectOregonVI grant award to fund important infrastructure development at the Airfield to support emergency response and aviation technology. That project is now complete as well as an FAA-funded rehabilitation of the Airfield's North Ramp. The site is now shovel-ready for development. The Port has received interest from local aviation and related technology firms such as Overwatch, Real Carbon, Trillium Engineering, and Insitu, expressing the need for new light industrial space adjacent to the Airfield to meet their growth needs.



Preliminary design concepts are focused on developing flexible use space that is compliant with FAA regulations and maximized potential benefit to local employers with compatible uses at the Airfield.

Project Development

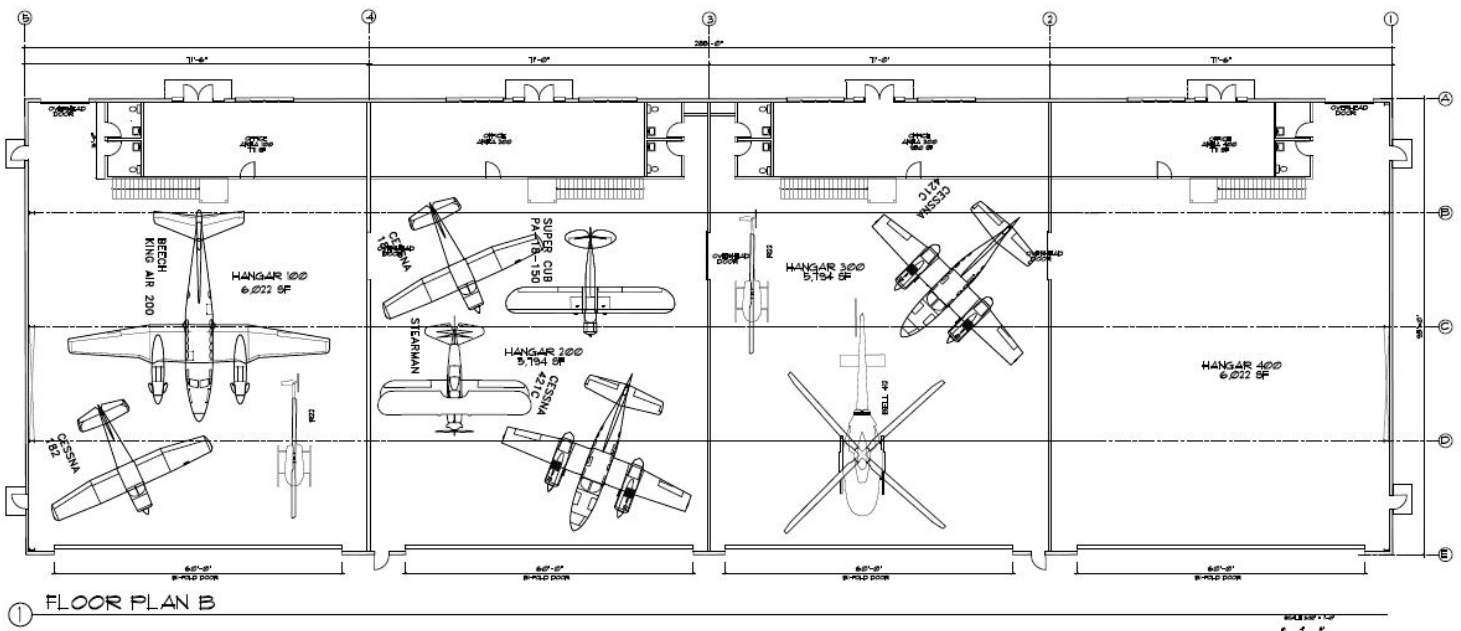
If funded, the project would begin construction by early 2022, and be complete by the end of the year. The Port anticipates the project will cost \$3 million. The preliminary engineering is complete and approved, and the site is shovel ready.

Project Funding Sources

- State of Oregon ARPA discretionary funding through Senator Chuck Thomsen - \$500,000
- Port of Hood River - \$2.5 million

For more information, please contact:

Michael McElwee, Executive Director
Port of Hood River
(541) 386-1138
mmcelwee@portofhoodriver.com





May 5th, 2021

To: John Everitt, President
Ben Sheppard, Vice President
David Meriwether, Secretary
Kristi Chapman, Treasurer
Hoby Streich, Commissioner

CC: Michael McElwee, Executive Director

RE: Letter of Support for Hangar Development at the Ken Jernstedt Airfield

Port of Hood River Commissioners,

TacAero has been partnered with the Port of Hood River (POHR) at the Ken Jernstedt Airfield for almost five years in the operations and development of the airport. The continued success and growth of the airport is a priority in its longevity and utility to the community and local region. As an aviation company based in Hood River and on the airfield we support the development of the north side to create more space for businesses to join the POHR furthering the advantages the airport can offer.

The Aircraft Services department within TacAero would like to transition and establish on the north side of the airfield. This is a new and growing focus that is beyond typical airfield maintenance and an ideal tenant for the POHR. We restore and build custom aircraft to customer specifications along with taking care of the TacAero fabric covered training fleet. The project space requires the ability to house many aircraft in 'depot level' maintenance and be presentable to our clients.

New hangar facilities at the Ken Jernstedt Airfield would help generate new interest in the airport and allow more businesses to grow. It furthers the strategic goals of the airfield to connect businesses to the community and provide much needed industrial type facilities in the area.

Please feel free to contact me at (701) 610-6581 if you have any questions about this topic.

Regards,

A handwritten signature in blue ink that reads "Brian R. Prange".

Brian R. Prange
Hood Tech Corp Aero Inc | Vice President

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2021 Congressional Directed Spending Request Form (Port of Hood River Anchor Way Multi-

modal Street & Transit Improvement Project)

Name & Contact Info

Genevieve Scholl 3861645
 Work: 541-386-6145
 Work: 541-386-1138
 gscholl@portofhoodriver.com

Mailing Address

1000 E. Port Marina Drive
 Hood River OR 97031

Permanent Address

1000 E. Port Marina Drive
 Hood River OR 97031

* indicates a required field.

Section 1. Organization Information

1. Requesting Organization *

Port of Hood River

2. Organization's Mailing Address

Please include the requesting organization's mailing address. For example, 121 SW Salmon Street., Ste. 1400, Portland, OR 97204
 1000 E. Port Marina Drive, Hood River, OR 97031

3. Contact's Name at Organization *

Michael McElwee, Executive Director

4. Contact's Email *

mmcelwee@portofhoodriver.com

5. Contact's Phone *

5413861138

Section 2. Project/Activity Information

1. Subcommittee *

Transportation, Housing and Urban Development (THUD)

2. Department *

Department of Housing and Urban Development

3. Agency *

US Department of Housing and Urban Development

4. Account *

Only specific accounts are eligible to receive congressionally-directed spending items. Please consult the Subcommittee guidance documents for a list of eligible accounts.

Economic Development Initiative (EDI)

5. Project/Activity Title *

Please provide a brief title to identify your request by. For example, HWY 101 Bridge Repair.

Anchor Way multi-modal street and transit improvement project

6. Project/Activity Description *

Please include a short description of the project or activity you are requesting funds for. It should not be the name of an existing program, project, or activity, but rather a description unique to your CDS request.

This project will construct E. Anchor Way as a multi-modal street and transit hub on the Hood River waterfront on the last remaining undeveloped industrial/commercial property located on the waterfront. Phase 1 street construction of E. Anchor Way and Phase 2 street construction of N. 1st Street has significant potential for job creation in the local technology and recreation sectors. Development of street and utility infrastructure on this parcel will connect into existing city streets and utilities. A long community planning process resulted in a development plan for this 12 acre parcel that includes bike/ped corridors, sustainable development, active public spaces, and a regional public transit hub. Total build-out will require financial support for the primary infrastructure. Phase 1 street construction of E. Anchor Way totals \$1.705 million, and Phase 2 project construction of N. 1st Street totals \$3.54 million.

7. Project Location (s) (City):

E. Anchor Way and North 1st Street, Hood River, Oregon

8. Project Location (s) (County): *

Hood River County, Oregon

9. Are you submitting multiple requests? *

Yes

9.1 If so, please rank this request in order of priority.

For example, if this is your top priority, please rank it 1.

1

10. Defense Related? *

No

10.1 PE Line Item (if applicable)

No answer.

10.2 PE Line Item Title (If applicable)

No answer.

10.3 Defense Line #

No answer.

Section 3. Project Information**1. Requested funding level for congressional directed spending project? ***

Number, not in thousands. No commas, decimals or numbers with leading zeros. For example if you want to request two-hundred twenty-million, three hundred thousand dollars you would put 220300000.

400000

2. What is the total cost of the project or activity? *

Number, not in thousands. No commas, decimals or numbers with leading zeros. For example if the total project cost is two-hundred twenty-million, three hundred thousand dollars you would put 220300000.

1705000

3. Is this project funded in the administration's budget request? *

No

3.1 If so, at what level?

Number, not in thousands. For example if it was funded at two-hundred twenty-million, three hundred thousand dollars you would put 220300000. No commas, decimals or numbers with leading zeros.

No answer.

4. Has this project received federal funding in the past? *

No

4.1 If so, when and how much?

No answer.

5. Is the project leveraging other federal, state, or private funding? *

Yes

5.1 If yes, please list the sources and amounts of the funding.

Please note if the funding is "in hand" or not.

Port of Hood River - \$955,000 (in hand)

State of Oregon - \$250,000 (Immediate Opportunity Fund application in process)

EDA grant - \$100,000 (application in process)

6. Are you seeking funds through other federal accounts to support your organizations' project? *

No

6.1 If yes, please specify account(s).

No answer.

7. Merkley State Staff Contact *

If you have been in contact and/or working with a member of Senator Merkley's state staff, please indicate which one.

Dan Mahr

8. Wyden State Staff Contact *

If you have been in contact and/or working with a member of Senator Wyden's state staff, please indicate which one.


Jacob Egler

Section 4. Project Narrative

1. A detailed justification and description of how the funds will be used and indicate whether funds will go toward construction, planning, or programming. *

This description should provide: a summary of the project including its purpose, goals, history, and current status, as well as the justification for the project. The description should explain how the money will be spent (i.e., \$ -x- for salaries; \$ -x- for programming; \$ -x- for equipment; etc.) Please be specific when describing the activities and expenditures. The justification should also state what performance standards will be used to measure whether this project has achieved its objectives.

In your answer, please describe the need for the project, highlight any benefits to Oregon or the local community from the project, and how quickly the project can be implemented.

Before you finalize your request, please consult the supplemental guidance to ensure your application contains all the information required for the specific account you are requesting funding from. You can find that [here](#). 

The last remaining undeveloped light industrial property on the Hood River Waterfront is a 12-acre property known locally as “Lot 1.” This parcel has significant potential for job creation in the local technology and recreation sectors. Development of Lot 1 requires a significant investment in infrastructure – primarily utilities and streets. A long community planning process has resulted in a development plan for Lot 1 that includes bike/ped corridors, sustainable development, active public spaces, and a regional public transit hub. Total build-out of Lot 1 will require financial support for the primary infrastructure which will be tied into the existing street and utility network now serving the rest of the Hood River waterfront.

Full infrastructure build out of Lot 1 would be completed in two phases. Engineering and permitting costs are estimated at \$155,000. Phase 1 construction of East Anchor Way is estimated at \$1.55 million. Phase 1 construction would be complete in Fall of 2022. A second project phase will eventually construct North 1st Street at a cost of \$3.54 million.

This project will be added to the State Transportation Improvement Plan (STIP) if it receives CDS funding.

2. If appropriate, how many and what kinds of jobs will be created by this project. *

Initially, this project will generate construction jobs – but this project has been given “Decision Ready” status with Business Oregon and is a regionally significant project that is identified on the Comprehensive Economic Development Strategy. Industrially-zoned Lot 1 is the most highly visible, easily accessed, and publicly discussed undeveloped property in Hood River. The fact that it remains undeveloped is a testament to the stakeholder interest and investment in the decision-making process on the property. This is a high priority project for the entire region, as conversion of the gravel lot into the community-developed vision for the Lot will finally deliver on its promise of job creation, public transit expansion, enhanced bike and ped access from downtown to the waterfront, business retention and expansion, and new public open space facilities.

3. Any support from local government or community groups for the project/request? *

The project enjoys wide support for a broad range of stakeholder interests in the community. Support letters from Mid Columbia Economic Development District, the City of Hood River, Columbia Area Transit, and Key Development are attached.



CITY OF HOOD RIVER

211 2nd Street, Hood River, OR 97031 Phone: 541-386-1488

May 13, 2021

Senator Jeff Merkley
531 Hart Senate Office Building
Washington, DC 20510

Senator Ron Wyden
221 Dirksen Senate Office Building
Washington, DC 20510

Re: Anchor Way Multi-Modal Street and Public Transit Hub Development Project

Dear Senator Merkley and Senator Wyden:

I am writing to express support for the Port of Hood River's proposal requesting Congressionally Directed Spending funding for the Anchor Way Multi-Modal Street & Public Transit Hub Development Project. The two key projects of priority are street construction for E. Anchor Way and N. 1st Street. These projects will meet critical local and regional multimodal needs by providing enhanced bike and ped access from downtown to the waterfront and a regional public transit hub.

The Anchor Way Public Transit Hub project would support the City's efforts to improve its regional public transit system, with construction of a new, key connection point for multiple public and private transportation providers. The improvements to the bike and pedestrian infrastructure will provide the critically necessary first mile and last mile connectivity to the transit hub.

The Anchor Way Multi-Modal Street & Public Transit Hub Development Project will enhance the regional transit system immediately. The City supports this proposal and application for funding.

Sincerely,

Kate McBride, Mayor
City of Hood River

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Columbia Area Transit
224 Wasco Loop
Hood River, OR 97031
rideCATbus.org
541-386-4202

Thursday, May 13, 2021

Senator Jeff Merkley
531 Hart Senate Office Building
Washington, DC 20510

Senator Ron Wyden
221 Dirksen Senate Office Building
Washington, DC 20510

Re: Anchor Way Multi-modal Street & Public Transit Hub Development Project

Dear Senator Merkley and Senator Wyden:

I am writing to express support for the Port of Hood River’s Anchor Way Multi-Modal Street & Public Transit Hub Development Project. This project is critical to the Hood River County Transportation District (dba Columbia Area Transit, CAT) and its capacity to expand and coordinate transit services within the Columbia River Gorge.

The Anchor Way project will not only provide a safe and local transfer point for our Columbia Gorge Express service which connects residents and visitors from Hood River to Cascade Locks, Multnomah Falls and Portland along the I-84 Corridor but will also enhance pedestrian access to transit in downtown Hood River and improve the coordination, effectiveness, and efficiency of local and regional transit services, including those partner agencies in Washington State.

As the public transit provider in Hood River County, CAT has worked together with the City of Hood River and the Port to promote and serve the growing business, visitor, and tourism industry in Hood River County. We see the Anchor Way Multi-Modal Street & Public Transit Hub Development Project as critical to our overall strategy of enhancing transit access within Hood River while also offering a safe and accessible way for employees, residents, and visitor to transfer and travel to other communities throughout the Gorge and to/from the Portland Metropolitan area.



In short, we believe this project is vital to improving the efficiency and availability of public transportation in the I-84 corridor and to the overall mobility of residents and businesses in the region.

Sincerely

A handwritten signature in black ink, appearing to read 'Pat Fink', is written over a light gray rectangular background.

Patricia Fink
Executive Director
Hood River County Transportation District
(dba Columbia Area Transit)



May 12, 2021

Senator Jeff Merkley
531 Hart Senate Office Building
Washington, DC 20510

Senator Ron Wyden
221 Dirksen Senate Office Building
Washington, DC 20510

Dear Senators Merkley and Wyden:

I am writing to support the Port of Hood River's request to the Oregon Legislature for \$3.59 million in American Rescue Plan funding for key infrastructure on the Hood River Waterfront.

"Lot #1" is the last, and largest undeveloped light industrial property on the Hood River Waterfront. It has great potential to support job creation in our technology and recreation sectors. A broad community input process resulted in a development plan that includes bike/ped corridors, green streets, and active public spaces. Achieving this vision is only limited by the lack of funding for needed transportation and utility infrastructure.

My company has played a key role in creating the vision for the Hood River Waterfront. I have demonstrated my commitment to the communities for the waterfront by investing in projects that provide opportunities for local businesses, active street fronts and sustainable development. Funding for street and utility infrastructure on Lot 1 is a huge challenge but a critical step to unlock the great economic and quality of life potential of Lot #1.

I ask you to support the Port of Hood River's request for \$3.59 million in American Rescue Plan funds to develop Lot #1. The completed project would result in a tremendous public resource to our community.

Thank you for your consideration.

Jeff Pickhardt, President
Key Development Company

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Michael McElwee, Executive Director
Port of Hood River
1000 E. Port Marina Drive
Hood River, OR 97031

April 28, 2021

Re: Anchor Way Multi-Modal Street and Public Transit Hub Development Project

Dear Michael McElwee,

I am writing to express support for the Port of Hood River's proposal requesting funding for the Anchor Way Multi-Modal Street & Public Transit Hub Development Project, the first step towards developing a 12-acre industrial property on the Hood River Waterfront. Construction of infrastructure - specifically, water, sewer, and public streets - is necessary to prepare the site for industrial development. The two key projects of priority are street construction for E. Anchor Way and N. 1st Street. These projects will meet critical local and regional multimodal needs by providing enhanced bike and ped access from downtown to the waterfront and a regional public transit hub.

The Mid-Columbia Economic Development District (MCEDD) serves five counties in the Columbia Gorge and supports regional efforts to ensure a thriving economy. The development of the Port of Hood River's Lot 1 is highlighted as a high-priority Hood River County project in MCEDD's Comprehensive Economic Development Strategy (2017-2022) because of its significant potential for job creation.

MCEDD is currently leading a regional planning process to develop a collective vision and implementation strategy for the rapidly expanding public transit system in the Columbia Gorge. The Anchor Way Public Transit Hub project would be a key connection point for multiple public and private transportation providers, supporting a more coordinated and connected regional system. The improvements to the bike and pedestrian infrastructure will provide the critically necessary first mile and last mile connectivity to the transit hub.

MCEDD fully supports this project proposal. The Anchor Way Multi-Modal Street & Public Transit Hub Development Project will enhance the regional transit system, providing the infrastructure needed for employees, residents, and visitors to use public transit to travel to other communities throughout the Gorge, including to and from the Portland metro area. Construction of these streets is also necessary for the full development of this industrial property, which will provide significant economic impact for the region.

Sincerely,

A handwritten signature in blue ink that reads "Jessica Metta".

Jessica Metta, Executive Director
Mid-Columbia Economic Development District
802 Chenoweth Loop Rd.
The Dalles, OR 97058

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2021 Congressional Directed Spending Request Form (Ken Jernstedt Airfield Aviation Technology

Hangar Development)

Name & Contact Info

Genevieve Scholl 3861645
 Work: 541-386-6145
 Work: 541-386-1138
 gscholl@portofhoodriver.com

Mailing Address

1000 E. Port Marina Drive
 Hood River OR 97031

Permanent Address

1000 E. Port Marina Drive
 Hood River OR 97031

* indicates a required field.

Section 1. Organization Information

1. Requesting Organization *

Port of Hood River

2. Organization's Mailing Address

Please include the requesting organization's mailing address. For example, 121 SW Salmon Street., Ste. 1400, Portland, OR 97204
 1000 E. Port Marina Drive, Hood River, OR 97031

3. Contact's Name at Organization *

Michael McElwee, Executive Director

4. Contact's Email *

mmcelwee@portofhoodriver.com

5. Contact's Phone *

541-386-1138

Section 2. Project/Activity Information

1. Subcommittee *

Transportation, Housing and Urban Development (THUD)

2. Department *

Department of Transportation

3. Agency *

Federal Aviation Administration

4. Account *

Only specific accounts are eligible to receive congressionally-directed spending items. Please consult the Subcommittee guidance documents for a list of eligible accounts.

Grants-in-Aid for Airports (Airport Improvement Program or AIP) for airport capital projects

5. Project/Activity Title *

Please provide a brief title to identify your request by. For example, HWY 101 Bridge Repair.

Ken Jernstedt Airfield Aviation Technology Hangar Development

6. Project/Activity Description *

Please include a short description of the project or activity you are requesting funds for. It should not be the name of an existing program, project, or activity, but rather a description unique to your CDS request.

To meet the demand of UAV companies seeking ready access to 4S2 for R&D, engineering, and systems testing, the Port seeks to develop a 30,000 square foot, four bay commercial hangar at the Ken Jernstedt Airfield. The Ken Jernstedt Airfield (4S2) is a VFR airport in Hood River that has emerged as an important research, development, and testing location for the Unmanned Aerial Vehicle (UAV) industry, specifically for camera and avionics systems. The UAV industry in the Gorge region provides a significant portion of the region's engineering and technology industrial jobs and has spawned a vibrant business cluster on both sides of the Columbia River. In 2020, the Port expanded the north side of the airport and constructed needed infrastructure to support the future construction of an Emergency Response & Aviation Technology Center, with funding support from the State of Oregon.

7. Project Location (s) (City):

Hood River

8. Project Location (s) (County): *

Hood River

9. Are you submitting multiple requests? *

Yes

9.1 If so, please rank this request in order of priority.

For example, if this is your top priority, please rank it 1.

2

10. Defense Related? *

No

10.1 PE Line Item (if applicable)

No answer.

10.2 PE Line Item Title (If applicable)

No answer.

10.3 Defense Line #

No answer.

Section 3. Project Information**1. Requested funding level for congressional directed spending project? ***

Number, not in thousands. No commas, decimals or numbers with leading zeros. For example if you want to request two-hundred twenty-million, three hundred thousand dollars you would put 220300000.

200000

2. What is the total cost of the project or activity? *

Number, not in thousands. No commas, decimals or numbers with leading zeros. For example if the total project cost is two-hundred twenty-million, three hundred thousand dollars you would put 220300000.

3300000

3. Is this project funded in the administration's budget request? *

No

3.1 If so, at what level?

Number, not in thousands. For example if it was funded at two-hundred twenty-million, three hundred thousand dollars you would put 220300000. No commas, decimals or numbers with leading zeros.

No answer.

4. Has this project received federal funding in the past? *

No

4.1 If so, when and how much?*No answer.***5. Is the project leveraging other federal, state, or private funding? ***

Yes

5.1 If yes, please list the sources and amounts of the funding.

Please note if the funding is "in hand" or not.

Port of Hood River - \$2,600,000 (in hand)

State of Oregon - \$500,000 (request pending)

6. Are you seeking funds through other federal accounts to support your organizations' project? *

No

6.1 If yes, please specify account(s).*No answer.***7. Merkley State Staff Contact ***

If you have been in contact and/or working with a member of Senator Merkley's state staff, please indicate which one.

Dan Mahr

8. Wyden State Staff Contact *


If you have been in contact and/or working with a member of Senator Wyden's state staff, please indicate which one.

Jacob Egler

Section 4. Project Narrative**1. A detailed justification and description of how the funds will be used and indicate whether funds will go toward construction, planning, or programming. ***

This description should provide: a summary of the project including its purpose, goals, history, and current status, as well as the justification for the project. The description should explain how the money will be spent (i.e., \$ -x- for salaries; \$ -x- for programming; \$ -x- for equipment; etc.) Please be specific when describing the activities and expenditures. The justification should also state what performance standards will be used to measure whether this project has achieved its objectives.

In your answer, please describe the need for the project, highlight any benefits to Oregon or the local community from the project, and how quickly the project can be implemented.

Before you finalize your request, please consult the supplemental guidance to ensure your application contains all the information required for the specific account you are requesting funding from. You can find that [here](#). 

To meet the demand of UAV companies seeking ready access to the Ken Jernstedt Airfield (4S2) for R&D, engineering, and systems testing, the Port now seeks to develop a 30,000 square foot, four bay commercial hangar.

This project will achieve important goals for regional emergency and wildfire response, aviation technology research and development and aviation sector growth. The Columbia Gorge regional UAV industry presents the strongest and best job growth potential for local science, technology, and engineering careers. In response, the local high school and community college have developed secondary and post-secondary educational and job-training programs to meet the demand for specialized skill sets. Provision of commercial hangar space at the airport helps to cut costs, grow opportunities, and expand product development for these important local employers.

2. If appropriate, how many and what kinds of jobs will be created by this project. *

The Port anticipates 15-25 FTE jobs will be created as a result of this industrial facility, most at the engineer or engineering tech level.

3. Any support from local government or community groups for the project/request? *

Letters of support from Hood River County, Hood Tech Aero, TacAero Aircraft Services, and TacAero Fixed Base Operator Services are attached.



Hood River County Board of Commissioners

Jeff Hecksel, County Administrator

COMMISSIONERS

601 State Street · Hood River, OR 97031 · (541) 386-3970 · FAX (541) 386-9392

Michael Oates – Chair
Karen Joplin – District No. 1
Arthur Babitz – District No. 2
Robert Benton – District No. 3
Les Perkins – District No. 4

May 14, 2021

Senator Jeff Merkley
531 Hart Senate Office Building
Washington, DC 20510

Senator Ron Wyden
221 Dirksen Senate Office Building
Washington, DC 20510

Re: Ken Jernstedt Airfield Aviation Technology Hangar Development

Dear Senator Merkley and Senator Wyden:

I am writing to express support for the Port of Hood River's proposal requesting Congressionally Directed Spending funding for the Aviation Technology Hangar Development project at the Ken Jernstedt Airfield. Construction of a new, light-industrial hangar at our local airport will support the UAS and aviation technology sector in the Mid-Columbia, a key job creation engine for the region. The project will serve to further enhance the airport's services and amenities for its users including wildfire and emergency responders, agriculture, tourism, pilot training, glider flights, aviation technology R&D, and general aviation.

As the Port has recently completed the extensive site preparation and redevelopment work funded by a 2016 ConnectOregon VI grant, this project is a natural next step to leveraging the state investment. The Port has received interest and support from local aviation and related technology firms like Overwatch, Real Carbon, Trillium Engineering, and Insitu and the project is supported by the Airport Advisory Committee with enthusiasm.

The Ken Jernstedt Airfield is an important and unique general aviation airport that provides myriad services and benefit to our community. Hood River County supports this funding request as it will retain and create jobs in the aviation technology center, provide facilities for STEM education opportunities for local high school and community college students, and further enhance our region's ability to attract and retain aviation technology companies to the region.

Sincerely,

A handwritten signature in cursive script, appearing to read "Michael J. Oates".

Michael J. Oates, Chair

Hood River County Board of Commissioners



May 5th, 2021

To: John Everitt, President
Ben Sheppard, Vice President
David Meriwether, Secretary
Kristi Chapman, Treasurer
Hoby Streich, Commissioner

CC: Michael McElwee, Executive Director

RE: Letter of Support for Hangar Development at the Ken Jernstedt Airfield

Port of Hood River Commissioners,

Hood Tech Aero (HTA) has been a tenant of the Port of Hood River (POHR) at the Ken Jernstedt Airfield for almost seven years in the 3650 Airport Drive hangar. The continued success and growth of the airport is a priority in its longevity and utility to the technology sector in the Gorge business ecosystem. As an aviation company based in Hood River and on the airfield we support the development of the north side to create more space for our technology testing and development activities. This includes enhancing the support services we can offer businesses that would utilize the airport for their products.

Hood Tech Aero would like to expand and establish on the north side of the airfield. HTA is at or beyond capacity in the current location on the south ramp. At this time we would continue to lease the Yellow operations hangar along with new hangar spaces for our expanded flight test aircraft fleet.

New hangar facilities at the Ken Jernstedt Airfield would help generate new interest in the airport and allow more aviation technology businesses to grow. It furthers the strategic goals of the airfield to connect businesses to the community and provide much needed industrial type facilities in the area. We hope the Port will strongly and positively consider moving forward as quickly as possible with new hangar facilities at 4S2.

Please feel free to contact me at (701) 610-6581 if you have any questions about this topic.

Regards,

Brian R. Prange
Tech Corp Aero Inc | Vice President

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May 5th, 2021

To: John Everitt, President
Ben Sheppard, Vice President
David Meriwether, Secretary
Kristi Chapman, Treasurer
Hoby Streich, Commissioner

CC: Michael McElwee, Executive Director

RE: Letter of Support for Hangar Development at the Ken Jernstedt Airfield

Port of Hood River Commissioners,

TacAero has been partnered with the Port of Hood River (POHR) at the Ken Jernstedt Airfield for almost five years in the operations and development of the airport. The continued success and growth of the airport is a priority in its longevity and utility to the community and local region. As an aviation company based in Hood River and on the airfield we support the development of the north side to create more space for businesses to join the POHR furthering the advantages the airport can offer.

The TacAero Fixed Base Operations (FBO) would like to transition and establish on the north side of the airfield. As the fuel transitions to the North Apron we believe it would be ideal for customer service to be collocated with this infrastructure. Ideally the closest location to the pumps would serve to be a build out area and the rest of a hangar could be utilized for transient aircraft, community hangar space, or for TacAero fleet aircraft.

New hangar facilities at the Ken Jernstedt Airfield would help generate new interest in the airport and allow more businesses to grow. It furthers the strategic goals of the airfield to connect businesses to the community and provide much needed industrial type facilities in the area. As the airfield FBO, we look forward to supporting any company that chooses to move into these facilities. We hope the Port will strongly and positively consider moving forward as quickly as possible with new hangar facilities at 4S2.

Please feel free to contact me at (701) 610-6581 if you have any questions about this topic.

Regards,

Brian R. Prange
Hood Tech Corp Aero Inc | Vice President

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U.S. Congresswoman

Jaime Herrera Beutler

Representing Southwest Washington's 3rd District



ASSISTING YOU

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HIGHWAY AND TRANSIT MEMBER DESIGNATED PROJECTS

Instructions: Please fill out the form. Missing information or unanswered questions may impact your request. If you have any questions, please email the appropriate staff member for assistance.

Required fields are followed by *.

General Project Information

Type of Project by program: *

To qualify to receive designated funding, projects must be eligible under title 23, United States Code, or chapter 53 of title 49, United States Code. Projects included on the STIP or TIP have been vetted and do not require further verification of eligibility. If you choose to request a project not on the STIP or TIP, further documentation will be required.

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TWITTER

[JaimeHerreraBeutler](#)
[@HerreraBeutler](#) a minute ago

Let's call court packing what it is: a partisan power grab that would undermine the credibility

Bridge

If other please describe (max 30 characters)

Relevant Federal Agencies: *

Ex: Federal Highways Administration (FHWA), Federal Railroad Administration (FRA), Maritime Administration (MARAD), etc.

Federal Highways Administration

Name of Project: *

Provide a short name by which the project will be labelled. This name will be listed in legislative text and the Committee on Transportation and Infrastructure legislative report and should provide accurate information to identify the exact project being funded.

Hood River-White Salmon Interstat

Location of Project

Street Address: *

205 S. Columbus, Room 103

Street Address: (Continued)

City: *

Goldendale

State: *

WA

Zip Code: *

98620

Congressional District: *

of the judicial bra...

<https://t.co/O3dcPJTH9o>



JaimeHerreraBeutler

[@HerreraBeutler](#) Apr

13

This same stubborn, top-down attitude effectively killed the last I-5 bridge replacement effort. We need agreemen...

<https://t.co/iV3lrwKdyp>



JaimeHerreraBeutler

[@HerreraBeutler](#) Apr

13

Update on vaccine eligibility in Lewis County



<https://t.co/QbVFV9ApPA>



FOLLOW
[@HERRERABEUTLER](#)

Washington 3

Sponsor Information

Project Sponsor: *

List the public agency that is sponsoring the project – a state DOT, MPO, transit agency, local government, territory, Tribal government or other public entity. Please list only one sponsor – the entity that will be responsible for carrying out the project. Not-for-profit organizations should coordinate with a public entity that is an eligible recipient of federal-aid funds under title 23 or chapter 53 of title 49.

Klickitat County

Provide a name, phone number, and email for a point of contact at the public agency that is sponsoring the project.

Sponsor Point of Contact First Name: *

Jacob

Sponsor Point of Contact Last Name: *

Anderson

Title: *

County Commissioner

Contact Phone Number: *

503-637-4437

Email Address: *

jacoba@klickitatcounty.org

D.C. Point of Contact

First Name:

Hal

Last Name:

Hiemstra

Organization:

Summit Strategies

Title:

Principal

Contact Phone Number:

(202) 638-3307

Email Address:

halh@summitstrategies.us

Local Point of Contact

First Name:

Kevin

Last Name:

Greenwood

Organization:

Port of Hood River

Title:

Project Director

Contact Phone Number:

541-961-9517

Email Address:

kgreenwood@portofhoodriver.com

Specific Project Information

Project description: *

Including a description of the project. Please include a link to additional project information, if available. Max 1,000 characters.

The Mid-Columbia River Region seeks to replace the nearly century old Hood River (Ore.) -White Salmon (Wash.) Interstate Bridge. The original bridge – built in 1924 – has a number of restrictions limiting its full use for the residents, businesses and visitors to this 100-mile stretch of the Columbia River.

Project Goals and Benefits: *

Describe the community benefits and goals of the project. Please be succinct.

Address traffic congestion on the bridge and at both approaches, maintain a cross-river and through-river connection, meet future travel demand for vehicles, pedestrians and bicycles, comply with state and federal laws in the National Scenic Area, provide for current and projected flow of goods, labor and consumers across

Amount Requested: *

The requested amount may not exceed the federal share allowable under highway and transit programs, which is typically 80 percent of the project cost. However, there are exceptions to this standard. More information is [here for FHWA projects](#) and [here for FTA projects](#).

\$5,000,000

Project Cost: *

This information must come from your state DOT, local transportation agency, transit agency, territory, Tribal government, or other project sponsor. Please check the STIP or TIP for this amount.

\$20,000,000

Sources of Funding for the non-Member designated share of the cost of the project: *

In addition to the statutory requirements for non-federal match, if the requested amount plus the non-federal match does not fully make up the total project cost, it is required that projects have funds identified for the project outside of the requested amount. This requirement is to ensure the project can advance in a reasonable timeframe and that designated funds do not sit unspent. Additional amounts may come from federal funding, such as FHWA formula funding, provided that

the total amount of federal funding does not exceed the allowable federal cost share. Acknowledgement of the availability of this funding for this purpose by the state DOT or other public agency that administers this funding is required. All funding does not have to be “in the bank” at the time of the request, but the specific sources must be identified and reasonably expected to be available within the obligation window. The STIP or TIP is the easiest way to identify project funding. If a project is on the STIP or TIP, funding reasonably expected to be available is sufficient to ensure the project is obligated within the period of availability for the project funding.

USDOT Build (\$5M)*, Oregon Legislature (\$5M), Washington Legislature (\$5M). BUILD is in hand. Current advocacy in Salem and Olympia for next phase funding.

Project Phase: *

engineering and design

If other please describe (max 30 characters)

NEPA category of action *

Environmental impact statement

Status of Environmental Review: *

Please select the status of environmental review for the project from the options provided. These options are recognized phases of the environmental review process carried out to satisfy *NEPA*. Pre-review

Draft EIS published

If other please describe (max 30 characters)

Description of the process that will be followed to provide an opportunity for public comment on the project (max 1,000 characters): *

Projects that are on an approved STIP or TIP that have been through public comment do not need to solicit additional public comment. If

the project has solicited public input as it advanced through the NEPA process, that can also be cited under this question. If the project is not on the STIP or TIP, the requesting office should identify whether the project sponsor has provided other opportunities for public input.

Project currently on Oregon STIP. Received 150+ public comments during 45-day comment period after the release of the SDEIS in November. Numerous open houses and public meetings.

Has Project received federal funding in the past? *

--- Please Select One ---

If yes, please specify specific programs and amount received.

Has the project applied for U.S. DOT discretionary grants in the past *

Yes

If the project has applied for U.S. DOT discretionary grants, please list which discretionary grant program and attach the project application separately

BUILD

Choose File 2020 05 18 BUI...pplication.pdf

Documents must be the following file types: .doc, .docx, .pdf, .txt

Macintosh users: Your document must have a file extension. Resave it using your word processor with the appropriate extension from the above list.

Is the project on the state, Tribal, or territorial transportation improvement program? *

If the project is on the STIP or Tribal or territorial transportation improvement program, please upload the STIP (separately) or provide a link. STIPs are publicly available documents and most are posted on state DOT websites. You may provide a link to the STIP in lieu of uploading the document. In addition to a link, the project ID number listed on the STIP should be included to confirm which project is being requested.

Phase 1 (NEPA) of the Project was listed in 2018-2021 Oregon STIP (Key No. 21280)
Phase 2 (BUILD) is the process of being amended into the 2021-2024 STIP:
https://www.oregon.gov/odot/STIP/Documents/OnlineSTIP_Publ

STIP.pdf

Documents must be the following file types: .doc, .docx, .pdf, .txt

Macintosh users: Your document must have a file extension. Resave it using your word processor with the appropriate extension from the above list.

Is the project on the metropolitan transportation improvement program, if applicable? *

If the project is on the TIP, please upload the TIP or provide a link. TIPs are publicly available documents and most are posted on MPO websites. You may provide a link to the TIP in lieu of uploading the document. In addition to a link, the project ID number listed on the TIP should be included to confirm which project is being requested.

If funding is provided for this project, can it be added to the STIP/TIP in a reasonable timeframe (if applicable)? *

This question will only apply if you are requesting a project that is not on the STIP or TIP. The only way to get the answer to this question is to ask your state DOT or MPO. If the answer is yes, you must provide a letter from the agency indicating this is the case. Please provide that in a separate document. If the answer is no, that is a likely indicator that the project may not be ready for designated funding.

no file selected

Documents must be the following file types: .doc, .docx, .pdf, .txt

Macintosh users: Your document must have a file extension. Resave it using your word processor with the appropriate extension from the above list.

If the project is not included on the STIP/TIP, is the project on a regional or statewide long-range transportation plan? *

If the project is not on the STIP or TIP, inclusion of a project or a suite of projects on a statewide, regional, or local transportation plan will help to indicate whether the project has had a sufficient level of planning and scoping to advance in a reasonable timeframe. If the project is not on the STIP or TIP or a long-range plan, that is a likely indicator that the project may not be ready for designated funding.

If the organization is submitting multiple requests, please rank the priority of the project:

Please attach any letters of support, include links to news articles, or any other information here or in the text box.

https://www.columbiagorgenews.com/news/conceptual-designs-released-for-hood-river-bridge/article_814ecbae-dbf3-11e9-a4b1-3732bd94846a.html

https://www.columbiagorgenews.com/archive/planning-continues-on-new-columbia-river-bridge/article_01021d62-

Choose File POKWSCombined.pdf

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SUBMIT

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April 15, 2021

Senator Betsy Johnson, Co-Chair
Senator Elizabeth Steiner Hayward, Co-Chair
Representative Dan Rayfield, Co-Chair
Joint Committee on Ways and Means
Oregon State Legislature
900 Court St. NE
Salem, OR 97301

Co-Chair Johnson, Co-Chair Steiner Hayward, Co-Chair Rayfield and Members of the Committee:

I am writing to support the Port of Hood River's request to the Oregon Legislature for \$5 million to help fund Phase 2 of the Hood River/White Salmon Interstate Bridge replacement project. The current toll bridge is a critical link for our regional bi-state economy, but it is also functionally obsolete, weight-restricted and seismically deficient. If construction of the replacement bridge is not underway by 2026, the existing bridge will need \$50 million in repairs and rehabilitation over the next 15 years in order to remain safe and operational. Phase 2 of the bridge replacement needs to begin in 2021 in order to keep the project on schedule.

The bridge replacement project is important due to the following reasons:

- Economic importance of bridge to flow of goods and services between business in Oregon and Washington.
- Narrow travel lanes and the recent reduction in vehicle weight limit from 80,000 lbs. to 64,000 lbs.
- Add transportation costs to our business activities by operating through The Dalles adding to traffic and congestion on those routes.

I am strongly supportive of the Port of Hood River's efforts to secure \$5 million from Oregon this session. This funding would match a \$5 million federal BUILD grant, \$5 million from Washington state, and \$1.25 million from the Port to fund the \$16.25 million total cost of Phase 2 of this vital project.

Thank you for your consideration.

Scott DeHart
Hood River Sand & Gravel

CC: Rep. Tina Kotek, Speaker of the House
Sen. Peter Courtney, Senate President
Sen. Lee Beyer, Co-Chair of the Joint Committee on Transportation
Rep. Susan McLain, Co-Chair of the Joint Committee on Transportation

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May 7, 2021

Senator Fred Girod, Co-Chair
Representative Paul Holvey, Co-Chair
Subcommittee on Capital Construction
Joint Committee on Ways and Means

Co-Chair Girod, Co-Chair Holvey and Members of the Committee:

I am writing to support the Port of Hood River's lottery bonding request to the Oregon Legislature for \$5 million to help fund Phase 2 of the Hood River/White Salmon Interstate Bridge replacement project. The current toll bridge is a critical link for our regional bi-state economy, but it is also functionally obsolete, weight-restricted and seismically deficient. If construction of the replacement bridge is not underway by 2026, the existing bridge will need \$50 million in repairs and rehabilitation over the next 15 years in order to remain safe and operational. Phase 2 of the bridge replacement needs to begin in 2021 in order to keep the project on schedule.

Gorge Networks is a provider of broadband internet access throughout the Gorge. Our crews traverse the bridge multiple times daily. Congestion, delays, and maintenance have posed significant challenges as technicians strive to reach residents and businesses to install and support this essential service. Further, increasing the internet capacity between Washington and Oregon by installing fiber between Hood River and White Salmon, promotes commerce, and increases reliability and capacity to users. The current structure poses significant challenges related to installing fiber connecting these communities.

A new bridge would allow us to operate more efficiently and allow for utilities to be placed in a secure and efficient way.

I am strongly supportive of the Port of Hood River's efforts to secure \$5 million from Oregon this session. This funding would match a \$5 million federal BUILD grant, \$5 million from Washington state (confirmed), and \$1.25 million from the Port to fund the \$16.25 million total cost of Phase 2 of this vital project.

Thank you for your consideration.

A handwritten signature in black ink that reads "Dan Bubb".

Dan Bubb, President
Gorge Networks LLC

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May 5, 2021

Senator Fred Girod, Co-Chair

Representative Paul Holvey, Co-Chair

Subcommittee on Capital Construction

Joint Committee on Ways and Means

Co-Chair Girod, Co-Chair Holvey and Members of the Committee:

The Port of Cascade Locks fully supports the Port of Hood River's request to the Oregon Legislature for \$5 million to help fund Phase 2 of the Hood River/White Salmon Interstate Bridge replacement project. The current toll bridge is a critical link for our regional bi-state economy, emergency equipment and general public travel.

Thank you for your consideration.

Jess Groves

Port President

Port of Cascade Locks

CC: Rep. Tina Kotek, Speaker of the House
Sen. Peter Courtney, Senate President
Sen. Lee Beyer, Co-Chair of the Joint Committee on Transportation
Rep. Susan McLain, Co-Chair of the Joint Committee on Transportation

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May 7, 2021

Senator Fred Girod, Co-Chair
Representative Paul Holvey, Co-Chair
Subcommittee on Capital Construction
Joint Committee on Ways and Means

Co-Chair Girod, Co-Chair Holvey and Members of the Committee:

I am writing to support the Port of Hood River's lottery bonding request to the Oregon Legislature for \$5 million to help fund Phase 2 of the Hood River/White Salmon Interstate Bridge replacement project. The current toll bridge is a critical link for our regional bi-state economy, but it is also functionally obsolete, weight-restricted and seismically deficient. If construction of the replacement bridge is not underway by 2026, the existing bridge will need \$50 million in repairs and rehabilitation over the next 15 years in order to remain safe and operational. Phase 2 of the bridge replacement needs to begin in 2021 in order to keep the project on schedule.

As an active transportation champion and bike tourism professional, this bridge replacement is an giant opportunity for the following reasons:

1. To provide a walking and rolling connection for residents to access jobs by foot, mobility device or bicycle between our 2 communities.
2. To provide more workforce housing for residents who want to walk or roll to work. Currently, Hood River is the only option for walkable housing and the real estate prices are skyrocketing. Bingen and White Salmon would be great options, but the bridge is the barrier.
3. With the explosion of the electric bike as car replacement, the bridge replacement needs to plan for large numbers of commuters by ebike versus cars.
4. To make the Gorge more resilient to climate change, extreme events like fire or earthquake and to the cost of owning an automobile. The bridge would better prepare our residents for emergency evacuation and by enabling a lifestyle that mitigates the impacts of climate change.
5. To connect multimodal travelers between Hood River's Greyhound bus and Bingen's Amtrak station, as well as regional transit like Columbia Area Transit and Mount Adams Transit.
6. Lastly, to capitalize on walking and biking tourism, the bridge provides that vital connection across the river.

I am strongly supportive of the Port of Hood River's efforts to secure \$5 million from Oregon this session. This funding would match a \$5 million federal BUILD grant, \$5 million from Washington state (confirmed), and \$1.25 million from the Port to fund the \$16.25 million total cost of Phase 2 of this vital project.

Thank you for your consideration.



Megan Ramey
Active Transportation Rep-at large, ODOT Region 1 Area Commission on Transportation
Planning Commissioner for City of Hood River
Founder, Bikabout.com, a travel site inspiring bike tourism

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May 5, 2021

Oregon State Legislature
Joint Committee on Ways and Means
Subcommittee on Capital Construction
900 Court Street, NE
Salem, OR 97301

Co-Chair Girod, Co-Chair Holvey and Members of the Committee:

I write today to support the Port of Hood River's lottery bonding request to the Oregon Legislature for \$5 million to help fund Phase 2 of the Hood River/White Salmon Interstate Bridge replacement project. The current toll bridge is a critical link for our regional bi-state economy, but it is also functionally obsolete, weight-restricted and seismically deficient. If construction of the replacement bridge is not underway by 2026, the existing bridge will need \$50 million in repairs and rehabilitation over the next 15 years in order to remain safe and operational. Phase 2 of the bridge replacement needs to begin in 2021 in order to keep the project on schedule.

Our company, Shaver Transportation, is a 6th generation 140-year tug and barge line operating a fleet of tugs and grain barges that regularly transit the Columbia Snake River System (CSRS). Of the 365 miles comprising the CSRS, the Hood River Bridge is universally recognized as one of the most hazardous transit points for danger to vessels or the structure itself due to its navigational obstruction. Our boats move barge tows under the Hood River bridge approximately 400 times each year, and our operations could be greatly impacted by how and when the bridge is replaced in the future. The port's planning and outreach have been outstanding and as river users, we are looking forward to the new design that will have increased clearances for our tugs and other waterborne traffic to safely maneuver large tows up and down the river, and navigate past the growing Hood River delta.

Shaver Transportation strongly supports the Port of Hood River's efforts to secure \$5 million from Oregon this session. This funding would match a \$5 million federal BUILD grant, \$5 million from Washington State (confirmed), and \$1.25 million from the Port to fund the \$16.25 million total cost of Phase 2 of this vital project.

Thank you for your consideration,

Heather Stebbings
Marine Services & Government Liaison

4900 N.W. Front Avenue · Portland, OR 97210-1104 · P.O. Box 10324 · Portland, OR 97296-0324
Office (503) 228-8850 · Toll Free (888) 228-8850 · Dispatch (503) 228-8847 · Fax (503) 274-7098

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Commission Memo



Prepared by: Fred Kowell
Date: May 18, 2021
Re: Pfriem Modified Lease Agreement

The state of Oregon, through Business Oregon, provided grants to landlords to help cover outstanding lease payments from business tenants behind on rent due to Covid-19. Based upon the criteria set by the state, the Port has one tenant that was eligible for this grant – Pfriem Brewing. The maximum amount of rent relief is capped at \$100,000 which we received from Business Oregon. As such, we have modified the lease agreement to depict this grant funding and attached Exhibit B and the modified lease depicting the impact of the Covid relief grant for deferred rent. Pfriem requested shortening the payback period to 6 months.

RECOMMENDATION: Approve Amendment No. 1 to Lease with Pfriem Brewing in the Halyard Building.

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FIRST AMENDMENT TO 2021 LEASE

Whereas, on March 31, 2021, the Port of Hood River (“Port”; “Lessor”) and Pfriem Brewing Company, LLC (“Pfriem”; “Lessee”) signed a lease effective April 1, 2021, for space in and around the Port’s Halyard Building located at Portway Avenue in Hood River, Oregon (“Lease”); and,

Whereas, under Lease paragraph 4. Lessee is required to pay Lessor “Increased Rent”, including Deferred Rent described in paragraph 4.4.1 (“Deferred Rent”), according to the terms of an amortization schedule attached to the Lease as Exhibit B (“Amortization Schedule”); and,

Whereas, Business Oregon has provided \$100,000 for rent relief which the Port has used to reduce Lessee’s Deferred Rent obligation; and,

Whereas the original Deferred Rent Amortization Schedule labelled Exhibit B is being replaced by a revised amortization schedule that gives credit for Port receipt of the \$100,000 Business Oregon rent payment (“Revised Amortization Schedule”)

Therefore, the Lease is amended as follows:

1. The last sentence of Lease paragraph 4.4.1 is deleted, and the following language is inserted as the last sentence of paragraph 4.4.1 instead: “A \$100,000 grant from Business Oregon is applied to the Deferred Rent amount Lessee owes Lessor, which Lessee agrees to pay Lessor, including interest, in monthly installments in amounts and at times stated in the Revised Amortization Schedule for Deferred Lease Payments attached to the Lease as “EXHIBIT B”, in addition to other Rent payable.
2. The original Lease “Exhibit B” is deleted, and the “Exhibit B” Revised Amortization Schedule attached to this Lease amendment is attached to and part of the Lease instead.

Except as modified by this First Amendment to 2021 Lease, all terms and conditions of the Lease shall remain in full force and effect.

Lessee, Pfriem Brewing Company, LLC

Lessor, Port of Hood River

By: _____

By: _____

Rudolph Kellner, Chief Executive Officer

Michael McElwee, Executive Director

DATE: _____

DATE: _____

Exhibit B DEFERRED RENT

**PORT OF HOOD RIVER
Revised Amortization Schedule for Deferred Lease Payments
Deferred Lease from May 2020 to October 2020
With Payment July 2021 with Accrued Interest
For the period January 10, 2021 to June 1, 2023**

		Deferred Rent							
Principle+Interest	\$	24,492.44							
Interest		4.000%							
Term = \$1200		24							
Period									
		Deferred Lease Amount	Balance						
1	7/1/2021	\$ 4,082.07	\$ 20,410.37						
2	8/1/2021	\$ 4,082.07	\$ 16,328.29						
3	9/1/2021	\$ 4,082.07	\$ 12,246.22						
4	10/1/2021	\$ 4,082.07	\$ 8,164.15						
5	11/1/2021	\$ 4,082.07	\$ 4,082.07						
6	12/1/2021	\$ 4,082.07	\$ -						

				Deferred Rent and Accrued Interest						
				May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Total
Deferred Rent	\$	20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 120,283.08
Interest Rate		4%	4%	4%	4%	4%	4%	4%	4%	
Term in Days		395	365	334	304	273	245	215	185	
Interest	\$	867.80	\$ 801.89	\$ 733.78	\$ 667.87	\$ 599.77	\$ 538.25	\$ 484.24	\$ 429.23	\$ 4,209.36
Rent Relief Grant	\$	20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 20,047.18	\$ 19,811.28				\$ 124,492.44
										<u>\$ (100,000.00)</u>
										<u>\$ 24,492.44</u>

Commission Memo



Prepared by: Fred Kowell

Date: May 18, 2021

Re: SDIS Workers' Compensation Renewal – FY 2021-22

The Special Districts Association of Oregon (SDAO) provides Workers' Compensation insurance through their insurance arm, Special District's Insurance Services (SDIS).

This insurance renewal provides workers compensation insurance for staff and Board members as well as certain volunteers. SDIS is requesting a resolution that allows for volunteer coverage through their renewal process.

The Port does have seasonal volunteers that have been coming to the waterfront on an annual basis to assist the Port in monitoring the waterfront. This renewal will incorporate their volunteer work. This coverage looks at unpaid volunteers and allows a certain amount of coverage if such need arises.

RECOMMENDATION: Approve the Resolution 2020-21-3 for the renewal of Workers' Compensation insurance for FY 2021-22.

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PORT OF HOOD RIVER
Resolution No. 2020-21-3

**RESOLUTION EXTENDING WORKERS' COMPENSATION COVERAGE
TO VOLUNTEERS OF THE PORT OF HOOD RIVER**

WHEREAS, the above district elects the following:

Pursuant to ORS 656.031, workers' compensation coverage will be provided to the classes of volunteer workers as indicated below (checked "Applicable") and listed on the attached Volunteer Election Form(s).

Board Members Applicable Not Applicable

Public Officials on unpaid boards will be covered only for administrative and clerical functions while performing their authorized duties as elected officials.

Public Safety Volunteers Applicable Not Applicable

Public Safety Volunteers are covered at the assumed monthly wage indicated on the attached Volunteer Election Form(s)

Other Volunteers Applicable Not Applicable

Non-public safety volunteers and board members volunteering for duties other than administration and clerical functions will use the attached Volunteer Election Form(s) to keep track of their hours and have their assumed payroll reported in the correct Class Code for all their types of work using Oregon minimum wage.

A roster of active board members and volunteers will be kept monthly for reporting purposes and submitted to SDAO quarterly or more frequently upon request.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Port of Hood River to provide Workers' Compensation coverage as indicated above.

ADOPTED by the Board of Commissioners of the Port of Hood River on this 18th day of May 2021.

John Everitt

Ben Sheppard

Dave Meriwether

Kristi Chapman

Hoby Streich

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Commission Memo



Prepared by: Kevin Greenwood
Date: May 18, 2021
Re: ODOT Bridge Replacement Consultation
Services Amendment No. 3

ODOT invoices the Bridge Replacement project for its staff time reviewing, editing and otherwise consulting on the Port's NEPA effort. The following is a summary of the Port's contract history:

ORIGINAL CONTRACT - \$160,000, April 2019, staff reimbursement
AMENDMENT #1 - \$ 40,000, Dec. 2019, ethnographic surveys
AMENDMENT #2 - \$ 50,000, Nov. 2020, complete SEIS

As expected, the SEIS was completed, but there was agreement to hold off on a final amendment until the Section 106 process had completed the consulting parties (CP) review. As the technical documents (historic structure and archaeology) are nearing completion, ODOT has a better assessment of what it will take to get through the Memo of Agreement (MOA) with the CP.

The attached Amendment No. 3 to the contract will include 140-hour of additional work on the resource analysis and completing the Section 106 process. There is also 60 hours identified for the Final EIS review. These hours would be billed at the previously agreed to \$75/hr. rate and would add \$15,000 to the contract for an updated total of \$265,000.

The only outstanding item that could generate a fourth amendment would be anything requiring extensive analysis or review as a condition of the consulting party negotiations which will begin in late June.

The Port's legal counsel has reviewed this amendment to form. This contract is reimbursable from HB2017 proceeds.

RECOMMENDATION: Approve Amendment Number 3 to Intergovernmental Agreement with ODOT for Consultation Services related to bridge replacement for \$15,000.

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**AMENDMENT NUMBER 03
INTERGOVERNMENTAL AGREEMENT
Hood River Bridge Replacement
Reimbursement for Consultation Services**

This is Amendment Number 3 (“Amendment”) to the Agreement between the **State of Oregon**, acting by and through its Department of Transportation, hereinafter referred to as “State,” and the **Port of Hood River**, acting by and through its elected officials, hereinafter referred to as “Agency.” State and Agency entered into the Agreement on April 25, 2019, Amendment Number 1 on January 8, 2020, and Amendment Number 2 on December 14, 2020.

It has now been determined by State and Agency that the Agreement referenced above shall be amended to increase the not to exceed amount of the work performed by State.

1. **Effective Date.** This Amendment shall become effective on the date it is fully executed and approved as required by applicable law.

2. **Amendment to Agreement.**

A. Revised Exhibit A is deleted in its entirety and replaced with the attached Exhibit A – Revision 2. All references to “Revised Exhibit A” are now references to “Exhibit A – Revision 2.”

B. TERMS OF AGREEMENT, Paragraph 2, Page 1, which reads:

2. Agency shall pay to State for State’s performance of the Services an amount not to exceed \$250,000. Agency may make such payments from the funds Agency receives under the terms of Intergovernmental Agreement 32334.

Is deleted in its entirety and replaced with the following:

2. Agency shall pay to State for State’s performance of the Services an amount not to exceed \$265,000. Agency may make such payments from the funds Agency receives under the terms of Intergovernmental Agreement 32334.

C. AGENCY OBLIGATIONS, Paragraph 1, Page 2, which reads:

2. Upon receipt of each itemized invoice from State for State’s performance of the Services, Agency shall reimburse State for the Services in that invoice within thirty (30) days, provided that such payments shall not exceed \$250,000 in total.

Is deleted in its entirety and replaced with the following:

2. Upon receipt of each itemized invoice from State for State’s performance of the Services, Agency shall reimburse State for the Services in that invoice

within thirty (30) days, provided that such payments shall not exceed \$265,000 in total.

E. STATE OBLIGATIONS, Paragraph 4, which reads:

4. State's obligation to perform the Services is limited to a maximum of \$250,000, as calculated by State.

Is deleted in its entirety and replaced with the following:

4. State's obligation to perform the Services is limited to a maximum of \$265,000, as calculated by State.
3. **Counterparts.** This Amendment may be executed in two or more counterparts (by facsimile or otherwise) each of which is an original and all of which when taken together are deemed one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart.
4. **Original Agreement.** Except as expressly amended above, all other terms and conditions of the original Agreement are still in full force and effect. Agency certifies that the representations, warranties and certifications in the original Agreement are true and correct as of the effective date of this Amendment and with the same effect as though made at the time of this Amendment.

Signature Page to Follow

THE PARTIES, by execution of this Agreement, hereby acknowledge that their signing representatives have read this Agreement, understand it, and agree to be bound by its terms and conditions.

THE PORT OF HOOD RIVER, by and through its elected officials


By _____

Date _____

By _____

Date _____

LEGAL REVIEW APPROVAL

By  _____
Date 5/11/2021 _____

Agency Contact:
Michael McElwee, Executive Director
1000 E. Port Marina Drive
Hood River, OR 97031
541.386.1138
mmcelwee@portofhoodriver.com

STATE OF OREGON, by and through its Department of Transportation

By _____
Region 1 Manager

Date _____

APPROVAL RECOMMENDED

By _____
Major Projects Manager

Date _____

APPROVED AS TO LEGAL SUFFICIENCY

By Janet Borth via email dated 11/3/20

State Contact:
Kristen Stallman, Major Projects Manager
123 NW Flanders Street
Portland, OR 97209
503.731.4957
kristen.stallman@odot.state.or.us

Exhibit A

Hood River EIS ODOT Staff Hours

<i>Tasks</i>	Total Hours	<i>Hourly rate \$69</i>
Phase 1		
Agency Coordination Plan	16	\$ 1,104
DEIS Reevaluation	12	\$ 828
Technical Reports (includes methods)	782	\$ 53,958
Cumulative Impacts	112	\$ 7,728
Phase 1 Subtotal	842	\$ 63,618
Phase 2		
Supplemental EIS	736	\$ 50,784
Biological Assessment/ ESA Section 7	228	\$ 15,732
Final EIS (including response to SEIS comments and mitigation plan)	456	\$ 31,464
Decision Document/Admin Record	116	\$ 8,004
Ethnographic Studies		\$ 30,000
Phase 2 Subtotal	1316	\$ 135,984
Phase 3¹ - Adjusted 11/20 - 7/21		
		<i>Hourly rate \$75</i>
Complete SEIS- Adjusted	274	\$ 20,550
Biological Assessment/Opinion and ESA Section 7	88	\$ 6,600
Decision Document/Admin Record	208	\$ 15,600
Archaeology and Historic Resource Analysis / Section 106 Process	140	\$ 10,500
Final EIS Review and Management	60	\$ 4,500
Phase 3a Subtotal		\$ 57,750
Phase 3 Subtotal	770	\$ 57,750
TOTAL	2928	\$ 257,352

¹ ODOT Phase 3 work does not include work related to responding to SDEIS comments. If such work is to be included, the parties will amend the Agreement at a later date.

Commission Memo



Prepared by: Michael McElwee
Date: May 18, 2021
Re: Employment Agreement with Kevin Greenwood

Kevin Greenwood was hired in January 2018 to manage the Environmental Impact Statement (EIS) phase of the Bridge Replacement project under a two-year employment agreement.

The EIS phase of the project is reaching a 90% completion level. Significant progress has been made in securing additional funds from a federal BUILD grant and an appropriation from the State of Washington. These funding sources will allow the project to proceed directly into next phase efforts including preliminary engineering, project delivery modeling and efforts to secure legislative approval for a Bi-State Bridge Compact. The funds also enable the Port to continue needed project management services.

Employment agreements are not typically brought to the Commission for formal approval. Hiring decisions are the responsibility of the Executive Director, sometimes after consultation with the Personnel Committee, a standing committee of the Commission. In this case, I feel it is important to bring this employment agreement to the Commission for formal action.

Mr. Greenwood has been an integral part of the Bridge Replacement Project's recent successes and forward momentum. He has proven to be a highly capable manager, excellent facilitator, and disciplined overseer of the project. I believe the Commission, and the entire Mid-Columbia community, would benefit greatly from his continued involvement in this important project for the next several years. I hope the Commission will join in recognition of his excellent job performance.

The proposed job description and offer letter are attached. In sum, the job description is updated to focus on a variety of expected post- EIS, Phase Two tasks. New terms listed in the Offer Letter include clarification that it is a three-year, limited duration position and notice provisions and severance requirements if the position is either resigned or terminated.

RECOMMENDATION: Authorize execution of employment agreement with Kevin Greenwood for Bridge Replacement Project Management Services.

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INDUSTRIAL/COMMERCIAL FACILITIES • AIRPORT • INTERSTATE BRIDGE • MARINA

1000 E. Port Marina Drive • Hood River, OR 97031 • (541) 386-1645 • Fax: (541) 386-1395 • www.portofhoodriver.com • Email: porthr@gorge.net

May 18, 2021

Kevin Greenwood
1260 SW Chad Dr.
Waldport, OR 97394

Dear Kevin:

On behalf of the Port of Hood River, I am pleased to present this offer to renew your position managing the Hood River Interstate Bridge Replacement Project.

The following outlines the key terms of your employment offer:

- Title: Bridge Replacement Project Director
- Renewal Date: May 18, 2021
- Supervisor: Michael McElwee
- Annual Salary: \$120,727 /Yr.
- Position Status: Limited Duration (Three-Years), Exempt
- Benefits Summary: Comprehensive Family Medical (Health, Vision, Dental)
ST/LT Disability, Life Insurance, PERS
- Vacation Days: Ten per year
- Personal Days: Two per year
- Communication Stipend: \$120/month
- Travel Reimbursement: Mileage (IRS Rate), Meals/Lodging as Approved
- Computer Support: Port-provided Laptop used for all Port work
- Notice Period: You agree to provide at least at least three-month advance notice prior to resigning position. The Port agrees to provide at

Port of
Hood River

Providing for the region's economic future.

least three-months advance notice if this position is terminated without cause and three-month severance pay and benefits from the final date of employment if the position is terminated without cause.

A performance raise and/or COLA adjustment will be considered at each one-year anniversary date of the renewal date stated above.

I am excited to have you continue your excellent work on this important project.

Please sign below and return this letter if the terms of employment stated above are acceptable.

Respectfully,

Michael S. McElwee
Executive Director

Accepted: _____
Kevin Greenwood

cc: Fred Kowell, Finance Manager

PORT OF HOOD RIVER

POSITION DESCRIPTION

This position is:

- General Employee
- Management
- Supervisory
- FLSA exempt
- FLSA non-exempt

TITLE: Bridge Replacement Project Director

POSITION: Regular Limited Duration Full-time

OVERTIME REQUIRED Yes No

SALARY RANGE: \$95,000-\$128,000 Annually

JOB DESCRIPTION

This Bridge Replacement Project Director is responsible for overall management of a variety of pre-development tasks associated with replacement of the Hood River/White Salmon Interstate Bridge. The position will play a central role in administration of contracts, management of consultants, writing and development of grant and appropriation requests, coordination of various committees and reporting to local and regional agencies on efforts to complete environmental clearances, engineering/design, governance, traffic and revenue studies, financial plans, and other necessary tasks for a proposed new interstate bridge between Hood River, Ore. and White Salmon, Wash. The position will also participate in legislative efforts associated with forming a Bi-State Bridge Compact and on-going funding for construction. The position is the lead staff for the Bi-State Working Group (BSWG), a six-member publicly elected committee formed to monitor and provide feedback on bridge replacement. The position will have a direct reporting and liaison role with project committees, the Port of Hood River Commission, Klickitat County Commission, FHWA and State DOTs. The position may also participate in other tasks and projects at the Port as time allows. Position requires self-sufficiency as there are no other direct reports to the position and work is often done remotely.

RESPONSIBILITIES

Typical responsibilities include:

- Manage the process to select consultants necessary to further bridge replacement including but not limited to engineering, owner's representation/project advising, traffic studies and financial advising.
- Prepare or monitor development of proposal selection process for project consultants.
- Manage contracts and oversee completion of contracted tasks.
- Facilitate the lobbying and creation of a permanent Bi-State Bridge Compact or other owner for the future replacement bridge.
- Manage selection of a P3 program administrator (if needed)

- Coordinate meetings and activities of various advisory committees
- Represent the Port in negotiations and discussions with public agencies
- Monitor and report on project expenditures and overall project budget
- Prepare and make public presentations on project activities
- Assist in preparation and implementation of legislative strategy
- Manage assigned administrative staff
- Prepare Commission documents and present to the Port Commission
- Represent the Port in public testimony and public meetings as needed
- Maintain relationships with private and public stakeholders and community groups
- Identify and prepare grant and/or appropriation opportunities. Work with finance department to prepare required reports or reimbursement requests.
- Manage other projects/ tasks as may be assigned.

PREFERRED COMPETENCIES

- Public Agency Administration
- Strategic Thinking and Evaluation
- Public Contracting
- Project Management
- State and federal advocacy
- Excellent written and verbal communications skills
- Ability to work with a wide variety of people
- Understanding of state and federal law
- Experience in real estate transactions
- Real estate financial analysis
- Land use and zoning issues and processes

EDUCATION/EXPERIENCE

- Minimum four-year degree in planning, business, marketing, design, engineering, finance, or related field; graduate level degree preferred
- Ten years of relevant job experience
- Applicable project management experience
- Current driver's license